C I T Y O F F O R T P I E R C E

CITY COMMISSION AGENDA

Special Meeting - Wednesday, February 19, 2025 - 5:05 p.m.
City Hall - City Commission Chambers, 100 North U.S. #1, Fort Pierce, Florida

1. **CALL TO ORDER**

2. **PLEDGE OF ALLEGIANCE**

3. **ROLL CALL**

4. **COMMENTS FROM THE PUBLIC ON AGENDA ITEMS NOT REQUIRING PUBLIC HEARINGS**

   Any person who wishes to comment on an agenda item which is not under Public Hearings on the Agenda may be heard at this time. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

5. **CITY COMMISSION**

   a. Discussion and decision regarding City Manager position.

6. **ADJOURNMENT**

   Immediately following adjournment, please move toward the doors and exit the chambers. This allows for the safe and courteous exit of all persons, and those on the dais. Conversations after the meeting should be held outside of chambers, in the foyer or elsewhere, but not in the commission chambers where lights will be out as soon as the chambers are empty.

Pursuant to Sec. 2-49, Fort Pierce Code of Ordinances, persons desiring to place an item on the agenda may make written request to the city manager no later than 5:00 p.m. fifteen (15) days preceding the regular city commission meeting. Such request must state the subject matter of the individual's appearance and should include any background materials pertinent to the issue. The city manager shall review the request to determine if the item might be handled administratively or whether the subject matter is an item of city business. If appropriate, the city manager shall submit the item for placement on the agenda to the city clerk no later than 5:00 p.m. ten (10) days preceding the regular city commission meeting. The mayor may impose a time limitation of five (5) minutes, or allow such additional time he or she determines necessary and appropriate for such person to make presentation. All reports, communications, ordinances, resolutions, contracts, documents or other materials to be submitted to the commission shall, no later than 12:00 noon on Wednesday prior to each meeting, be delivered to the city clerk and furnish each member thereof with a copy of the same prior to the regular meeting.

Pursuant to Section 286.0105, Florida Statutes, the City hereby advises you that if you or another person decide to appeal any decision made by the City Commission with respect to any matter considered at its meeting or hearing, that you or said person will need a record of the proceedings, and that for such purpose, affected persons may need to insure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. This notice does not constitute consent by the City for the introduction or admission into evidence of otherwise inadmissible or irrelevant evidence, nor does it authorize challenges or appeals not otherwise allowed by law.

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the City Clerk's Office at (772) 467-3065 at least 48 hours prior to the meeting.

City Commission Special Meeting - 5:05 PM **5. a.**

Meeting Date: 02/05/2025

Re: City Manager Applicant Review and Shortlist Interview Selection

Submitted For: Jared Sorensen, Human Resources Manager, Administrative Services

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SUBJECT:

City Manager Applicant Review and Shortlist Interview Selection.

SUMMARY:

We have attached all pertinent information for all Applicants who applied for the City Manager position. We have organized them into five (5) categories: 1. Qualified Applicants that have completed the questionnaire by deadline given (includes Original Qualified and Additional Review Qualified Applicants attached by Applicant's name); 2. Not-Qualified Applicant pulled by the City Commission who has completed the questionnaire (* by name); 3. Original Qualified Applicant who did not submit questionnaire on time but did submit the questionnaire late (** by name); 4. Qualified Applicants that did not submit responses to the questionnaire; and 5. Applicants that did not meet the minimum requirements.

RECOMMENDATION:

Staff recommends narrowing the Applicants down to a shortlist for one-on-one interviews and selecting a date for a Special Meeting to select the new City Manager.

ALTERNATIVES:

Will proceed as directed.

RESPONSIBLE STAFF:

Jared Sorensen, Human Resources Manager.

COORDINATED WITH:

Sara Hedges, City Attorney.

Fiscal Impact

Budgeted Y/N: Y

Fiscal Year: 2025

OTHER INFORMATION:

This is a budgeted position.

OTHER INFORMATION:

N/A

Attachments

Executive Summary - Updated 2.3.25
Selection Forms
Bell, Troy
Brown, Howard
Bulthuis, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carter, Andrea
Carranza, Daniel
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris*
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew**
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam
Qualified, Did Not Submit Questionnaire on Time
Did Not Meet Qualifications

Form Review

Form Started By: Jared Sorensen Started On: 12/31/2024 02:50 PM
Final Approval Date: 02/03/2025

Executive Summary

City Manager Recruitment

I. Overview

The following summarizes the current status of the City of Fort Pierce's recruitment of their new City Manager. At the beginning of the posting of the position, there were a couple of applicants who were having difficulties applying through the City's new recruitment platform. Human Resource's staff worked with each applicant individually to resolve their issue and to date all applicants have been able to apply and upload any pertinent documents to their application.

Within the recruitment process timeline, Human Resources is recommending that City Commission conduct one-on-one interviews instead of public interviews. These interviews are tentatively set for February 18, 2025, and will be coordinated by Human Resources. Each applicant will have an individual 45-minute interview with each Commissioner. In addition, Human Resources also recommends that City Commission holds a special meeting to discuss final appointment or provide further direction. This could possibly be done at a special meeting on February 19th or 20th. However, Human Resources will move forward with whatever direction City Commission deems necessary.

II. Recruitment Process Timeline

a. Recruitment period: 11/15/2024 – 12/15/2024
b. HR candidate assessment: 12/16/2024 – 1/3/2025
c. Qualified applicant pool presentation to City Commission for interview selection: 2/5/2025
d. One-on-One Interviews: 2/18/2025
e. Final discussion and selection: TBD

III. Recruitment Platform Analytics

a. City of Fort Pierce website
b. Indeed
c. Governmentjobs.com
d. International City/County Management Association (ICMA)
e. ICMA – Job Center Landing Social Media
f. The National Association of County Administrators (NACA)
g. LinkedIn

IV. Applicant Analytics

a. Total applicants to date: **75 (had 77 but 2 applicants have withdrawn)**
b. Total qualified applicants to date: **29**
c. Total non-qualified applicants to date: **46**
d. Total in-state applicants: **66**
e. Total out of state applicants: **9**
f. Total internal applicants: **1**
g. Qualified applicants who completed the questionnaire: **25**

    i. Geographics of applicants: **5** out of state (CO, NM, Kansas, Georgia, PA, and New York);**9** local (Port St. Lucie, Vero, and Fort Pierce);**11** non-local (Jupiter, Leesburg, Pembrooke Pines, Fort Lauderdale, Coral Gables, Jacksonville, Madeira Beach, Town of Century, Clermont, Delray Beach, and West Palm Beach)

h. Non-qualified applicant who was selected to complete questionnaire: **1**
i. Qualified applicants who did not complete questionnaire: **4**
j. Applicants who did not meet the minimum qualifications of the position**: 46**

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

SUBMITTED BY (your name): TAYLOR

Selected Interviewees (in no particular order):

1. Derek Scrapchansky
2. Benjamin Minus
3. William Lawrence
4. Linda Cox
5. Robert Turlip
6.
7.
8.

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard
Bulthius, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

SUBMITTED BY (your name): Arnold S. Gaines

Selected Interviewees (in no particular order):

1. Chess, Richard
2. Cox, Linda
3. Hill, Seddrick
4. Lawrence, William
5. Minus II, Benjamin
6. Scrapchansky, Derek
7.
8.

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard
Bulthius, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

SUBMITTED BY (your name): Curtis E. Johnson Jr.

Selected Interviewees (in no particular order):

1. Richard Chess
2. Rick Keuroglian
3. William Lawrence
4. Derek Scrapchansky
5. Howard Brown
6. Brian Bulthuis
7. Linda Cox
8. _____

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard
Bulthius, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

Sara Hedges Tally

SUBMITTED BY (your name): _____

Selected Interviewees (in no particular order):

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard |
Bulthius, Brian ||
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard ||||
Cox, Linda ~~|||~~
Dapelo, Brian
Dzadovsky, Chris |
Forde, Holly
Harris, Freddie
Hill, Seddrick |
Keuroglian, Dicran |
Lawrence, William ||||
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin ||
Romero, Rudy
Scrapchansky, Derek ~~|||~~
Tiernan, Keil
Turlip, Robert ||
Walthour, Sam

- Brown - 1
- Bulthius - 2
- Chess - 4
- Cox - 5
- Dzadovsky - 1
- Hill - 1
- Keuroglian - 1
- Lawrence - 4
- Minus - 2
- Scrapchansky - 5
- Turlip - 2

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

3 or More Votes:
Chess
Cox
Lawrence
~~S~~crapchansky

2:
Minus
Turlip
Bulthius

1:
Brown
Dzadovsky
Hill
Keuroglian

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

SUBMITTED BY (your name): Linda Hudson

Selected Interviewees (in no particular order):

1. Brian Bulthis
2. Richard Chess
3. Linda Cox
4. William Lawrence
5. Derek Scrapchansky
6. Robert J. Turlip
7.
8.

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard
Bulthius, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

CITY MANAGER INTERVIEWS – SHORT LIST SELECTION

SUBMITTED BY (your name): MICHAEL BRODRICK

Selected Interviewees (in no particular order):

1. LINDA COX
2. CHRIS DZADOVSKY
3. RICHARD CHESS
4. DEREK SCRAPCHANSKY
5. _____
6. _____
7. _____
8. _____

Qualified or "Pulled" Applicants Who Submitted Questionnaires:

Bell, Troy
Brown, Howard
Bulthius, Brian
Butson, Gwendolyn
Carlisle, Chanal
Carranza, Daniel
Carter, Andrea
Chess, Richard
Cox, Linda
Dapelo, Brian
Dzadovsky, Chris
Forde, Holly
Harris, Freddie
Hill, Seddrick
Keuroglian, Dicran
Lawrence, William
Linko, Andrew
Luckett, Terrence
Marshall, Ellie
Mascaro, John
Minus II, Benjamin
Romero, Rudy
Scrapchansky, Derek
Tiernan, Keil
Turlip, Robert
Walthour, Sam

Qualified Applicants Who Did Not Submit a Questionnaire:

Baecht, Brad
Durandisse, Sacra
Gotshall, Bradley
Vazquez, Fernando

Applicants Who Did Not Meet Qualifications:

Atwood, Dawn
Beard, Daneil Cody
Briceno, Juan De Mata
Burke, Keneisha
Burkey, Meredith
Burrows, Ashton
Christopher, Gladys
Cote, Stephanie
Cuello, Christopher
Curet, Crystal
Dalen, Pieter Van
Gjonbalaj, Elizabeth
Gloger, Chanceler
Greene, Patricia
Hawkins, Samiea
King, Samuel
Kopp, Lawrence
Leon, Jisel
Levine, Michael
Lewis, Jah-Juan
Ligon, Taurus
Marteen, Dan
Masters, Krystal
Maxwell, James
Michels, Samantha
Monroe, Tina
Mugnolo, Richard
Polynice, Angela
Proctor, Karen
Queen, Tiamiko
Reilly, Michael
Reive, Chelsea
Rocha, Cheri
Romilus, Djimson
Seeman, Randy
Sendra, Katarzyna
Sezgin, Burak
Shepherd, Darren
Silve, Maria
Stefaniak, Arek
Stefanova, Denislava
Timothee, Marie
Usov, Valentin
Valdez, Maria
Westervelt, Scott

Cover Letter

Troy Bell, ICMA-CM,
MPA, MS Finance
Nov 2024

I am a multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. I am seeking opportunities to pursue new public service - Capital Improvement Programs Manager or Management Deputy, Assistant, or CEO - positions within municipal or non-profit entities. In addition to accomplishing a unique breadth of professional work, academically I have completed the required coursework for a PhD in an interdisciplinary program at Purdue University focused on the collaboration intersection between management of Government Systems and Education Systems. This is study and research is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program).

Just as a brief introduction of myself…. My Father is a retired Army General Officer, and my Mother whose family is from Central America was a PhD and career Special Education Teacher and College Professor – my parents retired in the DC area. I believe my parents' legacy created a natural tendency towards leadership, an inherent depth, and a well-rounded variety in a personal, academic, and professional background that is **now built on the foundation of *their* commitment to public service**. It is this interpersonal flexibility and resilient resolve that helps make me an ideal candidate to tackle the most complex challenges of public service. Above all, **I hold Honor, Loyalty, Ethics, and Character** in the highest regard. I am someone who is self-motivated and sees and understands the big picture, but also has the ability to analyze and assess the critical pieces necessary to help make the Managers and the Team's vision become reality. I am highly adaptive and flexible with years of cross-disciplinary experience, creating departments, strategic and general planning, developing policy, structuring, and implementing new innovative ERP technology initiatives. I am a "Can-do" out-of-the-box thinker and highly energetic manager who listens intently, roles up his sleeves, and leads by example. My success often stems from the ability to assess departments, empower staff, and rapidly activate high quality service delivery to our residents.

I have the kind of versatility that has helped me in achieving broad and diverse community engagement, and the right balance of attainable housing, infrastructure improvements, tourism, and business needs in growing diversifying communities to advance the directives of the administration, advocate for inclusive and restorative policies and practices, and further expand service networks to meet the needs of the city's underserved or immigrant populations. My team achieved this through **intentionality in transparency, inclusiveness, and sustainability**. To achieve this required having distinct competence and a passion for people coupled with a willingness towards having difficult conversations and making courageous decisions. I have worked in, and led, infrastructure operations and facility construction in one of the more economically diverse counties in America. In fact, I worked as a police officer to pay for college prior to joining Miami-Dade County (MDC) as a MDC WASD engineer, so I understand the value of safety and security to long-term prosperity. Subsequent to Miam-Dade, I worked as the Deputy Chief of Staff (mentioned above) for the regional water authority (SFWMD) where I gained **County and Regional** collaborative experience, managed Board Operations, Grant Writing, the Clerk's Office, IT, **the District's $1.07B Budget**, and Public Works. And in addition to my senior **leadership experience with IBM** (in state, local gov. sectors) my teams have always delivered phenomenal service, **never compromising transparency or integrity**.

And… with regard to my academic and professional research (temporarily on hold), I am working to center my analysis on the importance of community engagement using collaboration regime theory (breaking down and bridging silos) – techniques to maximize productivity thru the 3 spaces of… education,

government, and stakeholder engagement to achieve equity, attainable housing, and efficiencies in emerging communities. These areas of exploration that **focus on DEI integrated teamwork and empowering staff in participatory decision making** are designed specifically to enhance **interdepartmental efficiency and interorganizational collaboration.**

As for **my leadership style**, I am a forward-thinking principle-based, team-oriented, hands-on, strong, servant-leader who believes passionately in the value of investing in, and building**, genuine, authentic, *non-transactional relationships* with staff *and* stakeholders.** My approach to leading is well noted as being open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor**.** Though I hold staff accountable, I don't work from behind a desk and yet I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in communities seeking assistance from creative, **innovative**, bridge-building, systems and process operations managers. As a skilled generalist, able to rise above criticism yet listen to input, I have a commanding depth in the key areas identified. My **passion for challenges drives my eagerness for rounded continuous personal growth**; it spurs my desire to create a positivity that invests in staff development and mentors growth. As a mantra, I strive for both – to be a *great manager* who must maintain organizational stability, while always raising the bar in customer service, and to be a *great leader* who must embrace the value of change, build on current success, and address acute deficiencies.

But overall, my candidacy is **more than what I have done**, it is also **so much more about who I have grown to be**. Through a career of success *and* limited setbacks, life has taught me how to manage and to lead, but *not to be afraid to seek input or assistance*. I have **experienced and overcome considerable adversity** and many instances of discrimination where I had to face down gross untruths with grace and fortitude while maintaining a commitment to the Code of Conduct. In this process, I learned to garner resourcefulness and exhibit the resilience needed to get up, dust myself off, only to grow stronger *because* of the learning experience. **This is the spirit I endeavor to impart to the organization and community I serve; this is the edge that I feel enables me to be a more effective manager than most other candidates**. Because of this spirit to succeed, I have worked to become a skilled communicator, effective at collaboration, and successful at developing strong inclusive partnerships with staff and colleagues. Thus, throughout my career I have been extremely effective in fluid, fast changing, and high-pressure environments. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and "all-ways" value internal/external stakeholders. To this day, the collaborative efforts of staff working with or under my leadership reflect high morale and good customer service.

My goal is always to provide the **highest quality of performance** to support the vision of the organization and the leadership team. It is very important to me to drive exceptional excellence in the organization and the community by doing my part to deliver **extra ordinary professionalism, competence, and top-notch service** to the team, and those I may lead. Thus, with the leadership style and focus on teamwork that I hope to have in this role, my goal is to create the necessary **thought-partnership to be efficient and effective**. I am confident that I have the knowledge, experience, and "what it takes" to academically, professionally, and personally excel at any challenge my team and I may encounter. *Hence, I humbly request the chance to interview for this role, to share more about myself, my family, and my leadership style and to show how I believe I can be a great fit for this position.*

Darryl LeTroy Bell (aka Troy Bell)

LeTroy.Bell@gmail.com • (317) 410-4500

Summary

Multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. Seeking opportunities to pursue public service Manager or CEO positions – municipal or non-profit entities. In addition to the unique breadth of work, I have completed coursework for a PhD in an interdisciplinary program focused on the collaboration intersection between management of Government Systems and Ed Systems from Purdue University. This is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program). A sample of these areas of expertise and experience include:

- City Management, ICMA Credentialed
- Executive Leadership Training Certificates
- Housing, Community/Economic Development
- Water District Deputy/IBM - IT Professional
- Multiple Executive Leadership Roles for Schools
- Water and Sewer/Infrastructure Management
- Finance and HR Management Professional
- Former Police Officer

Education

- **Purdue University, West Lafayette IL.** Coursework completed for PhD interdisciplinary program in education and government management, **2017-** (yet to complete prelim exams and dissertation).
- **University of Miami, Coral Gables FL.** Master of Science-Finance (A+), **2019**.
- **City University of New York (CUNY) – Bernard Baruch, New York NY.** Master's degree in Public Administration (MPA), 2012.
- **University of Miami, Coral Gables, FL.** Dual Bachelors - Major: Economics and Sociology (2005) w/eq in Applied Phys, Mechanical Engineering, and Finance. (Student Body President)
- **Miami Dade College, Florida Law Enforcement Academy, Miami FL.** Graduated top of the class. State Certification Exam Completed (Jan 1996)

Short-Term CM Turnaround Assignments | Sept 2023 – Sept 2024 |

City Manager
City of Palatka, FL | 201 N 2nd Street, Palatka FL 32177
Managed a city of 11,000 residents with $72M budget, 10 direct reports (incl City Attorney, Airport and Golf Course) and 144 city employees. Responsible for Full-service water front city - budget direct management and all services, departments, and city divisions.

Interim City Manager
City of Charlotte, MI | Charlotte, MI 49444
Managed a city of 11,000 residents with $20M budget, 13 direct reports and 122 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. **Offered permanent CM position.**

PhD Research Assignment | Sept 2019 – Jan 2023 |

City Manager (Completed over 3yr Contract During COVID)
City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444
Research: Underserved Community with School District in receivership.
Managed a city of 11,000 residents with $15M budget, 7 direct reports and 77 city employees. Responsible for direct management of budget and all services, departments, and divisions of city.

Education Sabbatical | Jan 2017 – Spring 2022 |

PhD degree program, Purdue University, West Lafayette, IN Courses | Summer 2018 – Spring 2022 |
Master's degree program, University of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |
Consulting & Executive Member | January 2017 – Fall 2019 |
The Diversity Roundtable (Non-Profit) | West Lafayette, IN
Unpaid Non-profit Leadership and IDEA (Inclusion, Diversity, Equity, and Access) Consulting

City Manager Experience | Jul 2016 – Nov 2016 |

Deputy City Manager, Treasurer, and Acting City Manager

City of Walla Walla, WA | 15 N. 3rd Avenue, Walla Walla, WA 99362

Responsible for helping manage a city of 35,000 residents with $60M budget. I had 5 direct reports and 275 city employees. Managed all departments in Chief of Staff style Deputy City Manager role for 3 weeks. Served as Interim City Manager for 4 months with direct oversight of Latino Outreach, Parks and Recreation, Libraries, Human Resources, Public Works, Planning, and Police and Fire. Served as Deputy City Manager for only 3 weeks before manager went on emergency leave.

Served as Interim City Manager, terminated only when City Manager returned from emergency leave. Received positive support from Mayor and Council member, e.g., "I found him to be knowledgeable and a pleasant fellow to deal with…"

Senior K-12 Education System Experience | Feb 2012 – Jul 2016 |

Chief Academic Officer

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

Leading a nonprofit organization that manages with over 80 schools across the US with 24,000 predominantly poor and minority students to promote educational success and equity. I served as Superintendent of schools for academies in Michigan, California, and Florida. Responsible for developing and managing K-12 range charter schools. Led strategic and operational activities. Managed Human Resource, Curriculum and Instruction, Information Technology, Fleet, Facilities, Public Safety, Capital Improvement Growth/Development Plans, Libraries, and Recreation Programming.

Departed to accept another position.

Deputy State Director, Outreach and Legislative Advocacy for Florida | March 2013 – June 2014 |

StudentsFirst | Orlando, Florida

$10M operating budget, 5 direct reports and 2030 staff and volunteers, plus 2000 contracted FTEs. StudentsFirst was a grassroots political action organization dedicated to public education reform. I was a registered lobbyist, responsible for state of Florida community outreach; directed field staff operations across Florida and led social-media, paid media, and earned media campaigns. Managed statewide community outreach and Intergovernmental Relations at state, regional, and local levels.

Florida state entity was dissolved. Departed after funding was cut.

National Director of Governmental Affairs | February 2012 – March 2013 |

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

$70M budget. Across 16 states, managed 4 direct reports, 70 staff, and 55 contracted FTEs. Responsible for Economic and Business Development, market expansion strategies, advocating favorable legislation, and cultivating relationships with State and Local Legislators, Boards, Councils and Non-profits.

Position was outsourced.

National Urban Fellowship - Master's Public Administration degree program,
Baruch-CUNY, Manhattan, NY | February 2012 |

Municipal Management | Sept 2010 – Nov 2011 |

Assistant to the City Manager, Beverly Hills, CA

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Responsible for 5-yr financial forecasting. Participated in developing multiple initiatives.

Major Accomplishments:

- Developed Bicycle Street Plan; Designed city-branded credit card program;
- Created the City's first 5-Year budget forecast; Created Employee Green Commuter Incentive Plan.

Relocated to Beverly Hills, received National Urban Fellowship. Fellowship completed May 2011. Continued to perform and complete projects for City until November 2011. Departed Beverly Hills when followship ended and my CM announced retirement.

Economic Development and K-12 School | Nov 2007 – Sept 2010 |

COO and Regional Director

New School Economic Development Program | 723 E 53rd St., Indianapolis, IN 46220

Responsible for developing new school concepts, school operations and school safety, capital improvement plans, and working with the Mayor's office. I located, helped arrange financing and purchase of land and helped to re-zone properties as needed for school properties. Managed project approvals, facility design and construction; vendor selection and management, procurement, facility maintenance and repair, inventory control, fleet management, transportation management, technology plan and implementation. Managed human resources, curriculum selection, student recruitment, community outreach, parent engagement and all State and Local government relations.

Departed after **3 years** to accept National Urban Management Fellowship.

Municipal Private Sector Tech Solutions | Aug 2003 – Oct 2007 |

IBM Public Sector Business Manager – Complex Solutions Consultant

IBM | HQ: Miami, FL and Smyrna, GA

Responsible for IBM business process solutions in State and Local governments, education, and healthcare sectors. Helped clients optimize systems and processes through strategic planning, organizational development, and designing technology workflow complex solutions (involving hardware, software, and services). Managed 50 Matrix-styled team reports and 1250 staff plus 25 FTEs of contracted staff. Helped staff Florida Office of Professional Regulations and Massachusetts Universal Healthcare Initiative.

Departed after **4 years** to accept new position.

Municipal City/County/Regional Water Experience | Jan 1992 – Jul 2003 |

Deputy Chief of Staff

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Held positions of increasing responsibility: Compliance Director (6 months), Public Works Director (2 years), and Deputy Chief of Staff (3.5 years). In my last role, I managed a budget of $1.07B, and federal/state grant processes had 4 direct reports with staff of 794. Was responsible for the Board's annual gala, all operations of the Board's intrastate meeting rotations, and multiple departments: Public Works; Budget and Finance; Procurement; Clerk's Office, Board Agenda and Board Operations and Business Management; Project Management Office; Emergency Management and Disaster Response.

Departed after **6 years** to accept new position.

CSO Federal Consent Decree Portfolio Program Director

Miami Dade Co Water and Sewer Dept. (WASD)| N. District - Interama Waste Water Treatment Facility

Managed $880M of work. My last role involved managing the Federal Combined Sewer Overflow (CSO) Consent Decree Program, which was high visibility, time sensitive, with multiple regulatory interests, and had ambitious MWDB goals. Prior to this role, I served as Public Works/New Construction Division Director for 3 years where I managed all new construction, engineering, renovation and operations for treatment plant systems and buildings.

Departed after **5 years** to accept new position.

Certified Sworn Police Officer | June 1997 – August 1998 |

El Portal Village Police Department | 500 NE 87th Street, El Portal, FL 33138
(Certified Officer until January 2004)

Selected Trainings and Certifications

- Univ. of Minnesota - Humphrey School of Pub. Pol.: Policy Analysis
- Univ. of Kansas – School of Public Affairs and Administration:
  - Performance Budget 2.0
  - Police Professionalism and Social Equity
- Duke University – Sanford School of Public Policy: Sustainability
- Syracuse U. - Maxwell School of Pub. Admin.: IBB Labor Negotiation
- University of Louisville – Legislative Policy Advocacy
- Southern University – Social Justice Advocacy
- ICMA Mid-Career Manager's Institute
- ICMA Gettysburg Leadership Institute
- ICMA Credential Manager
- Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- NFBPA - Executive Leadership Institute Distinguished Graduate

Professional Organizations and Affiliations

- International City/County Managers' Association (ICMA)
- American Public Works Association (APWA)
- American Society of Public Administration (ASPA)
- Council of Minority Public Administrators (COMPA)
- American Association of School Administrators (AASA)
- Vice President – University of Miami, BAS Alumni Organization
- FEMA - Long Term Recovery Cadre
- Local Government Hispanic Network (LGHN) member

Mobility Relocation Statement

My passion has always been a commitment to public service and a desire to find creative ways for a sustainable quality of life in the communities I serve. In pursuit of these objectives in local government, I have unfortunately run into multiple glass ceilings. To overcome these barriers, I have pursued additional education and credentialing in order to be competitive for a chance to work in an environment where I can learn and grow. Since completing the educational sabbatical to pursue the PhD, I have been afforded limited short-term chief executive roles in turn-around communities under the most difficult work circumstances. Please don't misunderstand these assignments or my NUF Fellowship in Beverly Hills as a lack of stability; as I want to return to municipal management, these assignments should be weighed against the long-term roles in my initial local government career. Thus, I am eagerly seeking a long-term role that will allow me to work with, and in, an environment that values teamwork and my knowledge and ability to further the success of the organization and its leadership. My family and are looking for a long-term engagement in a location, yet with growth challenges and learning opportunities, but that would allow my kids to finish elementary, middle, and high school without additional relocation.

JON BUMSTEAD
32ND DISTRICT
P.O. BOX 30036
LANSING, MI 48909-7536
PHONE: (517) 373-1635
FAX: (517) 373-3300
senjbumstead@senate.michigan.gov

THE SENATE
STATE OF MICHIGAN

February 14, 2023

To Whom it May Concern,

This letter is written in the recommendation of Mr. Troy Bell. As the Michigan State Senator for the 32nd Senate District, I have had the pleasure to work with and interact with countless municipal leaders around the state, but few measure up to what Mr. Bell has brought to the communities he has served.

For several years I have had to opportunity to get to know Mr. Bell and work hand in hand with him to serve the City of Muskegon Heights. Mr. Bell has always been a strong advocate for the communities he has served. In his previous role, he displayed an overwhelming commitment to the betterment of the community and found ways to make meaningful and lasting changes for those he served through his vast knowledge and connections.

Over the past three years, Mr. Bell has been a champion for the City of Muskegon Heights. During his time, Mr. Bell has never been concerned about politics, instead he has attentively demonstrated profound ethics and achieving the success of the community. As City Manager Mr. Bell secured millions of dollars in grants from all levels of government and secured partnerships to the city that would not have been considered without his leadership. With his leadership, the City has seen monumental changes in infrastructure, community development, and economic development in addition to the first new homes being built in the city in 20 years.

Mr. Bell's profound commitment to public service is not complete, whenever and wherever he is called, Mr. Bell will bring excellence and devotion to that community as he has done in years past. For these reasons and many more, I highly recommend you consider Troy Bell for this position.

If you have any questions, please do not hesitate to contact my office by phone at (866) 305-2134 or by email at senjbumstead@senate.michigan.gov.

Best regards,

Jon Bumstead

Jon Bumstead
State Senator
Michigan Senate District 32

Recycled Paper

01/26/2023

Honorable Mayor and Council,
2724 Peck Street
Muskegon Heights, MI

Honorable Mayor and Council,

We respect your work to lead the City and appreciate you taking the time to read this letter of support and concern. As a Leadership Team, Mr. Troy Bell is crucial to our current potential growth and we are concerned for the City of Muskegon Heights. We all have worked closely with Mr. Bell over the last several years and have seen his commitment to excellence and growth in the City of Muskegon Heights. He has sometimes challenged our thinking and pushed us to move past antiquated systems to serve the community better. He has taken time to educate us on the pieces of the puzzle that will help our City grow and prosper.

Currently, the City of Muskegon Heights is on the edge of a critical transition on the road to success. If we miss our transition, we may not crash immediately, but we will run out of road. Unfortunately, as an underserved community, we must build our ramp to get on the highway. While creating our ramp to the success highway, there are corrections we are making daily in the ramp design along the way.

The engineer for our on-ramp to the highway of success is Mr. Troy Bell. He has the knowledge, skills, and abilities that are critical to finish building our ramp. In addition, he has the respect of the business community, which allows us to access things we do not always have access to as a City. He has built the relationships needed to keep us on the right track to reach a New Muskegon Heights.

There are multiple complex items in motion where Mr. Bell's skill set is critical. The blend of formal education, experience, and relationships he has developed gives us what we need right now to make things happen. With multiple projects just starting and new contracts being recently signed, his daily leadership and familiarity with our current status is essential.

As a Leadership Team, we feel that the retention of Mr. Troy Bell is critical to our current success as a city. We are concerned about the disruption that Mr. Bell's leaving would cause to the City of Muskegon Heights. The team works daily to ensure the functioning of the City alongside Mr. Bell. His support helps us accomplish the business of the City. The absence of Mr. Bell will make our work much more difficult for our small team, not to mention fractured by his absence. Several key projects could prove vulnerable, in lieu of his departure, including one critical project, like the $7 Million-dollar water project that just kicked off which potentially could fall apart.

We ask that you consider all available options a, including short-term contract to keep us heading toward the highway of success.

Respectfully,

Maurice Sain
Police Chief

Karey Morrow
Chief Building Official

Carolyn Cook
Community Development Director

Christopher Dean
Fire Chief

Khi Guy
Deputy Public Works Director

February 2023

Most Honorable Members of Council

I am the current and presiding Mayor of the City of Muskegon Heights. I was a member of the original Council that voted to bring Mr Bell to Muskegon Heights and I would be the first to sing his accolades in recommending him for any position for which you may be considering him.

Mr Bell has a tremendous background, and I am truly sad to see him leave. His work in much larger cities and larger communities is exactly what we were hoping would turn our community around. He began by steering us through the difficulties associated with addressing the extraordinary COVID contamination rates in Muskegon and helped us handle the respective regulations. He managed the City through virtual and in-person charrettes, the creation of the 1st Downtown Vision Plan, the revamping and restoration of the Downtown Development Authority (DDA), the creation of the 5-year Recreation Plan, and the first operations lease to restore our Mona Lake Park lakefront pavilion facility. Troy created the Reserve Police Officers' program to address the huge overtime expenditures incurred by the police department, while also positioning the City to recruit officers from the community for the 1st time in 20 years. He also incorporated a fleet management program vendor, "Enterprise", that assisted the city in the replacement of all its vehicles (some dating back to 1990) and created an all-new fleet that capitalizes on lower gas costs, lower maintenance costs, and higher resale values as a means to save the City money.

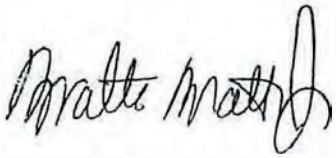
Troy Bell was the architect of the Reaching New Heights Plan (RNH). This plan began with a Council policy focused on the steps necessary for the City to keep *residents and seniors* from losing their homes. It allowed the City to exercise its right of refusal on foreclosed property and make those same properties available to residents for purchase or for homeownership rehabilitation. RNH included a documented commitment by residents and others to fashion these homes for resale within 2 years. It also required, as never before, that property purchasers keep the properties clean, acquire the necessary inspections, and offer a "Bridge" for renters to become homeowners - downpayment assistance, credit repair, and homeownership mentorship for 1st-time home buyers. The RNH Plan was the umbrella for this program; it makes homes attainable and available through Mr Bell's grant funding from the State Housing Authority.

The programs he has created and the enormous amounts of grant funds he has shepherded into Muskegon Heights are designed to finally establish our downtown as a destination. The vision for this destination leverages the donation of new public art and a new skating/splashpad facility in the park – all grant funded. He worked to create a bike-share reservation process at our downtown library, so residents and children without bikes could enjoy cycling in the summers. Mr Bell understood that the Councils Vision of prosperity meant that he had to figure how to take care of the most vulnerable, the senior citizens, the children, and the least of the community - all while saving the city money. Amazingly, he was able to accomplish this feat. Troy coined the phrase in the community that we *"cannot favor profit over people"*, realizing that by investing in all people and businesses, we can revive the whole community.

Mr Troy Bell's resignation is inevitably a huge loss to the City. Bell is ethical, courageous, disciplined, and a tremendous hard worker, yet he is easy going approachable, humble, and friendly. He is the kind of person that collaborates well with staff, the leadership team, and stakeholders and the type person you would want to lead your organization! He has my unequivocal endorsement and recommendation.

Sincerely,

Mayor Watt



February 2023

Honorable Commission Members

I would like to take this opportunity to offer my strong support and recommendation for Troy Bell. I have known Mr Bell for several years now and I have known his family for many more. Mr Bell has been a beacon of class and integrity in all my interactions with him. As I review the numerous accomplishments that he has accomplished in his most current municipal role I cannot help but be impressed. Mr Bell has done more for the community than any individual I can think of in the last 20 years.

I was in all honesty quite surprised when Mr. Bell chose to take on the role as City Manager in this community, given his many accolades prior to coming to the Muskegon area. I understood the importance of this community to his research and study and I understood the closeness this community had to his spouse's childhood home not 50 minutes away. I however did not realize the overwhelming commitment Troy had to the pure practice of public service. In my many informal and even personal conversations with Mr. Bell, he has shared his deep passion for making the spaces where people live, meet, greet, share and grow the type of spaces where people can enjoy themselves, feel happy, prosperous, and fulfilled. As a testimony to his work – Troy lives his mission. He is always available to the people; he is always warm, friendly, welcoming, approachable, and even-keeled.

As a community within my jurisdiction, I have had the pleasure of watching Mr. Bell closely and see the relationships that he has poured into and developed over the last 3 years. I can say he has not been concerned about politics; he has been focused on demonstrating profound ethics and achieving the success of the community. He has built numerous non-transactional relationships with the wide range of stakeholders in the region. Change was not coming to this area without a sense of stability and a keen respect for his ability to create a sense of expertise and experience that can professionally manage a community. Please know that no one can outwork Troy and he brought all of that and more to his community – proof that the work he has done in the past is veritably extraordinary in its own right.

I can say that due to Mr Bell's sincere commitment to his community and his work, the City is the recipient of millions of grant funding that otherwise would not have happened in that community. The City is cleaner and safer, the City is more secure, much more stable, and healthier. The organizational processes are streamlined and more transparent. Roads ae being paved, lead service pipelines are being replaced, the first new houses are being built in the past 20 years, and economic development is underway in multiple sectors of the community.

For these reasons and many more, if you are considering Troy Bell for your community or organization, I highly recommend him to any position.

Marshall D. Cook

Candidate Questionnaire

Candidate Name: Troy Bell

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: **See attachment**
    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.

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

Fort Pierce was within the jurisdiction of the government agency for which I previously held a leadership role. During that time, I had an opportunity to visit and spend time in the City and see its potential. I was initially interested in this role because as a leader, I relished the chance to return and work with the Commission to tap into the very same great potential I saw in this community and this city. But as I dug deeper, I found there were many more reasons why I desired to pursue the chance to lead the City under the guidance of the Commission. **Geographically**, i.e., I am naturally drawn to the mid-size of this community that serves as the County Seat, is in close proximity to urban areas, and that yet offers a connectedness and active community feel. I have had the good fortune to manage coastal communities and understand the unique impacts and challenges. Also, since I have an Elementary School-aged family, I am seeking an area with quality school options, where we can find a home that will serve our family at least until our kids graduate from High School. This area would be a great environment for raising our young family. And, it is also in a great proximity for my wife who is a University Dean, because the location is prime to give her easy access to multiple opportunities with many various Universities that have already expressed interest in her joining their academic team. And given my career in management was previously centered nearby, it seems only apropos that I might have the privilege to manage here and make a difference in the future of this community..

Organizationally, I am also interested in this role at Ft Pierce because of the specific challenges facing the City and the organization.

Ticking off the key challenges stated in the recruitment: transparency and accountability – I have been under the microscope and have repeatedly chosen the ethical route even when it meant the threat of losing my job. Regarding policing, my approach to changing the focus of law enforcement is informed by community engagement and personal hands on experience as an officer. Successfully dealing with budget constraints and the need for new revenues sources is reflected in my track record on grants and working on the continuum from resource rich to fiscally distraught communities and having the resourcefulness and resiliency to chart an innovative path to thriving vibrancy from conflict and financial discord. I am experienced in hiring, retention, and labor negotiations. And through uniquely effective community engagement, I have created some of the most innovative Attainable Housing initiatives and Economic Development plans/programs tailored to the communities I served. And finally my experience developing effective evaluation systems and standards, redesigning job descriptions and rightsizing compensations has led to high performing operations and exceptional employee performance under difficult circumstances. In short, I am an Engineer, former Police Officer, with construction management and neighborhood/community development experience and expertise who has a love for people and solving difficult problems. I have a Master's in Finance. I not only have experience in *each* of these areas but I also have been extremely blessed to achieve success by skillful consensus building and community collaboration.

Professionally, I want to be one of the architects, leading the very solutions the City is looking for to ensure a vibrancy that generates revenue and supports creating more and better services for the community. Leadership entails an almost intangible quality where you feel a drive to apply your knowledge, skills, abilities, and expertise in a way that represents transformative change. Public service is doing *that* in a way that makes the lives of people better. I am seeking the chance to build a team, and to be a part of the team that has ground-floor influence on the development of programs, policy, practices, and structures that address the most difficult issues for the City, based on the Commission's vision. This is what makes me excited about this position, and as I fancy leadership as one of my qualities, like any truly dedicated public servant, I am inspired by situations where I have the *specific* tools and experience to make a difference – ultimately to leave what I find better than when I found it. So because I believe I have the necessary talents in the areas the City may need the most, I know I can have a positive lasting impact here, and so it follows then, that **this is precisely where I am interested in being**!

3. How would you describe your management style?

I would describe my management and leadership style, as forward-thinking, principle-based, team-oriented, hands-on, strong, servant-leadership. I am one who believes passionately in the value of investing in, and building, genuine, authentic, non-transactional relationships with staff and stakeholders. My approach to leading is open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor. Though I hold staff accountable, **I don't "work from behind a desk"** and yet I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in communities seeking assistance from creative, innovative, bridge-building, systems and process operations managers. As a skilled generalist, able to rise above criticism yet listen to input, I have a commanding depth in the key areas identified. My passion for challenges drives my eagerness for rounded continuous personal growth; it spurs **my desire to create a positivity that invests in staff development and mentors growth**. As a mantra, I strive for both – to be a great manager who must maintain organizational stability, while always raising the bar in customer service, and to be a great leader who must embrace the value of change, build on current success, and address acute deficiencies. And as I stated in my cover letter, it is my brand of management to become an active part of the communities where I manage. A good Manager wants to "eat what they cook" (perse); I believe they cannot be a leader of a people that he/she does not know and understand. Transparency and accountability begin with being visible and accessible. This has opened the door for me to become excellent at consensus building, engendering collaboration, driving economic development, human resources, and fiscal budgetary responsibility and management.

But my candidacy is more than what I have done, it is also **so much more about who I have grown to be!** Through a career of success and limited setbacks, life has taught me how to manage and to lead, but not to be afraid to seek input or assistance. I have experienced and overcome considerable adversity and many instances where I had to face down gross untruths with grace and fortitude. In this process, I have learned how to garner and exhibit the resilience needed to get up, dust myself off, only to grow stronger because of the learning experience. This is the spirit I endeavor to impart to the staff and community I serve through the programs we deliver. This is the edge that I feel enables me to be more effective than most other candidates. I have worked to become a skilled communicator, effective at collaboration, and

successful at developing strong inclusive partnerships with staff and colleagues. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and "all-ways" value internal/external stakeholders. And my approach to management is always open, engaging, friendly, good humored, and continuously invoking of a sense of calm, action-oriented demeanor.

My commitments to building non-transactional relationships, transparency, accountability, consensus building and collaboration, and a desire to work as a thought partners with the Commission will help me in fostering a positive relationship with the Commission. My even-keeled demeanor will serve to engender confidence in my knowledge and ability to perform under stress. I believe my experience with adversity shows a quiet courage to face obstacles with dignity and determination. And I believe my style of openness and approachability will allow me to provide guidance without stepping on toes, and permit me to engage with my staff in dialogue to support a focus on coming together as a team.

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

Through reading, ICMA credential training, and experience, I have learned how to promote positive work culture in my local government roles by operating with compassion and clarity. James Q. Wilson argues that clarity is crucial to a successful organizational culture. A lack of clarity comes from a failure to understand the organization's critical activity (reason for being). I have worked effectively to address clarity by ensuring that my organizations have a clear and easily articulable Mission, Vision, and Value (MVV) ethos. This ethos should identify the critical activity, gain consensus on how that activity is to be conducted and ensure that the resources are there for staff to be successful in achieving the activity. With the MVV foundation in place, I revise job descriptions to align with goals and objectives and implement 360-degree evaluations to provide constructive feedback to encourage improvement and not punitive assessment. We focus on team and teamwork as the best means for achieving our goals most efficiently – success and failure rests with the efforts of the team to succeed. Based on MVV goals my team and I are intentional about identifying exemplary effort, recognizing it, and rewarding it. People want to be seen for the work they do and appreciated for it as well. Compensation studies ensure that we are competitive for the objectives we are asking staff to accomplish. Yet, a "thank you" can go a longer way toward letting employees know they are appreciated. All these factors come together to create a positive work culture, and such a culture is attractive to hiring great staff for the right fit in the organization with regard to extraordinary team culture and exemplary work competency.

That said, *Hiring* starts with a robust HR department, with an innovative on-boarding system that emphasizes developing the right culture and hiring the right person for that high performing organizational culture based on the comments above. Identifying staff with the right culture and shadowing those persons should be a part of the on-boarding process which should also offer a chance to rotate throughout the organizations multiple departments. This assists in cross training which is the ultimate foundation of succession planning. *Discipline* should be managed through a progressive process that is built on revised and clear job descriptions (aligned with any relevant contract), clearly defined career tracks, and a 360 degree evaluation system (supers, equals, resident feedback, subordinates) that defines strengths and weaknesses and designs training goals and means. An employees failure to meet that should be met with clear communication and the opportunity for correction and if necessary a PIP. Job descriptions should be aligned with the strategic plan process mappings for each department and each process and clearly supporting the MVV. These process maps should be referred to in any PIP as a means of tying expected performance back to organizational MVV/goals so that all disciplinary efforts are actually continuous improvement efforts to achieve higher productivity. Any unfortunate terminations are an articulated aspect of high performance efforts. *Ethical* violations cannot be tolerated and the policies must be written to reflect that. Policies should require that employees take affirmative action to comply with ethics requirements on a regular basis and failure to do so should be deemed a violation of ethics protocols and addressed accordingly. *Labor relations* should be tied to organizational goals and must be build on clear expectations, transparency, and mutual accountability. As a former labor representative myself and having negotiated numerous labor agreements, I have had tremendous success in labor relations with honest straightforward relations before during and after agreements based on repeated references to clearly defined organizational goals. My philosophy is that Organizational Goals cannot be achieved without organizational health and the health of the organization depends on how well the agreements we make are tied to organization's goals and well we do in sticking to those commitments. *Performance Evaluations* (and respective evaluation criteria) have to be

clearly and graphically tied to organizational goals, have to be done timely, have to be meaningful, and have to be constructive in their use with a primary focus on how to enhance productivity.

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

My Budget Mechanics: The city must operate within the budget constraints and each month the Commission should receive a "budget-to-actual report" and I like to also provide a listing of all expenses (checks written or charges to accounts) for the previous fund month. Upon review by Commission, this information should also be published on the city website for budget transparency and accountability.

As a budget is a projection of expenses and revenues, Finance will need to create for each Departmental expense and revenue category, a reliability factor in the form of a percentage (%) to be presented to the Commission that indicates (based on the factors known to the staff) whether the budgeted amount is projected to be accurate or not at years end. When and if a expenditure is out of order (unless otherwise required - depending on city purchase and budget policy) then it should be presented to Commission for a modification to the budget to be voted on and accepted by the Commission. If we/staff expect shortfalls in revenues (or unavoidable unexpected expenses) then I provide a plan for Commission consideration and approval to address options for necessary temporary or permanent changes in expenses for the remaining annual budget period – reductions in programs, purchases, or staffing broken down with a statement of non-optional "must pays" verses optionals.

My Budget Philosophy: The budget should reflect the will, priorities, and objectives of the Commission and based on projected revenues should identify what CIP projects should be undertaken and what expenditures should be executed to carryout programs and services. The budget should be a further pronouncement to staff on how to, on a day-to-day basis, execute the strategic plan and achieve the annual goals and objectives of the Commission in service of the community based on the City's Mission Vision, and Values.

To consider how to identify new revenues, new revenues can come from new categories of revenue, new sources of revenue within existing categories, or increased amounts in exiting streams of revenue. I would work with Commission, community stakeholders, chambers of commerce, and finance to conduct and review trend analyses on existing revenues and revenue categories to identify the performance over the last 3, 5, and 10 years juxtaposed against any known shifts that may have affected the economy permanently or temporarily. The analysis must identify key sources of revenues and assess opportunity/threat margins for expansion. Generally speaking, utilizing my background in grant writing, acquisition and management, I would look for grant opportunities from federal and state agencies and federal and state legislative actions. I would look at the appetite for public safety funding initiatives and temper any efforts to increase revenues with the installation and/or review of performance metrics to articulate cost benefit productivity assessments. Within the realm of economic development, I would engage discussions with stakeholders on the development of new industry – retail/industrial/attainable housing – to determine the potential for marketing and incentives that may include renewable energy sources, the formation of colocation micro industries suppliers, and EVTOL opportunities. Other options for dialogue are around any reduction of income that may be associated with the City as the county seat. How does that impact the property tax receipts within the city limits. Finally, though not truly revenues, but there may be new opportunities for significant reductions in cost or expenses that may be achieved through innovations approaches in waste management - collection and handling, reduction in City fleet costs (fuel, vehicle, maintenance), reduction in electrical usage or pursuing methods for dampening electrical usage spikes to lower pricing tiers.

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

As the city manager, as measure of my experience is grounded in having been responsible for the success or failure of all organizational initiatives. This was a natural transition for me because of my hands-on personal exposure working in almost every discipline of municipal management. It was very much like in the military going from company grade officer to a field grade officer with knowledge and experience in all the tactical functions required to execute a field level event. As with a field level event, a city operates with limited resources and as such there are always competing demands for resources.

In an organization or community, as a new leader I have learned, in order to most effectively and rapidly improve efficiency and customer service, I start by listening. I listen to the Commission, to staff, to the residents, to stakeholders, and to the Data. Listening is a segue to more generally surveying staff and the public on services and issues of concern. From the listening feedback I begin to learn the organizational perceptions (internal and external), needs and realities. Working with staff, I perform an initial quick and dirty abbreviated SWOT analysis, to identify and understand the key weaknesses or threats to baseline operations. This gives a swift assessment of what to prioritize and where to reallocate resources in order to build resiliency in the baseline operations of the City. At the next step I work with a broader group of staff, leadership team members, and stakeholders to perform full SWOT analysis that includes process mapping for all city processes and services. It is here that we collectively look at 4 basic areas - Staff Levels, Facilities (Attributes/Conditions), Vehicles and Equipment, and Operations Org Structure Process/Systems/Practices. The resulting full analysis yields priorities required for resources needed to maintain *baseline operations*, priorities requiring resources needed for *changes in state* required to meet annual immediate goals and objectives, and demands for resources that are not aligned with short-term (annual cycle) goals and objectives. This becomes the foundation of the strategic plan.

Once all city processes are mapped, we identified trouble spots affecting performance inputs and outputs. Based on the SWOT process mapping initiative, we create a strategic plan that aligns all other existing plans (Rec, Comp, Eco Development). It identifies missing plans, or where existing plans conflict. When existing plans that were created prior to my arrival conflict, this is where I seek guidance from the Commission on how to remedy those conflicts with the strategic plan. In addressing the necessary demands to meet critical and short-term priorities I rely on the Leadership Team. Once the strategic plan is established and any immediate conflicts resolved, I like to develop a team of front-line staff who can meet on a periodic basis with the leadership team to help monitor processes and the strategic plan and determine if the plan is optimal or needs to be amended. I also developed a dashboard to assess performance against metrics that are mutually agreed upon by Commission, staff, and the community. This performance data then gets published to the City's website for transparency and accountability.

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

At the start of and through COVID, I led the charette process with city staff, residents, and councilmembers to create the innovative and comprehensive Reaching New Heights Initiative. This 2030 Vision project based on a Target Market Analyses ($240K housing and retail study I grant funded) incorporated a 2 part Economic Development Plan (Downtown Development Revitalization Plan and Industrial Development Plan), a Public Art Plan, an Attainable Housing Plan, and a state of the art Mobile App Communication Plan, and a Funding Plan.
(The Downtown development plan can be seen on-line at

As a result of the Charrette Process I was able to acquire the funding to perform the charrette and just over $51M (as part of the funding plan) in grant funding, $11M via ARPA, $12M of which were through direct legislative action and $28M through competitive applications through state and federal agencies. As part of the Downtown Economic Revitalization Plan, Economic Development funds were allocated to address renovation and restoration of key downtown properties, the central parks and badly needed road infrastructure for the purpose of attracting business and retail enterprise to the downtown. Using the historic theatre and the adjacent central park as the anchor for restarting the downtown, funds were identified for both facilities located on the main street just a block from City Hall. Funding was also acquired to study and develop a second and more modern industrial park area on the edge of town.

The Industrial Development included infrastructure funding for 10G highspeed industrial fiber optics and the new water and sewer infrastructure designed to incentivize a micro digital economy to augment the burgeoning recycled battery practice, the manufacturing of solar shipping containers, EVTOL and vehicle charging station and equipment, and the assembly of solar farm equipment. Ancillary funding was also acquired through the state economic development agency to support the revitalization and renovation of the City-owned waterfront park and facilities. This included upgrade of facilities the installation of water front restaurant and the creation of a water park amphitheater.

The Public Art plan was initiated with the $400K donation of a 12' Bronze statute installed in the central down park followed by funding for an adjacent splash pad. Additional funding was acquired as seed funding for

additional visual art installations, fireworks shows, as well as, for downtown entertainment music and movie productions during the summers.

The attainable housing plan addressed the community concerns about gentrification by targeting the transition of existing long-term multigenerational renter residents to home owners through the Reaching New Heights Housing program. 25% of all land within the jurisdiction was municipal owned and the plan made that land available to developers at a reduced cost if they would prepay the taxes and keep the property clear of debris during development and commit to 3 primary requirements – provide access to downpayment assistance, credit repair, and home ownership mentorship for up to 3 years at no cost to the buyers. This was an innovative approach to reducing the barriers to home ownership purchases also mitigated the force of gentrification displacement and helped to maintain the fiber and character of the community during this economic and property growth. This plan also served to create new homes and thus new customers for the failing and grossly underutilized city owned water treatment facility which was operating at 20% utilization and a stagnate customer base.

Finally, to augment transparency and accountability we beta tested a state of the art **mobile communication application**. This App was pushed out to every household receiving water in the city and ostensibly gave the city direct access to communicate with each active household in the city. It also gave the residents the ability to communicate with the city from their phones and for various organizations throughout the city to communicate with each other through the app. We leverage the App keep residents and stakeholders up to date and to communicate the status and progress of the charrette and the resulting Plans developed from the charrette. The App allowed for users to be able to pay city bills at a discounted rate and earn rewards as a result of the usage of the App for shopping or purchases in the city or for visiting city owned sites. Also the budget and other key information was pushed out and made available on the App. Residents could see the monthly "budget to actuals" and expenses, as well as the status of any workorders or service requests submitted.

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

I started in the role as city manager 3 months before the COVID crises hit which was particularly difficult for me as a new manager new to the community. It was difficult because it did not give me a chance to get to know the community or for the community to get to know me. The City was in dire need of change and improvement and in order for change to be successful the stakeholders need to want change and feel there is no way but up or have a level of trust in the leader's ability to implement successful change. In the community I served there was a significant portion of the population that had resolved that life was hopeless and thus had no inherent desire for change, but among those who desired change in order for them to trust me to led that change they needed to see me and get to know me. COVID made that almost impossible, especially considering my style of leadership is based on building consensus, engaging community and stakeholders and inspiring collaboration as a mechanism for joint problem solving.

When COVID hit, just less than 3 months into my tenure as Manager I was barely grasping the routines practices and process of the City and with no permanent Finance Director in place I had a very small insite into the financial difficulties of the city. As the virus spread and incidents were reported the county emergency management mechanism reported that the highest incidence of the virus appeared in my community. Though our population was less than 1/8 the population of the county, we reportedly had more than 10 times the County's COVID incidences. As a result, I had to make the difficult choice to enact the City's first City Manager directed state of emergency. This state of emergency by ordinance discouraged residents from non-critical travel and enforced a curfew on late-night non-adult travel. It closed city hall to public engagement and also closed city facilities. The state of emergency per statute too effect immediately and was subject to reauthorization by the Council after 14 days. The Council reluctantly reauthorized the state of emergency at the end of the 14 day period. Unfortunately during the State of Emergency residents were still gathering at the parks and at the basketball courts specifically, I was forced to have DPW remove all rims from the parks. As we progressed through the horrible effects of COVID, the number of incidents in my community fell to an amount that was more in alignment with the population proportions in the county and surrounding areas.

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

I try to ensure the highest levels of transparency and accountability through the development of a comprehensive **Communication Plan**, as follows…

- Key elements of the plan that ensure transparency are the implementation of a **published workorder management system** that is built on the City's asset management program. By utilizing a work order management system, we can develop metrics and assess performance that enhances accountability. To achieve greater transparency stakeholders must have the ability to submit work order requests and track the status of those requests against the condition of the assets or services in question.
- All service interactions with stakeholders (Police, Fire, Public Works, HR, Planning, Parks) should come with or give the opportunity to stakeholders to provide **digital or manual feedback surveys** on the quality of that interaction. This helps to create greater accountability for increased quality in customer service and assess staff performance on the backend.
- I use **digital newsletters** sent via signup and email lists that highlight activities by the city on a weekly basis.
- I use a **project management software** accessible by staff organization-wide to keep staff on the same page with the status of projects and initiatives.
- **Regular staff meetings** for key progress updates, dissemination of information, and problem-solving purposes. I share my schedule and calendar with staff, Commission and the Public so that my actions are as transparent as possible.
- Enhanced efficiency and effectiveness in service and the productive use of stakeholder revenues should be the target of every manager. Citizens should be able to see that and track it through budget to actual reports published to the web and through check registry expenditure reports. I achieve the highest level of transparency and accountability through the implementation of the **Mobile Communication App** mentioned above. Giving stakeholders access to direct validated 3-way communications and targeted/Geo-Fenced data helps keep residents informed, helps keep the application and information relevant, and helps the city stay attuned to the thoughts and feelings of the stakeholders in as structured and protected format, unlike most social media platforms
- Under a comprehensive communication plan, we also must provide for those who may be on the **other side of the digital divide.** To the extent that funding is available I like to use monthly print newsletters pushed out to various outlets, postcard mailers, and regular unearned media publications run through the local news outlet. All publications should be sensitive to the need for *translations or the use of multiple languages* based on the desires and needs of the Commission and the community.
- Another way to augment both transparency and accountability, is by providing a **weekly call in radio show** to talk about the city – post and upcoming issues or activities.
- It is also important **for me and my staff** to be active and **visible in the community.** For me that is by family involvement and presence at activities such as *Rotary, Kiwanis, Chamber etc.* By being accessible and visible, stakeholders have an opportunity to engage with the manager and staff directly and also to gain a feel for who I am on a personal level. In the beginning, I schedule a *weekly public Coffee Meetup*s that after the initial greetings then becomes a bi-weekly activity. I also like to meet regularly with community leaders or other area CEO's - typically this has been achieved through the use of *monthly luncheons.*

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

I was a union representative when I was an officer which gave me my first insight into the labor negotiation process. Subsequently I was a lead team member with the City of Beverly Hills in the negotiation of labor agreements with the City's employee associations. As the Chief Academic Officer (School Superintendent) I worked regularly with teachers unions on contract issues. Working as a city manager I have managed close to 20 labor unions and negotiated as many agreements and renewals over multiple years. I have worked with the transition from volunteer fire to professional fire and organizations where there was a hybrid professional/volunteer contract. I have also worked with dedicated public service millages as part of labor union contracts.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

In all of my management roles I have had oversight of the police departments and I have been blessed to leverage my experience as an officer to help mold the nature of the departments and how we serve and protect our community. I believe that many of the more recent chiefs ar respoinsive to the challenges of policing today and thus have a shifiting perspective on how policing appropriately should be and can be accomplished. I see my ultimate role as a manager as one who is responsible for ultimately achieving the role of government to endear a sense of safety and security among residents and to protect the rights of residents to hold and maintain property. (In a larger conversation with my police colleagues, this requires a more thoughtful introspection of what that means for the rights of segments of the population who don't own much and verses the rights of those who do own much) Safety , security, property rights are the foundation of economic development, but that cant be at the cost of an empowered constituency. The two are not mutually exclusive. That said, the question becomes how can we, the manager and the police department leadership, best achieve the goal set for a sense of safety and the protection of rights?

I challenge the department and the leadership to consider (if not already) a new mindset of policing where the tactical objective is not compliance but safety and protection. This requires a shift in culture where the focus is on how to care and serve the community and not how to control and subdue it. We have to be selective in who we recruit to law enforcement and ensure that their desire is similar to that of social workers, teachers, medical professionals, and social engineers who focus on how they can give to the community they serve and not on how to lord over it. I challenge the concept that simply "browning a department" creates diversity of thought and action, but rather does not necessarily achieve that goal of diversity. I challenge the department leadership to assess how the processes and practices may discourage officers who have the right culture and mindset from continuing to exhibit that commitment. We have to realize if the system is unfavorable then anyone placed in that system can experience an undesirable change in mind set. The focus must be on finding people in and around the community that are committed to caring about the whole community and showing how law enforcement is a viable path to achieve that desire.

Some constructive measures that I pursue in order to accentuate those thoughts, include data mining calls and responses and locations to assess practices inputs and outcomes.

- I look at equipment and vehicles to support better and more refined recruitment for officers that desire to invest in community.
- I look to develop incentives for local hires who live and work in the community. I look to send local residents to the academy who commit to a minimum stay at the department, rather than hiring lateral transfers who are detached from the community.
- I seek the grant funding necessary to balance the cost disparity of local hire academy sponsorship verses the hiring of lateral pre-certified officers.
- I look to increase the community oriented policing measures like bike patrols, enhanced visibility, and having the department work closely with local schools and school teachers who have the pulse of kids, families, and parents in the community.
- I look to use PAL and officer initiated reading programs and other school engagements to achieve that.

- I look to create a base level requirement for college education as a means to assess the commitment of officers to lifelong learning and know they can navigate processes like college that is bigger than themselves.
- And I look to establish reserve officer programs within the department where fully trained and certified officers are able to work for the department as low cost reserves for a minimum period of time in exchange for sponsorship in the academy while they maintain primary employment elsewhere. This attracts officers who are not sole dependent on law enforcement as revenue source rather than a commitment to serve.

It is my policy to meet personally with all new hires in public safety. I realize that there are two professions that are the most visible and present in the public eye of a community and that is police officers and teachers. Thus, I expect public safety personnel to see themselves as the ambassadors of the city. So, I regularly meet with front-line officers and police leadership to listen, understand the challenges, and reiterate the vision of policing that I expect to mold the department to achieve an improved approach to policing. My credibility in this capacity does not come just from being a former officer, it comes from being present, accessible, and an active listener.

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

The answer to this question goes back to the importance of connecting with the community and seeking consensus and collaboration. Communication, transparency, and accountability as designed above will help ensure that the services are reflective of the needs of the community. But I believe we have to take step further and assess our culture and our operations to be certain that we are Inclusive to all, that we value Diversity in thought action and persons, that our systems and process work to ensure Equity, and that we are mindful that we provide Access to all for all we do and own especially when it comes to meeting the needs of the otherwise-abled (IDEA). The "Good IDEA" should be an element of the Strategic Plan and should be woven through all the city's process, practices, policies, and services. I have worked tirelessly with municipalities, police departments, and other entities providing consulting services to assist in developing the concept of Good IDEAS through their organizations and it is critical aspect of my dissertation learning teaching and research.

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

As I alluded to above, I do not manage from behind a desk. When I engage in a new leadership role I begin with a listening tour. I meet, greet and listen to learn the pain and pleasure points of city services as perceived by the stakeholders. I learned from IBM that to do my job well I must understand what keeps mu customers up at night. I plan therefore to meet with and engage with the community – as a person, in and outside my role as a manager. I believe passionately as I mentioned in my cover letter that it is important here as in any honest relationship to **"invest[ing] in, and build[ing], genuine, authentic, non-transactional relationships with staff and stakeholders. Trust starts there - when and where folks can see and know that you care."** In order for us to be the most successful, we must build a consensus and that begins with trust. When people trust that may not agree, but they are more likely to give you a chance and less likely to obstruct initial incremental progress.

In addition as I mentioned earlier, I will continue the engagement and accessibility through radio, other communication, transparency and accountability, and regular opportunities to have coffee. But most importantly, I intend to maintain regular and direct accessibility via coffee, breakfast, or lunch and regular town hall meetings with staff and stakeholders.

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

My general approach to Economic Development is touched in response to the questions above. However I would add that Economic Development depends on stability. A comprehensive plan for development will not attract investment if investors are not made to fee hat there is a level of consistency backing that Plan. For a developer to put equity at risk they must be able to calculate risk and subsequent expected return. Where there is volatility, it is difficult to predict a reasonably accurate return and thus developers steer clear. I would work to re-instill confidence in the economic

development with an emphasis around a level playing field that can only occur with a Credentialed Manager committed to ethics, character, and market equity.

With this in mind, I will look for opportunities for growth in land use, the attraction of retail and industrial development, and leveraging the coastal aspects of the community leveraging the opportunities afforded by the City's several harbors. I would like to see this guided by market research on retail, housing and industry through a credible research firm, and engagement (and where possible, partnership) with the County and its economic development designs. I also expect to work with the legislature and lobbyist interested in the development of coastal communities as a common interest and objective of State associated tourism. All of these initial thoughts on economic development including, as I mentioned above in response to new revenues - to determine the potential for marketing and incentives that may include renewable energy sources, the formation of colocation micro industries suppliers, and EVTOL opportunities - contemplate the creation of jobs and revenue sources for the City.

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?

Despite my various tussles with some mean-spirited and often misdirected press (which you will see from previous positions in the press), my job performance has always been documented as exemplary, with an uncompromising commitment to ethics and forthrightness. Simply put – Do the Right Thing… even when facing personal peril. Though politically astute, my uncompromising stand on ethics has unfortunately placed me at odds in some of my previous roles. As such, I'd like to share with the hiring team that I am happy and committed to addressing any issues or questions until they are resolved to the team's satisfaction. Yet please realize, as a person of character, my policy is not to prosecute reports of media or former employers' ethical conflicts in the news or other public formats. This is why I believe the rest of the story to be of critical importance in these application processes.

Short-Term CM Turnaround Assignments |Sept 2023 – Sept 2024|

City of Palatka, FL | 201 N 2nd Street, Palatka FL 32176
City of Charlotte, MI | Charlotte, MI 49443

PhD Research Assignment |Sept 2019 – Jan 2023|

City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444

Education Sabbatical |Jan 2017 – Spring 2022 |

PhD Purdue University, W. Lafayette, IN Courses Only | Summer 2018 – Spring 2022 |
Master's Degree program, U of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |
The Diversity Roundtable (Non-Profit) | West Lafayette, IN

City Manager Experience |Jul 2016 – Nov 2016|

City of Walla Walla, WA | 15 N. 3rd Avenue, Walla Walla, WA 99362

Senior K-12 Education System Experience |Feb 2012 – Jul 2016|

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

StudentsFirst | Orlando, Florida

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

National Urban Fellowship - Master's Public Administration degree pr
Baruch-CUNY, Manhattan, NY | February 2012 |

Municipal Management |Sept 2010 – Nov 2011|

Beverly Hills, CA

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Economic Development and K-12 School

New School Economic Development Program | 723 E 53rd St., Indianapolis, IN 46220

Municipal Private Sector Tech Solutions |Aug 2003 – Oct 2007|

IBM Public Sector Business Manager

IBM | HQ: Miami, FL and Smyrna, GA

Municipal City/County/Regional Experience |Jan 1992 – Jul 2003|

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Miami Dade Co Water and Sewer Dept. (WASD)| N. District - Interama Waste Water Treatment Facil

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| September 2024 – December 2024	Interim City Manager	Council	$120K	11K	122	13/122	$20M
| September 2019 – January 2023 |	City Manager	Council	$85K	11K	77	7/77	$15M

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| January 2017 – Fall 2019 |	Consulting/Exec Board		**Unpaid Non-profit Leadership and IDEA** (Inclusion, Diversity, Equity, and A				
| July 2016 – November 2016 |	Deputy CM and Acting CM	Council	$130K	35K	275	5/275	$60M
| June 2014 – July 2016 |	Chief Academic Officer	Board	$256K	24K Stud	2,400	6/2400	$24M
| March 2013 – June 2014 |	Deputy State Directo	M Rhee	$110K	Florida	2030	5/2030	$10M
| February 2012 – March 2013 |	National Director of G	Jon Hage	$104K	16 states	70	4/70	$70M

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| Sept 2010 – Nov 2011 |	Assistant to the City M	Jeff Kholin	$85K	34K	1080	1/30	$420M
| Nov 2007 – Sept 2010 |	COO and Regional Di	Amber Power	$130K	870K	65	4/65	$45M

August 2003 – October 2007	Complex Solutions M D Stotts		$125K	N/A	1250	50/1250	$125M
March 1997 – July 2003	Deputy Chief of Staff	Board	$112K	16 Counties	794	4/794	$1.07B
January 1992 – March 1997	CSO Federal Consent	C Ossman	$82K	8M	130	6/130	$880M

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Howard W. Brown, Jr., ICMA-CM

Palm Beach Gardens, FL

☎: 305-788-9647 | ✉: howardwbrownjr@gmail.com

December 9, 2024

Honorable Mayor and City Commission
City of Fort Pierce
100 N. U.S. Highway 1
Fort Pierce, FL 34950

RE: Application for City Manager

Dear Mayor and City Commission Members:

I am excited to submit my application for the City Manager position with the City of Fort Pierce. With over 25 years of experience in municipal management, I bring a proven track record of strategic leadership, fiscal stewardship, and community engagement. My background as a Credentialed City Manager (ICMA-CM) and AICP Certified Urban Planner equips me with the skills and vision to guide Fort Pierce in its next chapter of growth while preserving its unique character and vibrant waterfront community.

Throughout my career, I have successfully managed diverse municipalities, overseeing budgets exceeding $209 million, guiding complex capital improvement projects, and fostering collaborative relationships with elected officials, residents, and key stakeholders. My experience includes:

- **Transformational Leadership**: In Bell, CA, I restored public trust and implemented reforms following a significant corruption scandal. I established transparency measures that became a national model.
- **Infrastructure and Economic Development**: As City Manager in Muskogee, OK, I led major public works initiatives, including constructing a community center and improving airport facilities to spur economic development.
- **Strategic Planning**: In Indiantown, FL, I expedited a 5-year strategic plan in just three years and facilitated the acquisition of a water and sewer utility, securing long-term financial stability for the village.
- **Emergency and Crisis Management**: In East Point, GA, I guided the city's recovery from a multi-million-dollar cyber incident, reinforcing operational resilience and community confidence.

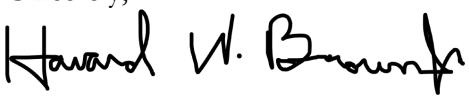
Fort Pierce's commitment to redevelopment, park enhancements, and environmental sustainability matches closely with my professional expertise and passion for building thriving communities. I am particularly inspired by the opportunity to lead initiatives that enhance the city's cultural and economic assets while maintaining its small-town charm. My experience in negotiating collective bargaining agreements, managing unionized workforces, and delivering results-driven solutions will support Fort Pierce's vision for efficient and effective government operations.

I am also an advocate for community empowerment, reflected in my published works on leadership and municipal management, including *Trail of Success: Leadership, Management, and Civic Empowerment*. This thought leadership underscores my commitment to fostering inclusive, equitable, and resilient communities.

I am confident that my extensive experience, strategic mindset, and dedication to public service make me an excellent fit to serve as Fort Pierce's City Manager. I would welcome the opportunity to discuss how my background and vision resonate

with the city's goals. Thank you for considering my application, and I look forward to the possibility of contributing to Fort Pierce's continued success.

Sincerely,



Howard W. Brown, Jr., ICMA-CM

HOWARD W. BROWN, JR., ICMA-CM

Howardwbrownjr@gmail.com

West Palm Beach, FL 33412 ☎ 561-318-0046 https://www.linkedin.com/in/howardwbrownjr/

CITY MANAGER & CHIEF ADMINISTRATIVE OFFICER

A visionary leader with 25+ years of experience in both municipal government and the private sector. Proficient in planning, organizing, directing, coordinating, and evaluating results of day-to-day municipal operations focused on implementing policy directives by working independently and coordinating with various departments, agencies, and the public within the city. Adept at negotiations, community development, project management, and financial and budget knowledge to accomplish a vision.

Leadership Budgeting and Financial Management Strategic Planning Development Program Implementation Communication Contract Negotiation Municipal Management

CAREER HISTORY

CEO and Founder of Local Government Consulting Group, LLC ***October 1, 2018 – Present***

Incorporated in October 1, 2018, Local Government Consulting Group is a local government consulting firm that specializes in providing specialized services in the Office of the City Manager, Community Development, and Community Redevelopment Agency (CRA)

Interim Town Manager, Town of Century, FL (December 2023 to Present)

- Provide part-time Interim Town Manager Services
- Oversee and serve as Chief Advisor to the Community Redevelopment Agency

Interim City Manager, City of East Point, GA (February 2024 to October 2024)

- Provided full-time City Manager Services
- Oversaw and served as Chief Advisor to the Tax Allocation District (TAD)

Senior Advisor (Sub-Consultant), Miami Dade County, FL (January 2024 to Present)

- Provide consulting services as a sub consultant for MHCP Colab. Serves as Senior Advisor to two (2) CRAs: NW 79th Street and NW 7th Avenue Community *Redevelopment Agencies*
- Provide Economic Development Advisory services to two of the largest redevelopment agencies in Florida

Planning Consultant: *past experiences as a Planning Consultant on short term projects for the following cities: City of North Miami, City of Miami Gardens, and City of South Fulton, GA (January 2023 - December 2023)*

Village Manager, Village of Indiantown, FL ***January 2019 – January 2023***

Incorporated in December 31, 2017, the Village of Indiantown is unique, being the 413th municipality incorporated in South Florida.

- **Negotiated a multimillion-dollar** interlocal agreement with Martin County saving the residents of the Village approximately $1.5MM as a result of an interlocal agreement for Fire Rescue Services**.**
- **Created and implemented a 5-year Strategic Action Plan** together with the initial Village Council; we hit the ground running, achieving it within 3-years. Accomplished all goals within 3 year period
- **Negotiated and purchased a private Water and Sewer Plant for $8.5MM,** subsequently satisfying 80% of the loan to purchase the asset forgiven; Negotiated a 0% interest rate over a 30-year term.

City Manager, City of Bell ***January 2016 – October 2018***

The City of Bell, CA, is an incorporated city in Los Angeles County, California. $32MM in annual operating and capital budgets, and 150+ employees serving a daytime population of 50,000+.

- **Led the City through its first-ever recodification** of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration. Led to several charter amendments that were approved by voters in the election.
- **Prepared a balanced budget,** successfully adopted by the Mayor and Council two years in a row despite declining property, sales taxes, and rising pension costs.
- **Organized several neighborhood groups, including Neighborhood Watch,** and met regularly with the community to develop a Strategic Plan focused on public safety

City Manager , City of Muskogee, Oklahoma ***January 2014 – January 2016***

The City of Muskogee is an incorporated city located in the Tulsa, Oklahoma, metropolitan area.

- **Oversaw day-to-day operations of all city departments** while managing a $61MM operating and capital budget and 600+ employees serving a daytime population of more than 50,000.
- **Partnered** with Muskogee County, Oklahoma and facilitated a land swap with the County that produced the development of a multimillion dollar juvenile detention center and more than a million square feet of commercial development that included national big box retailers, restaurants and other personal service establishments.
- Oversaw the development of three fairly large capital projects involving a multi-use community center with flex space, runway improvements which included airport building improvements and a gateway and way fining signage project.
- **Collaborated with the Mayor and City Council to develop** an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire Services, and non-uniformed employees.
- **Wrote the Muskogee 2020 Strategic Plan,** adopted by the Mayor and City Council.

City of Opa-Locka, FL ***January 2010– January 2014***

The City of Opa-Locka, FL, is an incorporated city in Miami-Dade County, FL.

ACTING ASSISTANT CITY MANAGER (2013-2014)

- **Led the reorganization of the Building Services Division** to reduce the budget deficit by 25% and created the city's first Certificate of Use program, generating $1MM per annum.
- **Directly supervised and managed** Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licensing Departments. Supported the City Manager in overseeing the departments.

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

- **Prepared the city's first Annexation Plan** based on the Miami-Dade County Code and the State of Florida Annexation law.
- **Managed/directed all Community Development Block Grant (CDBG)** funding, including project management/grant proposal writing.
- **Received 1.2 million dollar Community Challenge Planning Grant –** from the United States Housing and Urban Development Department. Only two cities within the state of Florida was awarded.

Director, Planning and Development Services, City Of Albany, GA ***October 2007– July 2010***

Neighborhood Improvement Manager, City of Lilburn, GA ***September 2002 – October 2007***

Chief of Code Enforcement, City of Lauderdale Lakes, FL ***June 2000 – September 2002***

EDUCATION

Harvard University, Cambridge, Massachusetts (2022)
Certificate, Program for State and Local Government Executives

University of West Florida, Pensacola, Florida (1995)
Master of Public Administration

Florida State University, Tallahassee, Florida (1993)
Bachelor of Science in Criminology

CERTIFICATION & PROFESSIONAL DEVELOPMENT

Credentialed Manager, International City Manager's Association (ICMA)
Certified Urban Planner, American Institute of Certified Planners (AICP) - Certification No. 24680
National Incident Management Systems (NIMS) Certifications: ICS 100, 200, 300, 400, 700 & 800

GOVERNMENTAL MEMBERSHIPS

International City/County Management Association (ICMA), Full Member
Florida City and County Management Association (FCCMA), Full Member
American Institute of Certified Planners (AICP), Full Member
American Planning Association (APA), Full Member

VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS

Habitat for Humanity, Albany, GA
Boy Scouts of America, Tulsa, OK and Indiantown, FL
International Rotary Club of America, Rotarian, Tulsa, Ok, and Albany, GA

HONORS – AWARDS – PROFESSIONAL RECOGNITION

National Defense Service Medal – Persian Gulf War, United States Army
Humanitarian Service Medal - Hurricane Andrew Disaster Relief, United States Army
40 under 40 – most influential persons - Albany Herald, Albany, GA

Full Application

changes recorded Mon Dec 09 2024 at 13:26:02 GMT-0500 (Eastern Standard Time)
by Howard Brown (howardwbrownjr@gmail.com)

APPLICANT INFORMATION

First Name
HOWARD

Middle Initial
W

Last Name
BROWN

Address
11875 Dunbar Court

City
Palm Beach Gardens

State
FLORIDA

Zip Code
33412

Phone Number
3057889647

Email Address
howardwbrownjr@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
BLACK

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
Yes

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
No

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
N/A

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
N/A

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
FLORIDA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
B650-339-71-208-0

EXPIRATION DATE
6/8/2026

List any restrictions and/or endorsements that you have

None

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
n/a

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
n/a

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
Yes

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Florida State University

College City
Tallahassee

College State
Florida

Select your degree level.
BACHELORS DEGREE

What did you major in?
Criminology

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 2

College Name
University of West Florida

College City
Pensacola

College State
Florida

Select your degree level.
MASTERS DEGREE

What did you major in?
Public Administration

Did you graduate?
Yes

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
Pensacola High

High School City
Pensacola

High School State
Florida

Did you graduate?
Yes

EMPLOYMENT INFORMATION

Start Date
1/14/2019

End Date
1/31/2023

Status - Full Time or Part Time
FULL TIME

Employer Name
Village of Indiantown

Employer City
Indiantown

Employer State
FLORIDA

Employer Phone Number
7729212210

Position Title
Village Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$161,000

Number of Employees Supervised
36

Position Duties
Oversaw day-to-day operations of the Village of Indiantown.

Reason for Leaving
Resigned (Mutual Separation)

Supervisor Name
Guyton Stone

Contact Email
guytonstone@gmail.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
No

Please, explain any work gap(s) you may have.
Currently, I am a Principal Consultant for Local Government Consulting Group, LLC since October 2018 to present. I work as Interim City Manager and Planning Consultant for several communities in Florida and Georgia primarily. I also was City Manager in Bell, CA from January 2016 to October 2018. I resigned with a mutual separation agreement. From October 2018 to December 2018. I was in transition.Before that I was City Manager in Muskogee, OK from January 2014 to January 2016. I left for a better opportunity in Los Angeles, CA area working as City Manager in Bell, CA.

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name
Alfred Lott

Occupation
City Manager

Phone Number
2408259124

Email Address
aldlottpt@yahoo.com

PROFESSIONAL REFERENCE 2

Reference Name
Ivory Vann

Occupation
Former Council Member

Phone Number
9183609191

Email Address
ivory6512@sbcglobal.net

PERSONAL REFERENCE

Reference Name	Occupation	Phone Number	Email Address
Mark Weatherspoon	College Professor	8137867383	kc2ntlh@yahoo.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
Yes

If your answer is yes (you have checked the box), please, answer the 5 questions above.
minor traffic offense - speeding Flomaton, AL;

COVER LETTER

FILE ATTACHMENT (PDF or JPEG)
Cover Letter - Ft. Pierce 12.09.24.pdf

RESUME

FILE ATTACHMENT (PDF or JPEG)
Resume - Ft. Pierce.pdf

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

Do you currently reside in or are you willing to move into City Limits?

Yes

Do you have a bachelor's degree of higher?

Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

Yes

Candidate Questionnaire

Candidate Name: Howard W. Brown, Jr.

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.

    Position start and end dates:

    - Interim Town Manager, Town of Century, FL: December 2023 – Present
    - Interim City Manager, City of East Point, GA: February 2024 – October 2024
    - CEO and Founder, Local Government Consulting Group, LLC: October 2018 – Present
    - Village Manager, Village of Indiantown, FL: January 2019 – January 2023
    - City Manager, City of Bell, CA: January 2016 – October 2018
    - City Manager, City of Muskogee, OK: January 2014 – January 2016

    Position title and organization: As listed above.

    To whom you directly reported:

    - Elected officials (e.g., Mayor and City Council) for all city management positions.

    Ending salary:

    - Town of Century, FL: $11,000/month
    - City of East Point, GA: $22,000/month

- Village of Indiantown, FL: $161,000/year
- City of Bell, CA: $201,000/year
- City of Muskogee, OK: $121,000/year

Population of community served:

- Town of Century, FL: ~1,700
- City of East Point, GA: ~38,000
- Village of Indiantown, FL: ~8,000
- City of Bell, CA: ~50,000 daytime population
- City of Muskogee, OK: ~50,000

Total number of employees in the organization:

- Century, FL: ~25
- East Point, GA: ~606
- Indiantown, FL: ~35
- Bell, CA: ~150
- Muskogee, OK: ~600

Number of employees supervised (directly and indirectly):

- Century, FL: 25
- East Point, GA: 606
- Indiantown, FL: 35
- Bell, CA: 150+
- Muskogee, OK: 600+

Total budget of the organization:

- Century, FL: ~$3M
- East Point, GA: ~$209M
- Indiantown, FL: ~$18M
- Bell, CA: ~$32M
- Muskogee, OK: ~$61M

2. Why are you interested in pursuing this position? I am passionate about advancing communities by fostering strategic growth, transparency, and operational excellence. My extensive experience as a City Manager, combined with a commitment to preserving community identity, positions me to effectively lead and support your city's goals.

3. How would you describe your management style? My management style is participatory and inclusive of staff when making decisions. I understand that management style is important when communicating up and down the chain of command.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. In terms of managing personnel issues such as hiring and discipline, I have worked in states like California and Oklahoma that had collective bargaining and binding arbitration. In both states, I spearheaded union negotiations either directly or with the use of consultants under a defined labor strategy discussed with the governing body in advance. I also forged great relationships with IAFF, POA, AFSCME, and PBA because I understand that while those employees are union employees, they are employees of the city and should be treated with dignity and respect.

5. How would you deal with city budget constraints and identify new revenue sources? I focus on streamlining operations, prioritizing essential services, and exploring diverse funding opportunities such as grants, partnerships, and innovative revenue streams. My experience securing multimillion-dollar grants underscores my ability to address budget challenges proactively.

6. How will you prioritize competing demands for resources within the city? I employ a data-driven approach, assessing needs and aligning them with community priorities and long-term strategic goals. Stakeholder input and transparency guide decision-making to balance immediate and future requirements.

7. Describe a successful initiative you have led as a City Manager. As Village Manager of Indiantown, I successfully acquired a private water and sewer utility for $8.5M, negotiated 80% loan forgiveness, and secured $18M in state funding for infrastructure upgrades. This initiative significantly improved service delivery and reduced costs for residents.

8. Describe a time when you had to manage a crisis situation in a city setting. In Bell, CA, I navigated a financial crisis by balancing the budget despite declining revenues and increasing pension costs. Through fiscal discipline and community engagement, I restored

public trust and achieved financial stability. I also personally handled the messaging for two Officer Involved shootings in Bell, CA and Muskogee, OK.

9. What steps do you take to ensure transparency and accountability in city operations. I implement robust reporting systems, engage stakeholders through regular communication, and establish policies that promote ethical conduct. Leveraging technology to improve accessibility and public participation is also a priority.

10. Please describe your experience working with unions. I have successfully negotiated collective bargaining agreements with police, fire, and non-uniformed employees in multiple roles, ensuring mutually beneficial outcomes while maintaining fiscal responsibility.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have overseen police departments in cities like Bell and Muskogee, emphasizing community-oriented policing and accountability. My role is to provide strategic direction, ensure alignment with community needs, and support professional development within the department.

12. How will you ensure that the city's services meet the needs of all its citizens? By fostering inclusive policies and regularly engaging with diverse community groups, I ensure services are equitable, accessible, and responsive to residents' evolving needs.

13. What strategies will you use to build relationships with stakeholders in the community? I prioritize transparent communication, active listening, and collaborative initiatives. Regular town halls, advisory boards, and public forums help build trust and foster meaningful connections.

14. What strategies would you implement to promote economic growth and job creation? I focus on attracting and retaining businesses, leveraging incentives, and enhancing infrastructure to support economic activity. Partnerships with local organizations and workforce development programs are key to creating sustainable opportunities.

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? There may be mentions of challenging circumstances I navigated in roles like Bell, CA, where I successfully restored financial stability and public trust following prior controversies. My record demonstrates resilience, transparency, and effective leadership in overcoming complex challenges. Additionally, during my tenure as Village Manager at Indiantown, some local bloggers made false and baseless allegations against me. These claims were not substantiated and did not impact my professional responsibilities or the council's confidence in my leadership.

Brian M. Bulthuis
12037 Willow Grove LN
Clermont, FL 34711

December 14, 2024

The Honorable Linda Hudson and City Commission
City of Fort Pierce
100 N. US Highway 1
Fort Pierce, FL 34950

Dear Mayor Hudson and City Commission,

I am writing to express my interest in the City Manager position with the City of Fort Pierce. With my extensive experience in city management, I believe I would be a great fit in Fort Pierce. I have a proven track record of successfully managing cities with populations ranging from 3,500 to 49,000. My background, coupled with a commitment to fostering team unity and mentoring staff, positions me as a strong candidate for this role.

Throughout my career, I have shown that I understand the importance of making sure city services to the citizens are a top priority. My approach to management emphasizes collaborative planning, transparent communication, and strategic decision-making. For a community to move forward it must work closely with community stakeholders to ensure that initiatives are sustainable and align with the long-term vision of the community.

In Clermont Fl, I oversaw and managed an overall city budget of $140 million, including a $51 million general fund. My experience in financial management has equipped me with the skills to maintain fiscal responsibility while driving development projects that enhance the quality of life for residents. Ensuring the efficient allocation of resources to meet the city's needs and support its growth has been a cornerstone of my management philosophy.

During my tenure as City Manager in Acworth, GA, the city's population grew from 7,618 to 22,284. This significant growth required careful planning and execution of infrastructure projects, along with a proactive approach to community engagement and resource management. I am particularly proud of the comprehensive development plans implemented during this period, which balanced economic growth with environmental sustainability.

One of my core beliefs is the importance of fostering a cohesive and motivated team. I have consistently prioritized mentoring and professional development for my staff, which has resulted in high-performing teams capable of achieving ambitious goals. I am confident that my leadership style, which values inclusivity and empowerment, would be a great fit for the City of Fort Pierce.

Fort Pierce is exactly the type of community where I can settle down, make a long-term commitment and become part of the community. I relish the idea of finding a new hometown in one of the most beautiful areas of Florida. This move aligns with my personal goals and reinforces my long-term commitment to contributing to the community where I live and work.

I also understand the importance of building partnerships with business leaders, county, state, and federal elected officials, and neighborhood groups. These relationships are essential for fostering economic growth, securing funding for projects, and ensuring that the needs and voices of all community members are heard and addressed. My approach to partnership-building has always focused on collaboration, mutual respect, and shared goals.

I am enthusiastic about the opportunity to bring my skills and experience to the City of Fort Pierce. I am confident that my extensive background in city management, combined with my commitment to team unity and strategic infrastructure planning, will allow me to make meaningful contributions to Fort Pierce.

Thank you for considering my application. I look forward to the opportunity to discuss how my experience and vision align with the goals of the City of Fort Pierce. Please feel free to contact me at 770-652-9928 or via email at brianmbulthuis@gmail.com.

Sincerely,

Brian M. Bulthuis

Brian M. Bulthuis
ICMA-CM

BRIAN M. BULTHUIS
ICMA Credentialed Manager

12037 Willow Grove LN
Clermont, FL 34711
(770) 652-9928
brianmbulthuis@gmail.com

A dedicated professional in Public Administration with extensive experience in public sector management. Experienced in managing high growth communities, business creation, finance, economic development, strategic planning, land use planning & contract negotiation/compliance.

CITY MANAGER, CITY OF CLERMONT FL, NOVEMBER 2021 – DECEMBER 2024

49,679 POPULATION 400 FULL TIME EMPLOYEES 50 PART-TIME EMPLOYEES

Finance	Human Resources	Technology Support
Police	Parks & Recreation	Cemetery
Stormwater	Building Inspections	Code Enforcement
Public Works	Economic Development	Purchasing
Water & Wastewater - 19,700 Customers		Sanitation/Recycling – 16,000 Customers

- Full-Service City With $51 Million General Fund, Water Fund, Sewer Fund, Sanitation Fund & Varies Other Internal Service Funds
- Fast Growing City of 49,679 - population growth over 14% since 2020 & 55% since 2015
- Implemented over $60 million in Water Capacity (7mgd to 9.66mgd & 3 mg additional storage) & Wastewater Capacity (4mgd to 6.5mgd) Projects
- Implemented Revision of City's Comprehensive Plan
- Overseen Redevelopment of City Downtown & Waterfront
- Implemented New Budgeting Process
- In Process of Designing Two New Fire Stations
- Overseeing Development of 16,000 Acre Wellness Way Development
- Built Strong Relationships with Business, County & State Leaders

CITY MANAGER, CITY OF ACWORTH GA, October 1996 – July 2021

22,284 Population 165 Full Time Employees 30 Part-time Employees

Departments/Operations Managed

Finance	Human Resources	Technology Support
Police	Parks & Recreation	Building Inspections & Code Enforcement
Public Works	City Cemetery	Economic Development
Stormwater	Municipal Court	Power Utility 7,000 +/- Customers
Community Center	Sanitation – 7,000 +/- Customers	

- Full-Service City With $18 Million General Fund, $14 Million Power Fund, $2 Million Sanitation Fund & Varies Other Internal Service Funds

- Oversaw Community Grow from Population 7,618 to 22,284
- City Awarded Excellence In Financial Reporting - 21 Years
- 2010 All America City Award Winner–National League of Cities, 2021 All America City Hall of Fame
- Constructed New City Hall, Jail & Court Facility, Police Headquarters, 48,000 sq/ft Community Center, Sports Complex For Baseball & Youth Football, 120-Acre Park
- Improved Downtown Business District, 90% Occupancy, Streetscape & Pedestrian Connectivity
- Designated Georgia Main Street City, National Main Street City, Georgia GEM City
- New Commercial Corridors With All National Retailers And Restaurants
- Introduced Programs For All Ages And Abilities, Community Events For All Seasons Attracting Thousands Of People To The Community
- Managed Millions In Road Improvements Including Construction Of Railroad Underpass, Downtown Street Streetscape Projects
- Police Department Recognized As One Of Top Departments In State, Leader In Community Policing

CITY MANAGER, CITY OF MT. MORRIS MI, November 1990 - October 1996:

3,292 Population 26 Full Time Employees 40 Part-time Employees

- Responsible For Preparation Of Annual City Budget With 5 Major Independent Funds Totaling $2.015 Million And 4 Minor Funds
- Increased City's General Fund Reserve Balance 35%
- Established Annual Goal Setting Exercises For City Council, Departments, And Community
- Negotiated Labor Contracts With AFSCME And Police Officers Labor Council
- Planned And Oversaw Water Main Construction Projects
- Updated City's Comprehensive Community Master Plan
- Developed Job Descriptions For All City Employees
- Updated City Personnel Policy and Fire Department Rules and Regulations
- Helped Write New City Charter
- Implemented Community Policing Program

Administrative Assistant to the City Manager/City Clerk, City of Whitehall, MI
December 1987 - November 1990 3,027 Population 30 Full Time Employees 25 Part-time

- Assisted City Manager With Day To Day Running Of City, Served As City Clerk, Zoning Administrator, Tax Increment Finance Authority And Local Development Finance Authority Secretary, Served As City Representative To Solid Waste Authority
- Oversaw Planning Process To Implement Downtown Redevelopment Program
- Updated City's Tax Increment Finance Authority Plans
- Assisted Developing City's Industrial Park And Attracting Major Manufacturing Firms
- Prepared Grants
- Served As Acting City Manager From 3/88 - 9/88

INTERN TO CITY MANAGER, JACKSON, MI **August 1987 - December 1987**
May 1986 – August 1986
May 1985 – August 1985
May 1984 – August 1984

Special Projects; Financial Evaluations, Human Relation Commissions, Historic District, 1986 All-America City Award Committee

EDUCATION

MASTER OF PUBLIC ADMINISTRATION April 1992
Western Michigan University, Kalamazoo, MI

BACHELOR OF BUSINESS ADMINISTRATION April 1986
Western Michigan University, Kalamazoo, MI

Major:	Public Administration
Minors:	Political Science
	General Business

MEMBERSHIPS

International City/County Management Association (ICMA) – Credentialed Manager
Florida City/County Management Association
Florida League of Cities Taxation Policy Committee
South Lake Chamber of Commerce
Past Member, Georgia & Michigan City/County Management Associations
Leadership Cobb Alumni Association/Honorary Commanders Alumni Association
South Lake County Chamber of Commerce, Acworth Business Association

OTHER

Youth Mentor – Give a Day Foundation/Champions Circle
Cobb Chamber Community Impact Award - 2013
Volunteer Coach Acworth Youth Football Association 20 Years, President 4 Years
Volunteer Acworth Special Needs Program Coaching Baseball & Kickball 15 Years
Treasurer – Acworth Special Needs Development Group
Volunteer Coach Kennesaw Girls Softball – 4 Years

Full Application

changes recorded Sun Dec 15 2024 at 20:28:38 GMT-0500 (Eastern Standard Time)
by Brian Bulthuis (brianmbulthuis@gmail.com)

APPLICANT INFORMATION

First Name
BRIAN

Middle Initial
n/a

Last Name
BULTHUIS

Address
12037 Willow Grove LN

City
Clermont

State
FLORIDA

Zip Code
34711

Phone Number
7706529928

Email Address
brianmbulthuis@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
n/a

RACE
n/a

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
No

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
No

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
FLORIDA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
B432-073-64-024-0

EXPIRATION DATE
1/24/2030

List any restrictions and/or endorsements that you have.
n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
NOT A VETERAN

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
n/a

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
n/a

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Western Michigan University

College City
Kalamazoo

College State
Michigan

Select your degree level.
MASTERS DEGREE

What did you major in?
Public Administration

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 2

College Name
Western Michigan University

College City
Kalamazoo

College State
MI

Select your degree level.
BACHELORS DEGREE

What did you major in?
Business Administration/Public Administration

Did you graduate?
n/a

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
Parkside High School

High School City
Jackson

High School State
MI

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
11/29/2021

End Date
12/11/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
City of Clermont

Employer City
Clermont

Employer State
FLORIDA

Employer Phone Number
352-241-7358

Position Title
City Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$196,560

Number of Employees Supervised
400

Position Duties
Managed all operations of City

Reason for Leaving
New Council mutual decision to part ways

Supervisor Name
Tim Murry, Mayor

Contact Email
tmurry@clermontfl.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 2

Start Date
10/21/1996

End Date
7/31/2021

Status - Full Time or Part Time
FULL TIME

Employer Name
City of Acworth

Employer City
Acworth

Employer State
GEORGIA

Employer Phone Number
678-801-4021

Position Title
City Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$180,000

Number of Employees Supervised
165

Position Duties
Managed all operations of City

Reason for Leaving
Retired

Supervisor Name
Thomas Allegood - Mayor

Contact Email
tallegood@acworth.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 3

Start Date
11/12/1990

End Date
10/4/1996

Status - Full Time or Part Time
n/a

Employer Name
City of Mt. Morris

Employer City
Mt. Morris

Employer State
MICHIGAN

Employer Phone Number
810-686-2160

Position Title
City Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$37,000

Number of Employees Supervised
26

Position Duties
Managed all operations of the city

Reason for Leaving
New Job

Supervisor Name
Bob Slattery

Contact Email
Clerk@cityofmtmorris.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name
Tim Murry

Occupation
Mayor, City of Clermont

Phone Number
352-217-1140

Email Address
tmurry@clermontfl.org

PROFESSIONAL REFERENCE 2

Reference Name
Michele Pines

Occupation
Former Councilmember

Phone Number
407-461-9212

Email Address
senip776@gmail.com

PERSONAL REFERENCE

Reference Name
Scott Davidoff

Occupation
Deputy City Manager

Phone Number
561-632-7685

Email Address
sddavidoff@gmail.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
No

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

COVER LETTER

No data provided

RESUME

No data provided

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?
Yes

Do you currently reside in or are you willing to move into City Limits?
Yes

Do you have a bachelor's degree of higher?
Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?
Yes

Candidate Questionnaire

Candidate Name: Brian Bulthuis

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.

a. November 2021 - December 2024
b. City Manager, City of Clermont FL
c. Mayor & City Council
d. $196,560
e. 49,679
f. Approx 400 Full Time Employees, 50 Part Time
g. 15
h. $51 Million General Fund, Total Budget $130 Million

a. October 1996 - July 2021
b. City Manager, City of Acworth GA
c. Mayor & City Council
d. $175,000
e. 22,284

f. 165 Full Time, 30 Part Time
g. 11
h. $18 Million GF, Total Budget $40 Million

a. November 1990 - October 1996
b. City Manager, City of Mt. Morris MI
c. Mayor and City Council
d. $37,500
e. 3,292
f. 26 Full Time, 40 Part Time
g. $2 Million GF, Total Budget 3.5 Million

2. Why are you interested in pursuing this position? I am looking to work in a growing community where I can settle down and make a long term commitment. With my extensive experience in city management I believe that working with the Mayor and Council, Department Heads, business and community leaders we can help Fort Pierce thrive and reach new heights.

3. How would you describe your management style? I have an inclusive management style. The last thing a good manager can do is simply give direction. Employees want to feel like they have worth and that their input is heard. If you include people in the decision-making process, even if they disagree, they will understand why a decision was made. I also try to be very strategic, always looking at the big picture. Making sure that the city council and community understand where we are going and laying out a clear picture as to how we will get there. I am not a micromanager. My philosophy is to communicate clear directions to team members, give them the resources they need to complete the task and then let them go.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. A quote from author Brian Cagneey is "The first law of leadership is that your foundation is built through integrity, character, and trust." When dealing with personnel issues, if employees know that you care,

know what expectations you have for them, and know they will be treated in a respectful manner you will get the most out of employees. I want employees, no matter what their job is, to understand how important they are to the organization. I also believe that employees would say I have led with integrity. I am transparent and fair and have built my reputation as a trustworthy and ethical leader. When employees understand that I have high expectations for them, but also understand that I see them as great resources to the city, it makes it much easier to deal with personnel issues because people know I do care.

5. How would you deal with city budget constraints and identify new revenue sources? One of the first issues that needs to be looked into is what affect will Amendment #5 that was passed in November 2024 have on the city's tax revenue? This amendment adds an inflation adjustment to current homestead tax exemptions and will thus lower tax collections for the city. This impact along with the rising costs for items is a problem for all cities. When I develop budgets I meet with department heads and we go through their budgets line by line. We make sure we plan not just for one year, but look at what impacts a project or progam will have on the budget in subsequent years. It is also important to make sure that when the city is charging for a program or service, those revenues cover the cost of that program.

6. How will you prioritize competing demands for resources within the city? I have found the best way to prioritize demands is that it comes down to gathering information and communication. I hate to be repetitive in my answers, but the center of my belief as a manager is good communication. You have to be in constant communication with the Mayor and Council, department heads and the community. By having open communication and discussion, it makes it much easier to prioritize where the city's resources should be focused. People will understand why decisions are being made and why one project may be a higer priority than another.

7. Describe a successful initiative you have led as a City Manager. One of the best examples I can give is the transformation of the downtown in Acworth GA. When I started, Acworth's downtown was almost empty and looked terrible. We joked, you could roll a bowling ball down the street on a Friday night and never hit anyone. We developed a strategic plan and stuck to it. We were able to put in new infrastructure and work with

property owners to make improvements to their buildings. Working with the Downtown Development Authority and Main Street program, we were able to attract new businesses and today downtown Acworth is thriving.

8. Describe a time when you had to manage a crisis situation in a city setting. Over the past several years Clermont has had to deal with several hurricanes. While we are in the middle of the state and have not had direct hits, we still feel the effects of the high winds and flooding. In order to manage a crisis a community has to be prepared. We have had annual meetings going over responsibilities. We make sure that all departments and the employees within the departments understand what will be expected of them. We also educate council members on their roll. When it comes to the actual event, communication is the key. We make sure all department heads communicate with a central command. We have also found that communication with the public is vitally important. With social media today, there are going to be wild stories and assumptions out on the web. The city needs to be prepared with correct information and get it out quickly.

9. What steps do you take to ensure transparency and accountability in city operations. Local government is probably the most transparent of all forms of government. We operate in a fishbowl and need to accept it. As a manager I work hard to set expectations for departments and make sure we all agree on those expectations. I have found that many times people are just doing something but don't clearly understand why they are doing it and what is expected of them. When you try and hold them accountable, they question why because they didn't understand what was expected. By setting clear expectations up front, the council and community will have an understanding of where we are going and why. Keeping everyone updated on how we are doing allows for the transparency. Department heads and employees then have a clear understanding of what is expected of them.

10. Please describe your experience working with unions. The City of Clermont Police Department and Fire Department have unions. My relationship with both unions has been very positive. When I first started in Clermont in 2021 the city was 6 months past the experation of contracts for both unions. One of my first priorities was to personally sit down in the negotiations to work out the contracts. We were able to come to an agreement in about three months. In September of this past year, we reached agreement with the Fire

Union on a new three year agreement. Police negotiations were held up as the Union chose to switch from being represented by IUPA to now being represented by PBA. Both the city and union have been waiting on PERC to approve the change so negotiations could begin.While the city and the unions did not always see eye to eye, we had mutual respect for each other. The union reps had my cell number and I had theirs. We would meet periodically just to talk and get updates on issues. I always wanted them to know and understand that the city had their backs and was looking out for the employees.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Clermont has a department with 92 sworn officers, Acworth had a department with about 40 sworn officers and operated its own jail. I believe the Police Chief and City Manager have to be on the same page. I am proud that both deparatments are accredited departments which means they are being held to the highest standards. Policing today is very difficult. Officers are being asked to do so more than just write traffic tickets. Officers today are having to deal with societal issues. Its up to the City Manager and the Police Chief to ensure that we are training, training, training our officers. The Police Chief and the officers need to be out in the community participating in community activities.

12. How will you ensure that the city's services meet the needs of all its citizens? I have very high expectations of department heads. I expect them to know their departments inside and out. In the same way, they need to understand that the city's top priority must be our service to our citizens. Employees need to go above and beyond doing their jobs. It's a privledge to work for Fort Pierce. I have regular meetings with individual department heads and also have department head meetings where everyone discusses issues that are going on and as a group department heads can make sure we are holding ourselves accountable.

13. What strategies will you use to build relationships with stakeholders in the community? Fostering partnerships is one of my core beliefs. To be successful government can not believe it can do it all. The City Manager, Mayor, Councilmembers and city staff have to be out in the community, working with the community. Stakeholders in the community need to know that city hall is a place where we strive to find solutions, not setup roadblocks. I love attending chamber meetings, talking with civic groups and going to community

events. The only way we can build relationships is if we get to know each other and work together outside of just meeting in an office.

14. What strategies would you implement to promote economic growth and job creation? In order for economic development to succeed there has to be a coordinated effort between government and the private sector. I would make sure the private sector, St. Lucie County, chamber/businesses and the city are on the same page when it comes to strategies. Have we reviewed the incentives the FPRA is offering? Are the incentives working? In order for economic growth to occur we have to have buy in from all parties and constantly be reviewing outcomes. I would also want to make sure that we are addressing the needs of current businesses/industries already in the community. It is much easier to help current businesses grow than to attract new ones.

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? There is nothing specific, however like in any city, Clermont has some "keyboard warriors" that comment online about issues, the city council and staff.

Gwendolyn Butson

12/09/2024

Dear Sir or Madam,

I am contacting you regarding your City Manager position for the The City of Fort Pierce. I am extremely interested in further particulars regarding this position. I would like to thank you in advance for your time and consideration in reviewing my qualifications for this position.

My relevant qualifications include 20 years of community engagement and non-profit experience, and over 15 years of executive leadership. I have worked as the CEO for United Against Poverty for the last four years, with Gulfstream Goodwill Industries in a number of leadership positions prior to that. In my position as the CEO, I was responsible for the direct management and leadership of a 13-million-dollar multi-unit non-profit covering Central and Southern Florida, which focused on human centered programs to support the communities that we served. I was responsible for the award of multiple grants in excess of over two million dollars annually, direct major donor development, governmental compliance and partnership, program enhancement and growth, volunteerism, and multifaceted operations on a broad level. I worked closely with multiple Board of Directors in developing strategic, financial, and operational plans for our agency's continued development and growth. I am a strong operational manager and have extensive experience in managing diverse aspects of business.

I am passionate about empowering people by giving them the tools and support to change their lives for the better. I am a servant leader with the highest degree of ethics and values. Thank you again for this opportunity and I look forward to hearing from you in the near future.

Sincerely,
Gwendolyn Butson

Contact

1584 SW Abacus Avenue
Port Saint Lucie, FL 34953

772-318-8209

dbutson@yahoo.com

Gwendolyn Butson

1584 SW Abacus Avenue, Port Saint Lucie, Florida 34953 • (772) 318-8209 • dbutson@yahoo.com

Nonprofit Executive Leader with 15 years of experience in senior leadership in retail, operations, development, loss prevention, and safety with the proven ability to drive revenue and optimize operational logistics to maximize business results. Proven results in project management, event planning, fundraising, grant writing, and contract negotiations. Team player with excellent communication skills, high quality of work, driven and highly self-motivated. Strong negotiating skills and business acumen and able to work independently. Effective and efficient leader.

Experience

2020 – 2024

Chief Executive Officer | United Against Poverty | Florida

Responsible for UAP's fiscal operations, fundraising, marketing, human resources, technology, and programmatic strategies ensuring that they are effectively implemented across all segments of the organization.

- Financial Oversight: Plan, manage, and execution of the annual budget of 13 million dollars ensuring that all goals and objectives are met, and teams are controlling expenditures
- Board Relations: Collaborate with Advisory Boards and a Corporate Board to refine and implement a long-term strategic plan while ensuring that the budget, staff, and departments are aligned with the organizations mission and values
- Leadership: Provide inspiration and motivation to all employees through development, training, and support ensuring support of the mission
- Mission Programs: Ensure programmatic excellence through rigorous program evaluation, audits, and quality improvement
- Development: Cultivate strong relationships with donors and stakeholders while actively seeking donations; community engagement through marketing, events, and speaking engagements
- Advocacy: Representing the organizations mission and vision to external stakeholders
- Compliance: Ensuring that the organization operates within the legal and ethical framework and guidelines in all capacities

2013 – 2019

VP Retail and Operations, Senior Director Safety, Risk Management, and Loss Prevention, Senior Director of Retail, Director of Retail Stores | Gulfstream Goodwill Industries | West Palm Beach, Florida

Held multiple positions leading the Retail and Mission Services organization with $50M+ in annual revenues and 61 locations across five counties

- Redesigned the Health and Safety, and Emergency Preparedness manuals for all locations and employees
- Introduced new Loss Prevention Safety Ambassador program to heighten awareness and enhance training
- Managed a fleet of 98 vehicles including trucks, cars, and 15 passenger vans for our program participants
- Performed regular safety audits, drills, inspections, and trainings for all 61 locations
- Effectively resolved all Workers Compensation and General Liability claims with favorable outcomes

- Served as liaison between insurance adjustors, legal counsel, labor groups, employees, and HR to coordinate all insurance matters and HR issues
- Managed five county transportation routes to ensure efficient route logistics
- Created, monitored, and achieved budgeted goals through financial management
- Increased donations through marketing and promotions which resulted in increased revenues
- Implemented Kaizen Principles at all levels in production at the stores, ADC sites, and the warehouses
- Created and build new E-Commerce Division of GGI and a process to identify unique items that generated interest resulting in the creation of other departments (Good Prints, Good Grub)
- Successfully completed a major project of identifying, planning, designing, and ultimately moving our warehouse operations from one site to a new larger facility
- Expanded vendors and green opportunities to reduce waste footprint
- Opened new store fronts, remodeled outdated store fronts, and closed underperforming stores to meet and achieve budgets and long-term strategic plans
- Worked with HR to implement progressive discipline, benefits enrollments, new hire documentation, workers' compensation claims, and FMLA administration
- Multiunit management of 2 warehouses 152,000+ SQ FT, 28 stores, 21 donations sites, and over 700 employees successfully achieved budgeted goals and objectives

Skills

Microsoft Office Suite • Proficient with project management software • Team player • Excellent time management skills • Conflict management • Public speaking • Data analytics

Education

Masters of Business Administration| University of Phoenix | Phoenix, AZ

Bachelor of Arts| Appalachian State University | Boone, NC

United States Coast Guard Captain, 10 Years Certified Scuba Diver, General Industry OSHA Certification,

CPR & First Aid Trained, Forklift Trained

Activities

Beach Days • Environmental conservation • Animal Rescue • Cooking •Travel

Candidate Questionnaire

Candidate Name: Gwendolyn Butson

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. United Against Poverty
   a. 02/2020-02/2024
   b. Chief Executive Officer
   c. Board Of Directors
   d. $165,000
   e. St Lucie County (373,586), Indian River County (169,795), Orange County (3.136 million) with total population of all three counties being almost 3.7 million
   f. 150
   g. 13 million
2. Gulfstream Goodwill Industries, Inc.
   a. 12/2013-07/2019
   b. District Manager, Senior District Manager, Vice President Retail & Operations, Senior Director of Risk Management, Safety, and Loss Prevention
   c. Marvin Tanck, CEO

d. $110,000

e. Covered five counties- St Lucie County (328,063), Okeechobee County (42,141), Indian River County (168,264), Palm Beach County (1.498 million), Martin County (161,212) with a total population of all five counties being almost 2.197 million

f. 1150

g. 750

h. 50 million

2. Why are you interested in pursuing this position? I am interested in pursuing this position because of several reasons. The first reason being that I have always loved Fort Pierce for its historic charm, the rich culture, and the people that make up the community. It was the first place I visited when I moved to Florida back in 2013. It felt like home with its small town coastal community vibe and its "Old Florida" architecture. I have always been drawn to Fort Pierce. I believe that this is a critical position that could positively impact and improve the quality of life for the community. Secondly, I am an operational and visionary leader that could utilize my experience and my skillset to expand essential services and the improve the economic development of Fort Pierce. I have always seen great potential in the city and I would like to be a part of a team that continues to transform "The Sunrise City."

3. How would you describe your management style? I would say that my management style falls somewhere between Visionary and Tranformational. I have always been a visionary leader because I focus on the big picture, future growth, and collaboration. I believe that having a well thought out strategic plan with clear long and short term goals provides a roadmap for everyone to follow. As a leader it is important that everyone knows the goals and the team works together to achieve them. It is also important that the leaders each own a piece of the vision and passionately pursue their individual growth while accomplishing strategic milestones. I believe I am transformational in the sense that I encourage and motivate my employees to think outside the box to find solutions. The best part of being on a team is the diversity, creativity, and innovation that each person brings to the table. Every person holds a unique opinion, view, idea, and experience which brings a range of perspectives and approaches to problem-solving and leads to better decision-making.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I am a very transparent leader and I believe that people are inherently good. I am open and honest with employees about issues and address them openly. It has always been important to me to actively listen to the employee and encourage conversation and collaboration in addressing the issue. I am a fair person and I treat all employees with that same respect. I believe that it is important to consistently provide feedback and work with the employee to find a solution and a path forward. I do believe in documenting conversations but primarily to set clear expectations and to put a plan in place to help and support the employee. Life happens to all of us and sometimes we just need support and a little understanding.

5. How would you deal with city budget constraints and identify new revenue sources? I would address budget constraints by prioritizing services and needs that are essential to operations. When I joined UAP the pandemic lockdown went into effect. One of the first priorities that I had as the CEO was to evaluate our budget, forcast revenue, and immediately reduce spending. I also evaluated operational efficiency and made cost effective changes with a number of vendors and long term contracts. I was able to negiotate better pricing structures and streamline some services. My first year I was able to reduce expenses by over 700k. As a community leader I am always looking for new revenue sources through grant and federal funding. Evaluating a new fee structure for services could be explored but ideally would not be the first source I would consider due to community impact. I have always believed where there is a will there is a way. I also would look at the best practices used by other cities and possible new partnerships.

6. How will you prioritize competing demands for resources within the city? A key component for prioritizing demands is data analysis. I think you have to prioritize based off importance, availability, and alignment with strategic goals. All of which are data driven. Critical priorities that are safety related or could cause significant upset and disruption in the community should be analyzed quickly and swiftly. Demands have to be rated in several categories and then prioritized based off importance. My work in nonprofit aligns with the challenges faced by city budget constraints. There will always be emergencies that have to be addressed but it is up to the City Manager to review the data,

evaluate the strategic goals, assess the funding allocated, and make an informed decision on what takes presedence.

7. Describe a successful initiative you have led as a City Manager. I have not led a successful initiative as a City Manager, but I have led many successful initiatives as the CEO of UAP. One initiative was the transition from generic registers to a point-of-sale system that tracked inventory, member information, processed payments, computed transactions, and provided data on customer spending and purchasing trends. It was a challenging process as all of the product barcodes had to be entered into the system and all products had to be inventoried at six locations. Cashiers and managers had to undergo extensive training to utilize the system and complete daily closeouts. The warehouse had to be outfitted with fiber and data lines had to be dropped to accommodate the system and production had to be reset to add inventory to the system. It was a complicated process that had to be rolled out in stages, but the benefits allowed us to see and track the data. We now could make data driven decisions on the type of product that we needed, what we had on hand, and it gave us the ability to offer discounts and change pricing at all locations simultaneously. It was remarkably successful and the teams quickly became dependent on the data output.

8. Describe a time when you had to manage a crisis situation in a city setting. One of the most challenging crisis situations that I have had to manage in a city setting was COVID-19. As a nonprofit we support the community when families are in crisis. While government offices were closing, my team and I were challenged with navigating how we were going to continue to operate and serve the community. Most of our families are among the most vulnerable, which due to health issues or finances were already in crisis before the pandemic hit. Additionally, we had to devise a plan to ensure the safety of our employees in three different counties operating under three different municipalities. I had only been in my new position for three weeks and I had to act quickly and without hesitation. Our crisis numbers rose to the highest numbers the organization had ever seen in its 15-year existence. The emergency response funding that was being distributed to local governments to further distribute down to its citizens was an additional burden on already strained government offices. Many local and state leaders reached out to our organization requesting to partner because we already had an internal structure in place for crisis management funding. We distributed over a million dollars to local citizens in the form of

rental/utility assistance, medical assistance, and we assisted in referrals to our partner agencies. It was a huge undertaking, but one of the proudest moments of my career. We never closed our buildings and we were able to continue to serve our community members.

9. What steps do you take to ensure transparency and accountability in city operations. I believe that my background in nonprofit work aligns with the work of individuals in public positions. In order to ensure transparency and accountability in nonprofit work or in city operations you must adhere to a number of ethical guidelines and processes. One of the most important steps in city operations is to be open and transparent with all data regardless of the outcomes. The public wants to know how monies are spent and the decisions that the leaders are making with the funding. Be open with the public about the reports and proactive about disclosing information related to the reports. All citizens want accountability and transparency is key to holding leaders accountable. I think communication is another important process that accomplishes a number of steps in achieving true transparency. Communication should go hand in hand with citizen engagement. As a nonprofit leader one of the most challenging things I had to overcome were the barriers to communication with the demographics of those we served. To be successful at communication you have to engage in a variety of platforms and channels. Communicating initiatives, policy changes, safety concerns, emergency preparedness plans, community events, and budget updates, should be relayed to the public through city websites, social media platforms, public in person meetings, community forums, email updates, and in person interactions. It is important to be responsive and accessible to citizen concerns. Another important step in transparency is to have a clear and consise code of ethical guidelines that manage all city employees. Additionally, the City Manager should conduct regular performance audits that identify areas that may need process improvement and to ensure regulation compliance. Those audits should be reported regularly on strategic goal progress reports made available to all citizens.

10. Please describe your experience working with unions. I do not have experience working working directly with union representatives but I have extensive experience working with people, employment law, budgeting, negotiating contracts, and mediating grievances, all of which align with the duties a City Manager would engage in with unions.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I do not have experience directly managing a police department but I have worked at a police department and have an extensive knowledge and understanding of criminology. I think my role as the City Manager overseeing and guiding the police department is one that would ensure that the department has the necessary tools and resources it needs to successfully keep the citizens of Fort Pierce safe. I think it is important that the City Manager partners with the Chief of Police and the leaders of the department to identify services and areas of improvement that would benefit the citizens and add to the safety of the community. It is also important to evaluate the departments performance by analyzing the quantitative crime rate statistics data. Crime in Fort Pierce hit close to home for me as the CEO for United Against Poverty when one of my employees lost her son to gun violence. The citizens of Fort Pierce derserve updates on operational efficiency of the department and results on strategic initiatives the department is taking to improve crime rates and trends in violent crimes. Having the community support and partnering with the community will unify the efforts and have a positive outcome.

12. How will you ensure that the city's services meet the needs of all its citizens? In order to ensure that the city's services meet the needs of all of its citizens it is important to understand what the citizens need and want. The City Manager ultimately works for the citizens of Fort Pierce and the only way to understand their needs is to actively listen to them. I think it is important to serve on advisory boards and be engaged with members of the community in all capacities. I think it is extremely important to be accessible to the citizens so you can develop trust and foster a positive relationship. I would conduct surveys, prioritize needs based on the requests of the community, and perform outreach especially to those members in areas that may be less accessible.

13. What strategies will you use to build relationships with stakeholders in the community? As the CEO for United Against Poverty one of the challenges was to engage the community and the city officials to rebuild the name and reputation of the nonprofit. In identifying ways to reengage we created a forum for key stakeholders in the community to meet monthly with religious leaders at our location on Orange Avenue. It is important to communicate regularly, attend community events, volunteer, collaborate with community

members, and be visible and accessible. One of the most effective ways to build relationships is to establish trust and build rapport by being transparent and responsive. I believe in standing by your word. The City Manager's role is not a desk role. While it has a lot of administrative duties the most important role of the job is to actively be connected to the community.

14. What strategies would you implement to promote economic growth and job creation? If I had to focus on a strategy that would promote economic growth and job creation it would be the focus on attracting large businesses with incentives, investing in the infrastructure, promoting tourism, and revitalizing distressed areas of Fort Pierce. In our meetings with the former City Manager and Commissioners one of the primary focuses was on the transportation infrastructure. One of the cities challenges for citizens is the inability to go to locations that can provide the much needed services that they require. As the CEO for UAP one of the initiatives that we focused on was partnering with local organizations to have them at our campus on designated days so that we could offer more services at one site. Hands Clinic was one of those partners along with the Florida Department of Children and Family Services. There are a lot of opportunities to promote growth in the city and focus on creating jobs for the citizens that call it home.

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 adverse or critical statements have been made about me that I am aware of. I am human just like all leaders and I have made mistakes in the past but I am honest and transparent and I own the decisions that I have made. I have learned throughout my life that everyone is not always going to like the decisions that you make but what type of world would we live in if everyone had the same opinion. I respect that people are different and have different ideas and opinions. That is what makes our freedom so powerful. I can only attest that I will always do the best job within my power and I will always give 100%. I believe that my experience as a community leader in multiple demographics has positioned me to excel in the position as City Manager of Fort Pierce.

Chanal Carlisle, MSc, MSB
Curriculum Vitae
for
The City of Fort Pierce
City Manager Position

12/10/2024

CHANAL CARLISLE MSc, MSB

+1-708-218-5363| chanalcarlislefl@gmail.com

As a dynamic, visionary, and servant leader specializing in community and economic development, I bring extensive expertise in advancing strategic Environmental, Social, and Governance (ESG) initiatives to propel growth and revitalization efforts. With a proven track record of transforming outdated management practices into innovative, risk-mitigating strategies, I have consistently enhanced operational efficiency while delivering measurable and sustainable impact. I excel at leveraging human-centered design and data-driven insights to address multifaceted challenges, developing forward-thinking solutions that align organizational objectives with urban infrastructure and community development priorities. Known for cultivating strategic collaborations with esteemed organizations and institutions, I have successfully managed complex programs, structured financing mechanisms, and built impactful partnerships that drive long-term results.

- ✓ Administration Management
- ✓ Business Acumen
- ✓ Communication & Technical Writing
- ✓ Community Development
- ✓ Data Analysis
- ✓ Economic Development
- ✓ Entrepreneurship
- ✓ ESG/ Sustainability
- ✓ Financial Acumen
- ✓ Housing/ Low-Income Housing Tax Credit
- ✓ Innovative
- ✓ Investor Relations
- ✓ Leadership & Employee Engagement
- ✓ Negations
- ✓ Nonprofit Organizations
- ✓ Performance Metrics
- ✓ Philanthropy
- ✓ Public Policy
- ✓ Public Speaking
- ✓ Real Estate
- ✓ Social Impact
- ✓ Socioeconomics
- ✓ Stakeholder Engagement
- ✓ Strategic Planning

EDUCATION

University of Miami
Master of Science in Sustainable Business- *STEM credentialed*

Northwestern University
Master of Science in Communication

University of Maryland Eastern Shore
Bachelor of Science in Human Ecology

CERTIFICATIONS

Global Reporting Initiative (GRI)
GRI Certified Standards- Global Sustainability Report

Duke University
Innovation and Entrepreneurship Certification

LEADERSHIP & VOLUNTEERISM

Northwestern University Alumni Association	*Board Member*
University of Maryland Eastern Shore	*Mentor*
ACA Employer Compliance	*Advisory Board Member*
Approaches to Obtain Quality Health Care	*Advisory Board Member*
Benefits Literary and Consumerism	*Advisory Board Member*
Financial Literacy	*Advisory Board Member*
Health, Wellness & Wellbeing Management	*Advisory Board Member*

AWARDS & HONORS

Rising Cat Award	*Northwestern University*
Miami Leadership Challenge Award	*University of Miami*
Emergency Preparedness Award	*University of Miami*
Honorary Chapter President	*Minorities in Agriculture Natural Recourses Related Science*

INVITED SPEAKER

Miami Homes For All	*"Capital Solutions: Building a Funders Collaborative"*	2024
City of Chicago	"*Sustainable Urban Infrastructure"*	2016
ATLAS Symposium	"Advancing Tomorrows Leaders and STEM"	2015

PROFESSISONAL EXPERIENCE

Northwestern University Club of Southeast Florida — **Southeast Florida**
Career Programming Chair, Board Member — ***Present***

Elected Board Member of the NU Club of Southeast Florida, serving as the Career Programming Chair. Responsible for supporting career initiatives across five counties and engaging a network of 4,400 Northwestern alumni throughout the Southeast FL region.

- **Program Management:** Design and launched quarterly career events for the 2024-2025 academic year, focusing on STEM, Communication, Finance, and Business industries to enhance professional development and industry engagement.
- **Strategic Collaboration:** Collaborate with Big Ten Academic Alliance, a consortium of 18 world-class institutions, to implement career advancement initiatives, enhance networking opportunities, and support professional development programs.
- **Monitoring & Evaluation:** Develop and implemented evaluation frameworks to assess the effectiveness of career programming initiatives, analyzing attendee feedback and engagement metrics to refine event strategies and ensure alignment with alumni career development goals.
- **Leadership & Mentorship:** Led a team of volunteers in planning and executing career programming events, fostering a collaborative environment that increased event attendance by 30% and improved alumni satisfaction with career development opportunities.

Turner Construction Company — **Remote**
Senior Consultant, Community & Economic Development — ***2020-Present***

Counseled executive leadership on strategic operational excellence, corporate social responsibility, affordable housing, and mixed-use redevelopment across diverse jurisdictions. Specializes in fostering public-private partnerships and leveraging data analysis to interpret trends, address key issues, and enhance stakeholder engagement. Experienced in working with Community Redevelopment Agencies to deliver economic development initiatives with measurable community impact. Driving entrepreneurship development, and building livable, equitable, and resilient communities that provide multiple public benefits. Empowering elected officials and staff to effectively manage the accelerating pace of demographic, economic, environmental, social, and technological change. Guiding teams to develop innovative solutions that promote environmental stewardship and foster community-driven growth.

- **Community & Economic Development:** Spearhead community development initiatives that resulted in the creation of 10,000 affordable housing units, contributing to an increase in local employment, and small business owners while boosting economic activity.
- **Financial Management:** Manage and track budgets for community and economic development programs, ensuring alignment with company-wide strategic goals and overseeing $15M. Provide monthly financial reports to executive leadership to ensure transparency.
- **Business Acumen:** Training executives on Low-Income Housing Tax Credits (LIHTC) to secure financing for affordable housing projects, ensuring compliance with federal and state guidelines.
- **Strategic Planning & Operations:** Collaborate with elected officials and city staff to strategically plan 12,300 parcels along major bus corridors, to increase the availability of affordable housing units.
- **Leadership & Teamwork:** Lead a team of 4 in the successful execution of community and economic development projects, fostering collaboration and accountability, 80% increase in project efficiency.
- **Urban Planning & Development:** Developed planning and redevelopment goals for: placemaking, transportation, green infrastructure to support local economic/comprehensive development plans which are in alignment with local, state, and federal laws and rules.

Fresh Lemon Harvest **Florida**
Founder ***2020-Present***

Addressing social and environmental macro trends through innovative approaches to agribusiness and health. Bringing together science of social influence with the science of human center interaction design across the Southeast region. Collaborates with farmers and ranchers in all 67 counties of Florida, connecting them with Independent Natural Food Retailers Association (INFRA) members to ensure the availability of quality, organic, nutritious, and affordable foods. Supporting local and regional economies and meet the growing demand for hyper-local commodities in grocery and natural market retail stores. My work emphasizes advocating for local food systems, economic growth and enhancing communities through strategic partnerships. Strong communication and interpersonal skills enable me to build and maintain robust relationships with local farmers and producers.

University of Miami-Herbert School of Business **Coral Gables, FL**
International Business Consultant ***2019-2020***

Selected as one of ten global business consultants for the Herbert School of Business, partnering with local and international businesses in South Florida, Guyana, Brazil, China, India, Spain, Mexico, The Neverlands. Provided strategic consulting to executives on disaster response, risk mitigation, climate change, and health diplomacy. Guided global business leaders in enhancing competitiveness through Corporate Social Responsibility and a deeper understanding of the connection between community and economic development. Leveraged evidence-based research and case studies to address critical public affairs issues such as poverty, education, and macroeconomic policies, with a focus on improving business practices.

- **Program Implementation:** Developed Corporate Social Responsibility (CSR) strategies, resulting in a 40% improvement in understanding the relationship of community-economic development. Led to the successful implementation of 5 community-focused initiatives.
- **Data Analysis & Product Development:** Developed a measurement tool to track and analyze the progress of CSR initiatives, and presenting findings to executives for strategic decision-making.
- **Sustainable Development:** Designed, implemented, and monitored 3 climate-social resilience initiatives, leading to a 22% increase in organizational visibility -enhancing stakeholder engagement.
- **Public Affairs Strategy:** Delivered macroeconomic insights and public affairs strategies to global executives, fostering a 18% increase in effective internal stakeholder collaboration.

Evolent Health **Remote**
Associate Director, Corporate Development ***2017- 2019***

Executed strategic, financial, and operational responsibilities, all aimed at driving growth, business development, and innovation within the healthcare technology, Medicaid, Medicare, Commercial insurance, and Federally Qualified Health Centers (FQHC) space. Serving 35 markets delivering solutions and driving value leading to better health outcomes for diverse 2 million people.

- **Risk Contract Management:** Identified and addressed a contract flaw, safeguarding over $350M of revenue at risk.
- **Stakeholder Engagement:** Led stakeholder engagement efforts across 35 markets, building and nurturing key relationships with diverse stakeholders, including clients, investors, and community leaders, to drive strategic initiatives and enhance business growth.
- **Business Development:** Devised and presented a resolution to the leadership team, leading to savings of over $250M for the product line compared to projected payouts without the solution.
- **Financial Management:** Spearheaded a comprehensive program overhaul in 2019, presenting actionable plans to the leadership team that resulted in a projected $13M cost savings.

Midwest Business Group on Health (MBGH) **Chicago, IL**
Consultant, Healthcare Strategy ***2016 – 2017***

Accelerated innovative health benefit tools and solutions to support employer benefit strategies aimed at controlling costs and improving health. MBGH is also committed to supporting community health initiatives by bringing together Fortune 500 Companies, hospital, physician, health plan, government, consumer and voluntary association sectors to support improved health and quality of care for all populations.

- **Leadership:** Reported to CEO at one of the nation's leading non-profit business coalitions that offer education, health research, health benefits purchasing and community initiatives.
- **Stakeholder Engagement:** Manage hospital safety and quality rating campaign that engaged 183 hospitals and health systems for the Leapfrog Group, using transparency to support informed health care decisions.
- **Program Management:** Orchestrated, 4 initiatives that promoted sustainable employee health benefits strategies, to drive corporate social responsibility within the workplace that increase productivity by 17%.
- **Communication & Marketing:** Manage the stream of communication which include writing various types of consumer-centric communications, which sustained engagement across Health Plans and Employers who have health & well-being improvement programs and on-site clinics for employees.
- **Community Impact:** Executed an engagement strategy, implementing campaigns for 10,000+ workplace consumers to drive community development and maximize economic, social, and environmental impacts.

University of Illinois- Urbana Champaign Extension **Chicago, IL**
Manager, Public Health ***2014 – 2016***

Led quantitative data collection, analyzed and directed reporting efforts for the community health and community development programs. Oversaw operations, providing budget and staffing strategies to improve health for 2.705 million diverse citizens of Chicago. Forecasting and presenting my research on disseminating complex health information, addressing preventative health services and access to health services for citizens to leadership and elected officials quarterly.

- **Community Impact:** Reduced health disparities for 1.3 million diverse citizens of Chicagoland area by identifying service opportunities and promoting health education.
- **Economic Development:** Expanded comprehensive approaches to health programs to diverse populations, which served an additional 29,000 low-income Chicago citizens in a fiscal year.
- **Governance:** Presented quarterly to elected officials on research, financial analysis and development.

Office of Commissioner Robert Steele (City of Chicago) **Chicago, IL**
Coordinator, Economic Development ***2013-2014***

Represented Commissioner Robert Steele's Office in public stakeholder meetings and special events, ensuring effective communication and collaboration. Conducted research and analysis on key focus areas to address district needs, while implementing public-private partnerships and initiatives to deliver innovative solutions that enhance citizens' quality of life.

- **Economic Development:** Championed recommendation of 952 additional properties for the $1 Large Lots program, designed to increase homeownership and attract property investors by meeting specific guidelines and requirements.
- **Infrastructure Project:** Supported the Chicago Transit Authority in the 'Charging Forward' initiative, contributing to the roadmap for bus electrification by 2040.
- **Community Development:** Trained 60 developers and investors on the city's planning, zoning, code compliance, and business tax receipt processes, resulting in improved project completion rates.
- **Business Acument:** Leveraged New Markets Tax Credit (NMTC) financing to secure funding for community development projects, driving economic growth and revitalization in underserved area.

REFERENCES

Taylor Thornton
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Debrah Crawford
City of Chicago- Office of Commissioner Robert Steele *(Deceased 2017)*, Chief of Staff
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Village of Broadview President, Mayor
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Larry Boress
Midwest Business Group on Health, Past CEO
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City Manager Candidate Questionnaire: Chanal Carlisle

12/30/2024

THE SUNRISE CITY
FORT PIERCE
Florida
HUMAN RESOURCES DEPARTMENT

Candidate Name: Chanal Carlisle
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.**

A.	B.	C.	D.	E.	F.	G.	H.
10/24 - Present	Career Programming Chair, Northwestern University Club of Southeast Florida	Maria Atanasov, President	Volunteer	4,400 alumni across Monroe, Miami-Dade, Broward, Palm Beach and Martin counties.	20 Board Members	N/A	$500,000
08/20 - Present	Sr. Consultant Economic & Community Development, Turner Construction Company	Bob Hennessey, Vice President, Florida Operations Manager	$180,000 +Bonus	1,500 projects a year	11,000 employees	4 Direct 20 Indirect across 5 markets	$17 billion
07/19 - 05/20	International Business Consultant, University of Miami-Herbert School of Business	Dr. David Kelly, Professor Erika Murillo, Vice President	$50,000 (*Scholarship)*	South Florida, Guyana, Brazil, China, India, Spain, Mexico, The Neverlands.	Clients: Wartsila-(17,800 employees) Office Depot Headquarters (2,000 employees) Guyana Telephone & Telegraph Co Ltd (900 employees)	N/A	$100 million

02/17 - 07/19	Associate Director, Evolent Health	Stephanie Stone, Senior Vice President Todd Wells, Senior Director	$150,000	2 million	5,000	9 Direct	$1.31 billion
05/16 - 02/17	Consultant, Healthcare Strategy, Midwest Business Group on Health	Larry Bores, CEO	$50,000	200-member organization	7	None	$1.54 million
10/14 - 05/16	Public Health Manager, University of Illinois Urbana Champaign Extension	Willene Buffett, County Director	$75,000	2.705 million	100	12 Direct	$60.9 million
05/13 - 10/14	Economic Development Coordinator, Office of Commissioner Robert Steele (City of Chicago)	Commissioner Robert Steele	$70,000	300,000 in District 2	Unknown	None	$3 billion

2. Why are you interested in pursuing this position?

I am interested in pursuing the City Manager position with Fort Pierce because it provides an opportunity to deliver visionary leadership as the chief administrative officer, ensuring that city services meet the highest standards of excellence. This role aligns perfectly with my commitment to ethical governance, fiscal responsibility, and innovative, results-driven solutions to community challenges.

My experience in consulting has equipped me to provide clear, actionable advice on policy development, budget management, and capital improvement planning. I focus on informed decision-making that drives progress, sustainability, and long-term success. These experiences have sharpened my ability to lead with integrity, bring diverse perspectives to the table, and implement strategies that achieve measurable results, all while prioritizing public safety and community well-being.

Fort Pierce's commitment to creating a vibrant, inclusive community is inspiring, and I am enthusiastic to build and empower exceptional department heads who uphold the city's values and consistently deliver outstanding services. My collaborative approach and strategic resource management position me to ensure that Fort Pierce continues to thrive as a premier place to live, work, and interact.

The most rewarding aspect of this role is the opportunity to be a steward to serve the community with dedication and integrity. By driving innovation, enhancing quality of life, and fostering a culture of excellence, I am committed to helping Fort Pierce realize its vision for the future and delivering meaningful results for all residents.

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

My management style is collaborative, strategic, and results-oriented, with a strong emphasis on ethical leadership, clear communication, and accountability. I lead by setting KPIs and clear objectives for the fiscal year to ensure alignment with the city's strategic plan and goals. I leverage these metrics to track progress and will include them in the City Manager's report to demonstrate measurable outcomes and drive substantial, positive change.

I am a firm believer in using technology as a tool to enhance operational efficiency, maintain accountability, and meet deadlines effectively. Implementing systems to track progress on projects and initiatives ensures that all stakeholders are informed and that the city operates at peak performance.

Prioritizing professional development is a cornerstone of my leadership approach. I actively encourage employees to regularly sharpen their skills through training and development opportunities, enabling them to grow in their roles and deliver exceptional service to the community. This investment in staff not only enhances individual capabilities but also strengthens the overall performance of the city's departments.

Ultimately, my management style focuses on empowering teams, fostering innovation, and maintaining a culture of continuous improvement. By setting clear goals, leveraging technology, and supporting professional growth, I ensure city services operate efficiently, effectively, and at a level of excellence aligned with the city's vision and values.

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

My approach to managing personnel issues is rooted in fostering a culture of excellence, integrity, accountability, and efficiency. I prioritize hiring top talent, addressing challenges directly, and upholding the highest ethical standards. By leading with transparency and emphasizing continuous improvement, I create an environment where employees can

thrive and operate at peak performance. This ensures personnel matters are handled effectively and efficiently, reinforcing our commitment to ethical behavior and operational excellence.

Hiring: I believe in recruiting individuals who not only have exceptional skills but also align with our core values. Diligently seeking for people who are innovative, collaborative, and driven to succeed while contributing positively to the city's culture. The hiring process will emphasize diversity and inclusivity to ensure we benefit from a wide range of perspectives.

Discipline and Ethical Violations: Maintaining trust and integrity is non-negotiable. Ethical lapses or violations are addressed swiftly and decisively. Having clear policies in place to investigate and resolve such issues fairly and transparently. At the same time, there will be a focus on reinforcing a culture where employees feel empowered to speak up about concerns without fear of retaliation.

Labor Relations: Having a deep commitment to fostering open communication and collaboration with all employees. By proactively addressing workplace concerns, to build trust and minimize conflicts, ensuring a productive environment for everyone.

Performance Evaluations: Regular and constructive feedback is critical to employee development and organizational success. Setting clear performance metrics, bi-weekly review progress, and provide opportunities for growth and improvement. Recognizing and rewarding high performers while addressing underperformance is key to maintaining a strong, dynamic team.

5. **How would you deal with city budget constraints and identify new revenue sources?**
Dealing with city budget constraints requires a disciplined, strategic approach rooted in prioritization, efficiency, and long-term planning. First, I would conduct a thorough review of the city's expenditures to identify inefficiencies and areas where resources can be reallocated without compromising essential services. Every dollar spent should deliver value to the residents, much like how a business ensures its investments yield meaningful returns.

To identify new revenue sources, I would focus on leveraging the city's unique strengths. For example, Fort Pierce's waterfront and vibrant cultural institutions could be catalysts for economic development through tourism, real estate partnerships, and community events. Encouraging private investment, fostering public-private partnerships, and creating business-friendly policies can attract industries that generate sustainable revenue while creating jobs.

I would also explore innovative financing options, such as grants, bonds, and federal or state programs, to fund critical infrastructure projects without placing undue strain on taxpayers. Two specific grants I would pursue include the Choice Neighborhoods Grant and the Reconnecting Communities Pilot (RCP) Program, which align with the city's goals for redevelopment and connectivity. Refer to the chart below for the purpose, alignment with city goals, and potential impact of these vital grants. These examples highlight opportunities to drive significant economic growth and deliver meaningful benefits to all constituents of Fort Pierce.

Grant Program	Purpose	Strategic Alignment	Potential Impact
Choice Neighborhoods Grant ***https://www.hud.gov/cn***	Supports the transformation of distressed neighborhoods into sustainable, mixed-income communities.	Aligns with city redevelopment goals, community revitalization, and affordable housing initiatives.	Improved quality of life through enhanced housing, education, and economic opportunities for residents.
Reconnecting Communities Pilot (RCP) Program ***https://www.transportation.gov/reconnecting***	Funds projects that remove or mitigate barriers created by transportation infrastructure.	Advances infrastructure improvements, fosters inclusivity, and revitalizes underutilized urban areas.	Enhanced connectivity, reduced inequities, and increased economic activity through reimagined city spaces.

By combining fiscal discipline with forward-thinking strategies, the city can overcome budget challenges and position itself for sustained growth. Leveraging grants like these, along with the strategic use of technology to streamline operations and reduce costs, will free up resources and ensure the well-being of residents. This approach supports a balanced and transparent budget while delivering long-term value to the community.

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

Prioritizing competing demands for resources requires a disciplined, data-driven approach and a commitment to delivering measurable results for the community. My first step would be to evaluate all resource requests through the lens of impact—focusing on initiatives that address the most pressing needs while aligning with the city's long-term strategic vision.

I believe in using data and technology to guide decisions. By leveraging performance metrics and community feedback, we can identify which projects will yield the greatest return on investment, whether it's improving infrastructure, enhancing public safety, or driving economic growth. Transparency is key—I would ensure that these decisions are clearly communicated to residents, so they understand how and why resources are allocated.

Efficiency is equally important. By streamlining operations, eliminating redundancies, and introducing innovative technologies, we can maximize the impact of every dollar spent. For example, investing in smart infrastructure or energy-efficient systems can reduce costs in the long term while addressing current challenges.

Finally, I would establish a collaborative framework where departments, community leaders, and stakeholders come together to prioritize projects. This ensures that resource allocation reflects both expert insights and the community's needs, creating a balance between immediate priorities and sustainable growth.

By focusing on impact, efficiency, and collaboration, I would ensure that the city's resources are used strategically to deliver meaningful results, creating a stronger, more resilient community for all.

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

One of the most successful initiatives I led was during my tenure as a Senior Consultant for Community and Economic Development. While not in a formal City Manager role, the scope of my responsibilities mirrored key aspects of municipal leadership, particularly in fostering public-private partnerships, managing complex projects, and driving sustainable growth.

I spearheaded a comprehensive affordable housing initiative that resulted in the creation of 10,000 affordable housing units across diverse jurisdictions. This required aligning multiple stakeholders, including local governments, developers, and community organizations, to deliver a solution that balanced affordability with economic vitality. I worked closely with elected officials and city staff to strategically plan housing along major transit corridors, which not only increased housing availability but also spurred economic activity in underserved areas.

To ensure the program's success, I implemented a rigorous budget management process, overseeing $15 million in community development funds. I also introduced innovative financial tools, such as training executives on Low-Income Housing Tax Credits (LIHTC), to secure additional funding while maintaining compliance with federal and state guidelines.

This initiative exemplified my ability to lead with strategic vision, engage diverse stakeholders, and deliver tangible results—qualities that align closely with the role of a City Manager. By fostering collaboration, leveraging resources efficiently, and prioritizing community impact, I was able to contribute significantly to addressing housing challenges and enhancing economic opportunities for the residents served.

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

During my work addressing environmental challenges, I encountered a situation that required decisive action and effective coordination—an experience that exemplifies my ability to lead under pressure. While participating in the University of Miami Leadership Challenge, where I earned the notable Emergency Challenge Award, I led a team tasked with responding to a simulated but highly realistic citywide crisis.

The scenario involved a natural disaster that disrupted critical infrastructure and posed significant risks to public safety. My role was to develop and implement a comprehensive response plan that seamlessly integrated immediate relief efforts in coordination with the Florida Division of Emergency Management and the Federal Emergency Management Agency (FEMA), while also crafting long-term recovery strategies to ensure sustained resilience and community well-being. Leveraging data-driven insights, environmental stewardship principles, I prioritized resource allocation to restore essential services while ensuring populations were cared for.

Key to the success of this initiative was collaboration. I coordinated with team members, mimicking real-world stakeholders, including city departments, first responders, government entities and community organizations. By fostering clear communication and maintaining a calm, focused approach, I ensured our response was efficient and aligned with community needs.

This high-achieving award underscores my capability to manage crisis situations with strategic foresight and resilience. It also reinforced the importance of preparation, adaptability, and ethical decision-making. While the scenario was simulated, the skills and insights gained have informed my approach to real-world challenges, ensuring that communities can navigate crises effectively and emerge stronger.

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

Ensuring transparency and accountability in city operations starts with setting a clear tone at the top. As a leader, I believe in creating a culture where honesty, openness, and trust are foundational. Transparency isn't just a policy—it's a practice embedded in how decisions are made and communicated.

The first step is leveraging data and technology to provide residents with real-time insights into city operations. I would implement an open data platform where key performance metrics, budgets, and project updates are easily accessible to the public. This not only builds trust but also empowers residents to engage meaningfully in the decision-making process.

Next, I focus on clear communication. Monthly newsletters, press briefings, and detailed reports ensure that residents and stakeholders understand the rationale behind decisions. Whether it's how funds are allocated or why certain policies are adopted, transparency builds confidence and prevents misinformation.

Accountability is equally critical. I would establish rigorous oversight mechanisms, including performance evaluations and regular audits, to ensure that city departments and staff meet their objectives. By setting clear goals and holding individuals accountable for results, we create an environment where excellence is the standard.

Finally, I believe in fostering a feedback loop. Transparency doesn't just mean sharing information—it also means listening. By engaging with residents through town halls, surveys, and community forums, we can address concerns, refine strategies, and make adjustments that reflect the community's needs.

These steps collectively ensure that city operations are transparent, efficient, and aligned with the public's best interests, creating a government that residents can trust and take pride in.

10. Please describe your experience working with unions.

My experience working with unions has been deeply rooted in advocating for workers' rights, fostering strong relationships with union members, and negotiating fair contracts that prioritize the well-being of employees while balancing organizational needs. I have consistently worked to ensure that unions remain a powerful voice for their members by actively engaging in collective bargaining, addressing grievances, and promoting workplace equity.

Collective Bargaining: I have successfully led negotiations with employers across various industries, securing contracts that include competitive wages, improved benefits, and better working conditions. By leveraging data, understanding market trends, and fostering open communication, I ensure that all parties achieve agreements that align with members' needs and organizational sustainability.

Conflict Resolution: Addressing disputes and grievances is an integral part of my work. I employ a proactive and fair approach to resolve issues collaboratively, often working closely with management and union representatives to find solutions that maintain trust and minimize disruptions.

Advocacy and Education: I prioritize educating members on their rights and the value of union representation. Through workshops, town halls, and one-on-one interactions, I help members understand how their union strengthens their voice in the workplace and beyond.

Labor Relations: I have built strong relationships with employers and policymakers to advance pro-labor initiatives. This includes advocating for legislation that supports collective bargaining rights, worker protections, and fair labor practices at both local and national levels.

Working with unions is not just about representing members in negotiations or disputes—it's about creating a sense of solidarity, ensuring accountability, and driving meaningful progress for workers and their families. My leadership emphasizes integrity, collaboration, and a shared commitment to the principles that underpin the labor movement.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

While I have not directly managed a police department, I have extensive experience collaborating with public safety organizations and applying data-driven strategies to address complex community challenges, including crime prevention. My approach is rooted in leadership, fostering collaboration, and leveraging research-backed methods to create safer communities.

As City Manager, my role in guiding the police department would be to set clear expectations for accountability, transparency, and community engagement. I believe in supporting law enforcement with the resources and training needed to excel while ensuring their strategies align with evidence-based approaches to reducing crime. For example, scientific research highlights the effectiveness of focused deterrence strategies, hotspot policing, and community-based programs in addressing crime at its root causes.

I would champion the use of data analytics to identify crime trends, allocate resources effectively, and measure the impact of public safety initiatives. By implementing technologies such as predictive analytics and real-time crime mapping, the police department can respond proactively, preventing incidents before they escalate.

Community trust is also essential. I would prioritize fostering relationships between law enforcement and residents through initiatives such as community policing, where officers engage directly with neighborhoods to build rapport and address concerns collaboratively. Transparency and regular communication are key to maintaining trust and ensuring accountability.

As a result, my role would be to guide the police department in creating a balanced approach to public safety—one that combines innovative crime prevention strategies with a strong commitment to ethical policing and community well-being. This ensures that all residents feel safe, supported, and heard.

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

Ensuring that a city's services meet the needs of all its citizens starts with understanding those needs in detail. Data is the foundation of any good decision, and as City Manager, I would prioritize gathering and analyzing information to identify service gaps, measure performance, and guide resource allocation. Whether it's public safety, education, housing, or sanitation, you can't manage what you don't measure.

One of the first steps I'd take is implementing regular community surveys and holding public forums to engage directly with residents. Listening to people—across neighborhoods, income levels, and backgrounds—provides valuable insights into their experiences and priorities. This feedback, combined with hard data, helps ensure that our policies and services are responsive to the diverse needs of the community.

Technology also plays a critical role. By adopting smart city solutions, we can streamline operations, improve service delivery, and make city departments more efficient and accountable. For example, using apps and platforms that allow residents to report issues in real-time—like potholes or missed trash pickups—ensures faster responses and builds trust in city government.

Equity is another cornerstone. Services must be accessible and inclusive for all citizens, especially underserved communities. That means not just equal investment, but strategic investment where it's needed most to level the playing field. By tracking outcomes with clear metrics, we can ensure that every resident benefits from the city's growth and progress.

Finally, I believe in empowering city employees to perform at their best. Regular training and a focus on innovation ensure that they have the skills and tools to meet the evolving needs of our citizens. When city services are efficient, equitable, and responsive, we create a government that works for everyone—and that's the hallmark of a great city.

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

Building strong relationships with community stakeholders requires a combination of active listening, transparency, and collaboration. As City Manager, I would make it a priority to engage with residents, business leaders, nonprofit organizations, and other key groups on a consistent basis, ensuring their voices are heard and their ideas are incorporated into the city's plans.

First, establish open lines of communication by hosting regular town hall meetings, roundtable discussions, and one-on-one sessions with stakeholders. The goal is to create an environment where people feel comfortable sharing their concerns, challenges, and aspirations. It's not enough to just talk—we need to listen and act on what we hear.

Second, leverage data and technology to provide stakeholders with clear, accessible information about city initiatives. Transparency builds trust, and by using platforms that allow for real-time updates on projects and performance metrics, we can ensure accountability while keeping the community informed.

Collaboration is another key pillar. I've seen firsthand how public-private partnerships can transform cities. By working with businesses, nonprofits, and community organizations, we can align resources and expertise to tackle challenges and create opportunities that benefit everyone.

Finally, I'd focus on equity and inclusion in every engagement. Building relationships means engaging with all segments of the community—not just those who are most visible or vocal. That includes outreach to underserved and marginalized populations to ensure their needs are represented and addressed.

Relationships are the foundation of any thriving city. By fostering trust, demonstrating accountability, and delivering results, we can build the partnerships necessary to drive progress and improve the quality of life for all residents.

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

Promoting economic growth and job creation requires bold, forward-thinking strategies that leverage Fort Pierce's existing strengths while positioning the city as a leader in a rapidly evolving global economy. The knowledge economy will dominate job growth by 2040, making local innovation a must.

The challenge—and the opportunity—lies in attracting innovative companies, from tech giants like Google to dynamic startups, as well as industries such as technology, life sciences, and smart manufacturing. These industries are increasingly drawn to locations where talent wants to live and work, interact and Fort Pierce can rise to meet that demand.

My approach focuses on enhancing core industries that have long defined Fort Pierce—agriculture, marine, and tourism—while expanding into transformative sectors like energy infrastructure and innovation ecosystems to ensure sustainable, long-term growth.

Strengthening Core Industries

We must double down on what already makes Fort Pierce a strong player in the regional economy. By fostering innovation in agriculture, transforming the Port of Fort Pierce into a premier hub for marine commerce, and investing in tourism through strategic infrastructure upgrades, we can create jobs and catalyze economic activity that benefits the entire community.

Embracing Clean Energy and Infrastructure Modernization

Fort Pierce can seize the opportunity to lead in clean energy and infrastructure development. A signature initiative could include constructing an all-electric Transit Operations Center to charge, service, and maintain a fleet of battery-electric buses. This project will create high-quality jobs, reduce emissions, and position Fort Pierce as a leader in sustainable urban development on the Treasure Coast. Expanding transportation infrastructure with additional bus routes, electric vehicle charging stations, and smart traffic systems will further improve accessibility, attract forward-thinking businesses, and stimulate growth in related industries. Partnerships with the Department of Transportation and Public Works, alongside private companies and federal funding programs, can ensure the success of these initiatives.

Building a Skilled Workforce

Economic momentum relies on a well-prepared workforce. By partnering with local colleges, technical schools, and training programs, we can equip residents with the skills needed for emerging industries like energy technologies and smart manufacturing. This

focus on workforce development ensures that Fort Pierce becomes a destination for employers seeking a highly capable talent pool.

Leveraging Partnerships and Funding
Public-private partnerships and state and federal funding are critical to these efforts. Collaborating with key stakeholders will not only secure the resources needed but also ensure that initiatives are cost-effective and impactful. Fort Pierce can set the standard for innovation and economic leadership through targeted, strategic investments in energy, transportation, and technology.

Creating Vibrant Innovation Ecosystems
Fort Pierce can embrace placemaking strategies to create strong innovation ecosystems. These vibrant, community-rich places—where people live, work, shop, enjoy culture, and collaborate—are essential for attracting and retaining talent while fostering the creative interactions that drive innovation. With forward-looking public policies and intentional design, we can lay the groundwork for Fort Pierce to thrive as a hub for knowledge and creativity.

Economic growth isn't just about creating jobs—it's about building a stronger, more resilient, and inclusive community. By prioritizing innovation, workforce development, and infrastructure, Fort Pierce can become a model for sustainable growth and a beacon of opportunity for generations to come.

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?
To my knowledge, no adverse or critical statements have been made about me in print or online media. An online search would reflect my dedication to community and economic development, ethical leadership, and measurable impacts in the communities I've served. I value professionalism, transparency, and accountability.

ANDREA CARTER

Port St Lucie, FL **andreacarter29@gmail.com**
754.422.7862 **linkedin.com/in/carter-andrea**

LEADERSHIP PROFILE

Accomplished Corporate Controller and Sr. Level Accounting Management Professional with proven success developing, implementing and directing all aspects of the accounting and finance function. Tactical thinker with a strong foundation of common sense who creates value through cost reduction, strategic budget planning, and operational improvement and implements directives achieving sustainable fiscal health for a corporation. Fluent in the latest laws, principals and methodologies in US GAAP accounting. A leader who guides and motivates others through positive attitude, integrity, and encouragement. Other strengths include:

- Strategic Financial Planning
- Financial Modeling/Planning & Risk Management
- Process Improvement/Best Practices
- Capital Expenditure Analysis, Planning & Funding
- Budgeting, Forecasting and P&L
- Operational & Financial Analysis
- Internal Audits/Controls
- Financial Statements & Reporting
- Revenue/Profit Optimization
- Cash Flow Management
- Credit Management
- Regulatory/SEC Compliance

PROFESSIONAL EXPERIENCE

POSTAL CENTER INTERNATIONAL, INC. AND ORIGINAL IMPRESSIONS, LLC | WESTON, FL **08/2013 - PRESENT**

■ **Director of Accounting/Human Resource Administrator**

Key member of the management team responsible for the evolution and execution of the corporate Finance and Operational strategy, as well as the safeguarding of company assets. Accountable for full cycle accounting for two companies generating more than $640MM annually with 350 employees. Responsibilities encompass A/P, A/R, financial systems, general ledger, reporting, billing, inter-company reconciliations, internal controls, forecasting, cash flow, budget management, company credit, payroll, sales commissions, taxes, fixed assets, audits, month-end close, and financial statements. Provide leadership for a staff of 10.

- Protect the company's assets by implementing tight internal controls, ensuring accurate financial trends analysis and projections, and generating alternate ideas and suggestions to improve operating performance.
- Produce monthly financials, reconciliations, and analysis and present financials to the executive team.
- Prepare annual budget and monthly forecasts, as well as daily cash report.
- Consistently ensure month-end and year-end closing activities are completed within targeted deadlines.
- Reconcile intercompany balances and support intercompany daily operations.
- Coordinate the provision of information to external audits for the annual audit.
- Maintain vendor agreements and monitor upcoming expiring contracts.
- Manage insurance policies and renewals for property and casualty.
- HR duties include overseeing all 401k activity, benefits, payroll, interviewing/hiring, administering HR policies and procedures, compensation, employee discipline, exit interviews and providing monthly analysis of headcounts and payroll trend reports.

Select Accomplishments

- Restructured the accounting department, instituted proper accounting procedures and conducted cross training of staff to aid in the growth of both companies.
- Implemented a 360 integration for 401k and benefits platforms.
- Led and guided the CSS department to reduce billing errors. Implemented processes, delivered training, and created SOPs.
- Implemented multiple accounting software systems and trained staff on their use.
- Instituted Fred Pryor training for staff to develop knowledge and skills that enhanced their efficiency.
- Conducted due diligence for the company for two new acquisitions.
- Implemented KPIs used for training and merit recognition.
- Instituted corrective measures to bring AR past dues to remain current.
- Created vendor and client lease/contract schedules and tracked all contracts.
- Developed new vendor form and supplier registration forms.
- Saved the company money on auditing fees by reviewing and identifying transactions prior to year-end close. Reduced audit time from 6-8 weeks to 3-4 weeks.

VENTRON MANAGEMENT | BOCA RATON, FL **01/2012 - 08/2013**

■ **Accounting Specialist**

Accountable for the timely processing of all A/P and A/R for this property management company. Responsible for processing invoices, journal entries, general ledger, cash reports, reconciliations, credit card statements, accruals, trial balance, resolving billing discrepancies, P&L statements, and vendor relations. (Cont. P2)

Professional Experience

Ventron Management - (continued)

- Prepared journal entries and performed on-going analytical review in support of the monthly close process.
- Conducted extensive bank reconciliations for multiple accounts and reconciled mortgage statements.
- Handled closing of assigned properties, reviewed GL for errors and made corrections.
- Calculated and entered monthly contracted items and accruals, matched expenses to period incurred, and reviewed trial balance.
- Prepared P&L statements and distributed to property managers for variance review.
- Reviewed vendor aging for delinquencies. Reconciled vendor statements, conducted research and made corrections of discrepancies.
- Prepared and processed checks of accounts payable, wire transfers and ACH payments.
- Reviewed security deposit refund invoices and made payments on time.
- Worked efficiently in high volume environment with exceptionally accurate results.

Lloyd Benedict CPA | Plantation, FL — 07/2010 - 01/2012

■ **Accountant**

Provided accounting and tax services to various domestic and international business clients, as well as high net worth individuals.

- Serviced client accounts and presented financial and accounting reports to CPA.
- Completed monthly, quarterly and annual bank reconciliations for small companies. Reconciled and reported discrepancies.
- Performed complex general accounting functions, including preparation of journal entries for small companies.
- Prepared corporate monthly and quarterly write-up work including payroll and state sales tax returns in QuickBooks.
- Assisted clients in organizing their finances, general bookkeeping, and preparing them up for e-filing, payroll deposits, etc.
- Consistently provided the highest quality services, meeting/exceeding deadlines, schedules, and performance requirements.

Scott's Realty Limited | Clarendon, Jamaica — 02/2007 - 03/2010

■ **Accountant/Manager**

Reporting directly to the Controller, managed all aspects of the accounting function for this realty company. Accountabilities encompassed A/P, A/R, journal entries, GL, reconciliations, bank deposits, collections, financial reporting, commissions, and payroll. Recruited, hired and managed a staff of three

- Received, recorded, and banked cash, checks, and vouchers, as well as reconciled records of bank transactions.
- Analyzed and reviewed financial data and prepared financial statements and reports for both internal and external purposes.
- Verified invoices for accuracy and resolved all billing discrepancies with vendors.
- Managed accounts receivable and kept account collections under 30 days.
- Executed payments of all statutory and tax payments monthly.
- Calculated and paid sales/valuation and surveyor's commissions.
- Consistently met/exceeded demands, expectations and deadlines through exceptional work ethic and commitment to excellence.

Teri-Max Services | Clarendon, Jamaica — 03/2002 - 02/2007

■ **Accounting Supervisor**

Key member of the finance team accountable for the full accounting cycle, month-end close, general ledger, and financial statement preparation for this department store corporate office. Supervised a team of five accounting clerks.

- Maintained records for accounts receivable and accounts payable for multiple accounts independently.
- Carried out payroll processing tasks for over 200 employees.
- Conducted complex and extensive bank reconciliation activities.
- Interacted with external auditors in completing audits.
- Executed payments of all statutory and tax payments monthly.
- Worked closely with the Financial Controller regarding budgeting and forecasting.
- Processed payments to logistics and freight companies for all charges for incoming shipments.

Education

Master of Science Degree in Forensic Accounting, Florida Atlantic University - Expected 08/2025
Bachelor of Science Degree in Accounting, Florida Atlantic University
Associate of Science Degree in Accounting, Broward College
Bachelor of Science Degree in Finance, Northern Caribbean University

Technical Proficiencies

MS Office (Word, Excel, PowerPoint, Outlook), ADP, Paylocity, QuickBooks, Microsoft Dynamics GP, Business Central, and e-base

Candidate Questionnaire

Candidate Name: Andrea Carter

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.

    a. 12/2/2013 - Current
    b.Director of Accounting, Postal Center International, Inc. and Original Impressions, LLC.
    c. I report directly to the CFO
    d. $159,000 per year plus 40% bonus per year paid quarterly.
    e. n/a
    f. 522 employees
    g. I supervise a staff of 12 employees.
    h. 600 Million

2. Why are you interested in pursuing this position? I am drawn to this position because it provides an opportunity to apply my extensive experience in financial planning, operational improvement, and strategic leadership to benefit the City of Fort Pierce. Throughout my career, I have successfully optimized budgets, implemented cost-saving initiatives, and developed operational strategies that create long-term sustainability. I am

excited about contributing to the city's fiscal health and ensuring efficient delivery of services to its residents.

3. How would you describe your management style? My management style is collaborative yet results-oriented. I lead by empowering my team through clear communication, setting achievable goals, and fostering professional growth. I believe in leading by example, maintaining integrity, and encouraging innovative solutions. This approach has consistently delivered measurable improvements in operational efficiency and team productivity.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to managing personnel issues is grounded in fairness, transparency, and adherence to policies. In hiring, I focus on selecting candidates who align with organizational values and possess the required skills. For discipline and ethical violations, I ensure a thorough investigation, fair application of policies, and clear communication of outcomes. I also prioritize regular performance evaluations to provide constructive feedback and recognize achievements, fostering a culture of accountability and growth.

5. How would you deal with city budget constraints and identify new revenue sources? I have extensive experience managing budgets and identifying cost-saving opportunities. To address budget constraints, I would conduct a comprehensive review of expenses to identify inefficiencies and areas for cost reduction. I would also explore innovative revenue sources, such as public-private partnerships, grant opportunities, and optimizing city-owned assets to generate additional income.

6. How will you prioritize competing demands for resources within the city? Prioritizing competing demands requires a combination of data-driven decision-making and stakeholder input. I would evaluate requests based on their alignment with the city's strategic goals, potential impact on residents, and available resources. Engaging the community and city council in setting priorities ensures transparency and alignment with public needs.

7. Describe a successful initiative you have led as a City Manager. In my current role, I led a restructuring initiative that significantly improved operational efficiency. By implementing new accounting procedures, cross-training staff, and introducing key performance indicators, we reduced billing errors, improved reporting accuracy, and shortened audit times by 50%. This initiative demonstrated my ability to implement sustainable improvements through strategic planning and leadership.

8. Describe a time when you had to manage a crisis situation in a city setting. During a major system migration, our company faced significant disruptions that threatened billing and payroll accuracy. I quickly assembled a cross-functional team, developed a crisis management plan, and communicated transparently with stakeholders. We resolved the issue within days, minimizing disruption and maintaining trust. This experience reflects my ability to lead during crises, which is critical for city management.

9. What steps do you take to ensure transparency and accountability in city operations. I prioritize clear communication, robust internal controls, and regular reporting to ensure transparency and accountability. Establishing KPIs, conducting audits, and fostering open communication channels with stakeholders are central to maintaining trust and operational integrity.

10. Please describe your experience working with unions. While I have not worked directly with unions, I have extensive experience in managing employee relations, negotiating contracts, and ensuring compliance with labor laws. My ability to foster positive relationships with employees and address concerns fairly positions me to work effectively with unions.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have not managed a police department directly, but I have overseen diverse operational teams with complex responsibilities. My role would involve ensuring the department has the resources and support needed to operate effectively, fostering collaboration between the police and community, and upholding accountability to maintain public trust.

12. How will you ensure that the city's services meet the needs of all its citizens? I would ensure services meet citizens' needs by engaging with diverse community groups, conducting regular needs assessments, and soliciting feedback. This would help identify gaps and areas for improvement, ensuring equitable access to city services.

13. What strategies will you use to build relationships with stakeholders in the community? I would prioritize regular communication, establish advisory groups, and attend community events to build trust and foster relationships. Partnering with local businesses, nonprofits, and residents ensures alignment between city initiatives and community needs.

14. What strategies would you implement to promote economic growth and job creation? I would collaborate with local businesses, attract new investments, and create incentives for business development. Promoting entrepreneurship, streamlining permitting processes, and supporting workforce development programs would be key strategies to foster economic growth.

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? absolutely nothing.

Daniel Carranza

Fort Pierce • 772-607-3692 • dcarranza2113@gmail.com • linkedin.com/in/daniel-carranza-060a51a7

City Manager

Experienced professional with a strong administration and real estate background, combining over a decade of expertise in strategic planning, operational management, and community-focused development. Proven ability to oversee multimillion-dollar budgets, drive redevelopment initiatives, and enhance operational efficiencies to achieve measurable results. Skilled in property valuation, market analysis, and investment strategy, with certifications in Real Estate Investing, Data Analytics, and Note Investing. Adept at fostering cross-functional collaboration, engaging diverse stakeholders, and implementing data-driven solutions that align with organizational and community goals. Committed to transparency, innovation, and delivering sustainable growth for long-term success.

WORK EXPERIENCE

Keller Williams Realty, Inc. • Port St Lucie, Florida, United States • Dec 2020 - Present
Real Estate Agent

- Boosted Sales by 15% by developing and maintaining regularly scheduled reports, providing crucial insights for the sales team to reach their targets.

American Kitchen and Stones • Port St. Lucie, FL, · Hybrid • Jan 2017 - Present
Office Administrator

- I manage a very capable team, handle advertising, look for potential partnerships, and build my team up so that they can produce at their best.

Census Beureu • Port St. Lucie • May 2020 - Nov 2020

The United States Census Bureau, officially the Bureau of the Census, is a principal agency of the U.S. Federal Statistical System, responsible for producing data about the American people and economy. The Census Bureau is part of the U.S. Department of Commerce and its director is appointed by the President of the United States.

Enumerator • Part-time

- I was able to increase productivity by prioritizing tasks. Productivity increased by 15%.

Orlando International Airport • Orland, FL • May 2015 - Sep 2016

Orlando International Airport (MCO) is a major public airport located six miles southeast of downtown Orlando, Florida. Serving as a hub for domestic and international flights, MCO is one of the busiest airports in the United States. The airport features a state-of-the-art terminal complex with four airside concourses, efficiently connecting passengers to various destinations worldwide. Renowned for its modern facilities, MCO offers a wide range of amenities, including diverse dining options, shopping outlets, and convenient transportation services. With a commitment to passenger satisfaction, Orlando International Airport plays a crucial role in facilitating seamless travel experiences for millions of visitors each year.

Airport Ambassador • Full-time

- I received an award for outstanding service to the public and for being an excellent ambassador of the airport.
- Assisted international and domestic travelers by providing clear, accurate information and ensuring a seamless travel experience.

EDUCATION

Associate of Arts - AA in Philosophy
Indian River State College • Jan 2015 - Dec 2019
Skills: English · Attitude Change

Associate of Arts - AA in Philosophy
Indian River State College
Skills: English · Interpersonal Skills

CERTIFICATIONS

Google Data Analyst • Aug 2023 - Sep 2024
Google

Wharton: Real Estate Investing & Analysis • May 2024 - Jul 2024
Wharton University School of Business and Wall Street Prep

Real Estate Sales Associate • Dec 2019 - Dec 2022
Florida Department of Business and Professional Regulation

VOLUNTEERING & LEADERSHIP

FORCE
Member of the Education Commitee
The Federation of REO Certified Experts (FORCE) is a national network of residential REO agents and brokers known for their willingness to go above and beyond for the clients they serve.

SKILLS

Administration, AI, Analytical Skills, Asana, Asset Acquisition, Asset disposition, Asset Management, Property Management , Asset Management, Business Development, Business Intelligence, Call Center, ChatGPT, Client Needs, Commercial Real Estate, Communication Skills, Content Strategy, CRM, CRM Management, CRM Management, Data Analysis, Emotional intelligence, English, Evernote, Flex MLS, Follow Up Boss, Inbound, Industry Experience, Intelligence, Logic, Logistics, Marketing, Microsoft, Microsoft Dynamics CRM, MLS, Negotiation, Notion, Obsidian, One Note, Portuguese, PowerPoint, Problem-Solving, Project Management, Project Management, Public Speaking, Quickbooks, Root Cause, Root Cause Analysis, RPR, Sales Management, Speak English, Speak Portuguese, SQL, Strategy, Team Collaboration, Trello, underwriting, Writing, Banking, Banking, Behavioral Economics, Books, Business Development, Crisis Management, economic analysis, Economy, Health and Wellness, Loss Mitigation, Marketing, Music Production, Note Investing, Philosophy, Planning, PR, Public Relation, Public Speaking, Real Estate, Risk Assessment, Risk Mitigation, Sales, Secondary Real Estate Market, Self Improvement , Statistics, Strategy, Writing

Candidate Questionnaire

Candidate Name: Daniel Carranza

Position: City Manager

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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.

        Fall 2010 - Jan 2013

    b. Position title and organization.

        Lifepoint Church

    c. To whom you directly reported.

        Pastor Caudio Ribirio

    d. Ending salary.

    e. $0.00 yearly

    f. Population of community served.

        15-20

    g. Total number of employees in the organization.

        2

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

5

i. Total budget of the organization.

$25.00 weekly

2. Why are you interested in pursuing this position?

Having spent the majority of my life in Fort Pierce, I am deeply connected to this community and genuinely passionate about its future. Fort Pierce is not just a place I call home; it is a vibrant gem on Florida's Treasure Coast, rich in history and culture. Throughout my travels across the United States and internationally, I have come to appreciate the unique charm and potential that Fort Pierce holds, distinguishing it from neighboring cities like Stuart, Port St. Lucie, Vero Beach, and Okeechobee.

Fort Pierce has a remarkable opportunity to position itself as a major hub in Florida. Its strategic location, coupled with a thoughtfully designed downtown area, provides the perfect foundation for growth and development. The potential for real estate appreciation is immense, and I believe we can harness this opportunity to create a thriving community that attracts residents and businesses alike.

While I recognize the challenges posed by neighboring cities—such as traffic congestion and inadequate infrastructure—I see these as opportunities for Fort Pierce to stand out. By focusing on smart urban planning and community engagement, we can create an environment that not only meets the needs of our current residents but also attracts affluent professionals seeking a vibrant place to live and work.

I am eager to contribute to the betterment of Fort Pierce by leveraging my passion for this community and my insights into its untapped potential. I believe that with a proactive and aggressive approach, we can secure our share of resources and ensure a prosperous future for Fort Pierce. It would be an honor to play a role in shaping the city's trajectory and enhancing the quality of life for all its residents.

3. How would you describe your management style?

The most effective leadership comes from the front—actively engaging with every person in the organization to earn their buy-in. Leadership cannot exist without it. For a team to be successful, each member must fully understand and embrace the vision. The goal should be clear and shared by everyone. When asked, "What is the objective?" or "Why do you work here?" every individual should answer with the same commitment and purpose.

Setting expectations starts at the top and filters down. Leadership must clearly define expectations, but team members should also feel empowered to voice their expectations for leadership. This two-way communication is essential. Without mutual understanding, there's no incentive for team members to meet expectations, and even if they do, they won't be fully invested in the outcome, which can gradually erode the organization.

For an organization to thrive, pride in one's work is critical. Every individual contributes to the overall success, bringing unique skills and knowledge. No one has all the answers, but collectively, the team can leverage each person's strengths. What matters most are integrity, ethical behavior, and results. Integrity ensures that results are meaningful and sustainable. Ethical

decision-making avoids creating future problems. And, of course, results drive progress. With these values in place, the organization can unite around a clear and shared purpose.

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

I firmly believe everyone wants to perform at their best and take pride in their work. Most people naturally desire to feel valued, belong, and contribute to something larger than themselves. To foster this environment, it is crucial to align everyone on the same page regarding expectations verbally and in writing. This ensures accountability and creates a sense of shared purpose. When team members understand why their work matters and to whom it ultimately benefits, they are more likely to stay engaged and motivated.

I focus on creating a foundation of trust and respect when addressing personnel issues such as discipline, ethical violations, and performance. Everyone should understand their role's importance, regardless of their position within the organization. Leadership must emphasize that each contribution is vital to the success of the team and the community at large. This helps combat feelings of disengagement or the notion that their work is just a bureaucratic task.

Tracking behavior is also essential in managing personnel effectively. Regularly monitoring and documenting performance and behavior provides a clear, objective picture of an individual's progress and areas for improvement. It ensures consistency and fairness in addressing issues and helps identify trends that may require intervention. By instilling a sense of

ownership and accountability, team members are empowered to take responsibility for their actions. This leads to better performance, fewer ethical violations, and improved compliance.

In labor relations, I recognize that both sides—leadership and staff—share the common goal of community betterment. Open communication, mutual respect, and a focus on the collective mission help build strong, productive relationships that foster positive outcomes for all.

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

   Unfortunately, capital is not unlimited, and our taxpayers are not all billionaires with blank checks. The first step would be conducting a thorough audit of the city's finances to understand the current state and identify areas of inefficiency. Assuming the budget is at a break-even point, which is often the case with public institutions, we would prioritize essential services that cannot be delayed and distinguish them from non-essential or luxury expenditures. It's a difficult and often heartbreaking process, but it is necessary for long-term stability.

   Given the city's numerous needs and limited resources, making tough decisions is inevitable. The focus should initially be on consolidating expenses and ensuring the maintenance of critical infrastructure and services. Expanding too quickly or taking on new obligations may stretch resources thin, so limiting expansion in the short term would be prudent.

   When it comes to identifying new revenue sources, I would seek out "blue ocean"

opportunities—innovative, low-cost, and easy-to-implement solutions that haven't been fully explored by others. These could be small changes with the potential for significant returns, and if they don't produce the desired outcome, they can be reversed quickly without long-term consequences. This approach allows us to test new ideas, gather data, and validate them before making substantial investments. We would seek disproportionate returns from minimal initial investment.

Navigating budget constraints during unexpected or challenging times—what some might call "black swan" events—requires creative thinking. These moments are often opportunities for simple but impactful solutions that can dramatically improve the city's financial outlook. By approaching problems from a different angle, we may uncover opportunities that cost little to implement but can yield thousands of dollars in benefits for the community. This generates revenue and leaves a lasting, positive impression on residents and taxpayers.

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

Prioritizing competing demands for resources is one of the most challenging aspects of this role. Each decision must be supported by data, a clear rationale, and alignment with the city's overall vision. When faced with a choice, I would ensure that the decision does not compromise the city's operations, safety, or ethical standards, and that it minimizes risks to residents.

To guide these decisions, I would use a set of questions that evaluate the impact and feasibility of each option:

- Who does this decision affect, and in what way?
- Does it align with the city's long-term vision and goals?
- What are the potential risks if things go wrong?
- Will it exceed the budget or disrupt financial stability?
- In the worst-case scenario, how many people would be impacted, and how severe would the consequences be? Could we mitigate the damage in 15-20 days?

While not every decision can be made quickly, taking the time to assess the situation thoroughly is essential. We must balance urgency with careful evaluation to avoid unintended consequences. By following this process, we can prioritize actions that benefit the community, maintain financial health, and uphold ethical standards.

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

While I have not held the formal title of city manager or worked directly in city administration, I bring a wealth of personal experience, a deep understanding of the community, and a strong vision for what Fort Pierce can become. As a proud resident of this city, which helped shape who I am today, I feel a deep responsibility to contribute to its growth and success.

In my business career, I've developed a diverse set of skills that are highly transferable to city management. I've worked in real estate, economic development, and leadership roles where I've gained experience in project management, strategic planning, and working collaboratively

with various stakeholders. These experiences have allowed me to develop a results-oriented mindset, a focus on community engagement, and the ability to make data-driven decisions that benefit both individuals and organizations.

I have a clear vision for Fort Pierce's future and a passion for helping it grow into a thriving, sustainable, and inclusive community. I believe that with a focus on innovation, thoughtful collaboration, and maintaining a strong connection to the city's history and culture, we can continue to build a city that provides opportunities for all its residents and sets a positive example for others to follow.

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

In my experience as a business owner and real estate agent, I've learned that crisis management requires taking ownership, planning ahead, and ensuring that the team is prepared to act quickly and effectively. The core principles remain the same regardless of the setting—anticipating potential issues, having a clear plan of action, and knowing how to adapt to the situation when it arises.

I've found that in any crisis, it's essential to be proactive rather than reactive. A useful analogy is the amusement park industry, where accidents could be avoided and handled more effectively with proper risk assessments, training, and leadership taking ownership of any oversights. Similarly, in managing city operations, it's vital to plan for various scenarios in advance. While not every crisis can be predicted, having action plans for different types of challenges allows for a tailored, effective response when the unexpected happens.

To strengthen this approach, I would ensure that a dedicated PR/Marketing professional or consultant is available. This person would be familiar with the city's dynamics, history, and culture, enabling the city to stay ahead of potential crises. Having a professional on call who already understands the situation reduces the response time and avoids unnecessary delays that could worsen the issue.

By planning for the worst and hoping for the best, we can ensure that we are always prepared to address crises quickly and efficiently, minimizing their impact and ensuring smooth recovery.

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

   To ensure transparency and accountability in city operations, I would implement several key strategies. First, I believe in the power of frequent communication and open channels. Regular meetings with residents, community organizations, and key stakeholders are essential to gather feedback, address concerns, and ensure that the community feels heard. An open-door policy encourages an ongoing dialogue between the city government and its citizens, fostering trust and engagement.

   Additionally, I would implement a comprehensive dashboard that tracks Key Performance Indicators (KPIs) and other relevant metrics for city operations. This dashboard would be publicly accessible, allowing residents to easily track the city's progress on various initiatives, projects, and goals. Whether the progress is large or small, it is essential to demonstrate that steps are being taken and that the city's leadership is

actively working towards meeting the needs of the community. This transparency helps ensure that citizens can hold the government accountable, and it gives them the ability to see how their input influences decision-making.

By prioritizing communication, accessibility, and transparency, we can create a more accountable, responsive government that is truly aligned with the interests and needs of the people it serves.

10. Please describe your experience working with unions.

My approach to working with unions is grounded in the understanding that both the city and the unions share a common goal: the betterment of our community and its residents. We all strive to create an environment where public service is effective, sustainable, and beneficial for everyone. While there may be differences in perspective or short-term objectives, I believe that ultimately, improvements for our workforce lead to better outcomes for the entire community.

A strong partnership between the city and unions can foster mutual respect, collaboration, and a shared commitment to enhancing the quality of life for our constituents. By maintaining open lines of communication, prioritizing fairness, and working towards long-term solutions, we can ensure that both the needs of the city and its workforce are met, leading to a more productive, harmonious environment.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

My role would be to get them the tools they need to protect and serve. Free up resources to have the best police force in Florida and bring security and safety to Fort Pierce, which I know the residents are clamoring for.

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

To ensure that the city's services meet the needs of all citizens, the first step is ensuring that these services are well-known and easily accessible. For example, while the SeeClickFix app is a valuable tool, many people may not be aware of it. There are likely other programs and services that could significantly benefit residents but are simply underutilized because people don't know they exist. It's not enough to just offer these services; we must make sure the public is fully informed about what's available.

To achieve this, I would implement a multifaceted approach to communication. We can leverage digital tools like the city's website, social media, and local news outlets to share information about available services. Additionally, we should ensure that the steps to access these services are clear and straightforward. This includes providing easily navigable databases of programs, clear instructions on how to get started, and ensuring that there are translators available for non-English speaking residents.

For individuals who may face barriers to accessing services—whether due to mobility issues, language barriers, or fear of stigma—it's important to offer additional support. We could consider offering home visits for residents who are unable to come downtown or creating a more personal outreach system where a city representative can guide them through the process. It's

crucial to build trust within the community, especially for individuals who may feel apprehensive about seeking help, whether out of fear of consequences or the belief that services are financially out of reach. Making sure citizens feel comfortable and confident in using city services is key to ensuring they meet the needs of all residents.

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

Building strong relationships with stakeholders begins with listening. I would prioritize understanding their main concerns and needs, gathering relevant data, and analyzing it alongside their feedback. It's essential to give stakeholders a seat at the table when decisions are being made, ensuring that their voices are heard and incorporated into plans whenever possible.

However, it's also important to foster trust in the administration's ability to implement these plans and navigate the path forward effectively. While differing opinions may exist, the goal is to emphasize that there are no sides—only One Fort Pierce. By promoting a collaborative approach and working together toward shared goals, we can strengthen relationships and create a more unified community.

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

To stimulate economic growth in Fort Pierce, we must focus on creating a unique and attractive demand for the area. Fort Pierce should be the destination for people in the arts, tech, commerce, and other industries. The key is to make it the place they want to be, not just a place people feel they have to be. One strategy to achieve this would be to

incentivize the film industry to bring productions here. By promoting Fort Pierce as a vibrant location for movies, we can draw in creative professionals, generate exposure, and enhance the city's cultural reputation.

Hosting festivals, conferences, and trade shows would also increase visibility and attract visitors. These events not only draw attention to the city but can also serve as a platform to highlight what Fort Pierce has to offer. Creating buzz and excitement will encourage people to visit, and once they see the beauty and potential of Fort Pierce, they'll want to stay.

In addition to creating buzz, it's crucial to focus on fostering the growth of local businesses, ensuring that they don't leave once they've reached a critical mass. While tech startups offer attractive pay, they often don't create the kind of broad-based job opportunities that are sustainable for a small-town economy. A stronger strategy would be to attract industries that have a more mature workforce, such as manufacturing, healthcare, or established service sectors. These industries tend to offer jobs to local residents and create a more stable and sustainable community.

When attracting companies to relocate or expand to Fort Pierce, we must be strategic about incentivizing them. It's essential to provide initial support, but we must also ensure that we do not end up saddled with long-term debt obligations. Incentives can be tailored to the specific needs of each company, but the overarching goal should be to balance generosity with fiscal responsibility. In the long term, we should focus on

creating conditions where companies thrive without burdening the city with financial commitments.

Finding that balance—generating growth without accumulating debt—is the key to ensuring Fort Pierce's long-term prosperity and maintaining its small-town charm while fostering economic development.

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

At this time, I am not aware of any adverse or critical statements made about me in print, online media, or social media. I conducted a quick search and found no negative or concerning content. If I were to be hired as a City Manager, I would want to be transparent about my background and ensure that my professional history reflects my dedication, integrity, and commitment to the betterment of the community. I strive to maintain a positive online presence and engage with stakeholders in a constructive and respectful manner.

December 9, 2024

City of Fort Pierce
Human Resources Department
100 N U.S. Highway 1
Fort Pierce, Florida 34950

Re: City Manager

Dear Sir or Madam:

I am writing to express my interest in the position of City Manager for the City of Fort Pierce, Florida. After reviewing my professional and educational background, I am confident that your organization will find me to be worthy of consideration.

My career in local government spans over 30 years, with growth-oriented communities in Florida, Georgia, Arizona and Nevada. My present employment capacity involves service as an Assistant General Manager – Finance for Broward County Transportation, Fort Lauderdale, Florida.

I have a Master of Business Administration and in-depth experience in the local government sector. I am extremely proficient in strategic planning, budgeting, financial reporting, grants administration, procurement, marketing, capital improvement planning, and information technology. I have administered all levels of human resource management including collective bargaining and employee-management relations.

Attached please find my vita which delineates my work experience. Any response thereto will be most appreciated. I am available to discuss my skills and qualifications at your convenience.

Respectfully,

Richard D. Chess, MBA

RICHARD D. CHESS, MBA
E-mail: chessrd@gmail.com
Cellular: (623) 451-3891

Results oriented with broad based experience in local government. Demonstrated hands-on management style in the development and implementation of strategic plans to ensure organizational growth. Well disciplined with a proven ability to manage multiple assignments efficiently under extreme pressure while meeting tight deadline schedules. Strong team builder and facilitator. Effectively communicates direction and conveys complex information in easily understood formats. In-depth experience with complex information technology systems.

QUALFICATION HIGHLIGHTS

Strategic Planning	Budget Preparation/Administration	Contract Negotiations
Organizational Effectiveness	Financial Management	Pension Administration
Team Leadership	Cash Management	Risk Management
Debt Management	Financial Reporting	Audit Management

PROFESSIONAL EXPERIENCE

BROWARD COUNTY 2019 - Present
ASSISTANT GENERAL MANAGER Fort Lauderdale, FL
TRANSPORTATION - FINANCE

Broward County is located in southeastern Florida and has a population of approximately 2 million making it the second-most populous county in the state of Florida and the 17th-most populous county in the United States. The county seat is Fort Lauderdale.

Broward County Transportation (BCT) is the second-largest transit system in Florida. BCT provides fixed route bus, express, and community shuttles and paratransit services in Broward County. BCT's mission is to provide safe and reliable transportation solutions that link people, connect communities, support employment and contribute to the overall economic growth of the region.

Broward County FY 2025 operating, and capital budget is $5 billion and $2 billion, respectively. BCT has a year-round workforce of approximately 1,400 employees. BCT FY 2025 operating, and capital budget is $278 million and $198 million, respectively. As Assistant General Manager my responsibilities encompass oversight and direction of Finance, Accounting, Budget, and Grant Administration.

Key Projects:

- Administration of Broward County Transportation Surtax. In November 2018, voters approved a local one-cent, 30-year surtax to increase mobility and address transportation challenges in Broward County. The surtax is anticipated to bring in approximately $15.6 billion over the 30-year period. The funds will be used for BCT's operating and capital budget.
- Most recently BCT's PREMO plan was approved by the Board of County Commissioners. PREMO will provide Light Rail, Commuter Rail, Bus Rapid Transit, and High-Capacity Transit to Broward

County. I am responsible for the development of the operating and capital budget for the PREMO plan. In addition, I prepare short and long-term financial plans for BCT.

- Responsible for Federal Transit Administration (FTA), National Transit Database (NTD) Reporting, and Florida Department of Transportation (FDOT) Grant Reporting.
- Liaison for Single Audits, Financial Management Oversight Reviews, FTA Triennial Review, and FDOT Triennial Review.
- Collaborate with Broward Metropolitan Planning Organization on the submission of BCT Capital Projects for the Transportation Improvement Program and Metropolitan Transportation Plan.
- Coordinating with Miami Dade-County and Palm Beach County on the implementation of a regional fare interoperability program.
- Member of Funding Subgroup for the Commuter Rail Project for Broward County and Miami-Dade County.

SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY 2014 - 2019
DIRECTOR OF FINANCE Pompano Beach, FL

South Florida Regional Transportation Authority (SFRTA) operates Tri-Rail, which provides commuter rail service within the tri-county area, operating 50-weekday trains, 30 Saturday trains, and 30 Sunday trains along a 72-mile stretch of commuter rail. The South Florida metropolitan area encompasses the southeastern part of the U.S. State of Florida and covers the counties of Miami-Dade, Broward, and Palm Beach, which are the three most populous counties in Florida. The term "South Florida" is roughly synonymous with the Gold Coast. In 2020, the population of South Florida was estimated at 6.1 million by the US Census Bureau making it the eighth largest metropolitan area in the United States behind New York, Los Angeles, Chicago, Dallas, Houston, Washington D.C., and Philadelphia.

Responsible for all financial activities of the SFRTA, including finance and accounting infrastructure, budgeting, short and long-term financial planning, projections, and analysis of combined entities. Also, responsible for the management of all fare collection systems, payroll, accounting services, grants, audit liaison, and capital accounting activities in compliance with local, state, and federal rules and regulations.

Key Achievements:

- Participated in the Tri-Rail Downtown Miami Link Project. A public-private partnership with the City of Miami, Miami Community Redevelopment Authority, Miami Downtown Development Authority, Miami-Dade County and All Aboard Florida. Tri-Rail Downtown Miami Link project is a $71 million station and rail infrastructure project. The implementation of the Tri-Rail Downtown Miami Link project will allow passenger service on a rail connection between the existing Tri-Rail Metrorail Transfer station and MiamiCentral.

- Participated in the financial planning for the SFRTA to assume management, operation, maintenance, and dispatch of all rail operations from the CSXT. A $221 million partnership between the SFRTA and the Florida Department of Transportation.

- Prepared SFRTA's Fiscal Year Ended June 30, 2014 through 2018, Annual Comprehensive Financial Report in accordance with the GFOA Certificate of Achievement for Excellence in Financial Reporting.

CITY OF COLLEGE PARK, GEORGIA
DIRECTOR OF FINANCE AND ACCOUNTING 2010 - 2014

INTERIM CITY MANAGER 2012 - 2013

The City of College Park sits in southwest Fulton County and is home of Hartsfield-Jackson Atlanta International Airport. College Park is a full-service City providing excellent city services and utility distribution, ample parks, and recreation facilities for its citizens. The city owns and operates its own power distribution company. The Director of Finance is responsible for the preparation and oversight of a $120 million operating budget for City Council review and approval. Leadership, supervision, and involvement of operating line departments including police, fire, engineering, public works (sanitation, storm water, water and sewer), power and utility billing. Also, administrative services departments including city clerk, human resources, information technology, finance/accounting, purchasing, business licensing, inspections/code enforcement, public information, and economic development. College Park is recognized for owning the second largest convention facility in Georgia the Georgia International Convention Center.

Key Achievements:

- Instituted organization-wide performance-based budgeting model, enabling the identification of goals and objectives of departments and sections to be achieved, with the application of measurement tools a to report effectiveness, as well as support funding commitments.

- Closed budget gap in the general fund for fiscal years 2011 and 2012 of $10 million and $7.5 million, respectively. Also issued Budget for the fiscal year 2012-13 with no use of fund balance for the first time in over 6 years.

- Implemented GASB 54 Fund Policy to maintain municipal reserves.

- Coordinated and implemented an Early Retirement Incentive Program which resulted in savings over $1.4 million.

- Staff reduction in fiscal year 2011 and 2012 of 4% and 2.6 %, respectively, with no reduction in services.

- Negotiated with City Attorney along with Public Works Director to reduce sewer rates from the City of Atlanta. Also, settled long standing dispute with the City of Atlanta over the City of College Park share of City of Atlanta capital improvement cost. Savings of over $16 million.

- Maintained the city's bond rating from Moody's and Standard and Poor's of Aa- and AA+, respectively.

CITY OF SCOTTSDALE 2007 - 2010
ACCOUNTING AND TAX AUDIT DIRECTOR Scottsdale, Arizona

Located in the beautiful Sonoran Desert, Scottsdale, Arizona is bordered by Phoenix to the west and the McDowell Mountains on the east. Scottsdale's McDowell Sonoran Preserve, in the city's northern reaches, is the largest urban wilderness area in the United States and features more than 60 miles of trails through diverse and scenic desert terrain.

The City of Scottsdale has an estimated 217,965 residents and is the sixth largest city in Arizona and the 92nd largest city in the United States. The City of Scottsdale is a full-service city with operating departments including community, services, public safety, public works/water resources, planning neighborhood/transportation, economic vitality, financial management, human resources, and information technology. The city had a year-round workforce of approximately 2,600 employees. The FY 2009-10 citywide operating budget was $509 million. As Accounting and Tax Audit Director I had direct management responsibility over finance, accounts payable, payroll and tax audit division.

Key Achievements:

- Participated on management team that closed a $65 million budget gap without an impact of direct services to citizens.
- Restructured the city organization from 16 departments to 9 departments and reduced the city's workforce by 10%.
- Managed Tax Audit Division that performed 25 tax audits during FY 2008-10, resulting in additional revenue of $5.5 million.
- Comprehensive Annual Financial Report was prepared, and external audit was conducted that resulted in only 2 findings over 2 fiscal years.
- Received City of Scottsdale achievement award for instructing Finance training during the City's Contract Academy Program.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION
UNIVERSITY OF PHOENIX, Orlando, Florida

BACHELOR OF ARTS, BUSINESS ADMINISTRATION, Major in Accounting
DILLARD UNIVERSITY, New Orleans, Louisiana

EMERGENCY MANAGEMENT INSTITUTE

FEMA – IS-000100.c – Introduction to the Incident Command System, ICS-100
FEMA – IS-00200.c – Basic Incident Command System for Initial Response
FEMA – IS-0070.B – An Introduction to the National Incident Management System
FEMA – IS-703.B – National Incident Management System Resource Management

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- International City/County Management Association
- National Forum for Black Public Administrators
- American Public Transportation Association
- Conference of Minority Transportation Officials
- Government Finance Officers Association
- Florida Government Finance Officers Association
- Institute of Internal Auditors
- National Association of Black Accountants (NABA)
- Served as Vice President for the Greater Orlando Chapter of the NABA, Inc.

REFERENCES

Furnished upon request.

Candidate Questionnaire

Candidate Name: Richard D. Chess

Position: City Manager

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.

a. January 2019 to Present
b. Assistant General Manager - Finance, Broward County Transportation (BCT)
c. Report to: Deputy General Manager
d. Current Salary: $215,132
e. Population of community served: Approximately 2 million
f. Total number of employees in the organization: Broward County has approximately 6,400 employees. BCT has a year-round workforce of approximately 1,400 employees.
g. Employees supervised: 32
h. Total budget of organization: Broward County FY 2025 operating, and capital budget are $5 billion and $2 billion, respectively. BCT FY 2025 operating, and capital budget are $278 million and $198 million, respectively.

a. July 2014 to January 2019
b. Director of Finance, South Florida Regional Transportation Authority
c. Report to: Deputy Director
d. Ending salary: $141,000
e. Population of community served: Approximately 6 million, serving Palm Beach County, Broward County, and Miami-Dade County.
f. Total number of employees in the organization: 115
g. Employees supervised: 10

h. Total budget of organization: FY 2019 operating, and capital budget were $120 million and $118 million, respectively.

a. January 2010 to July 2014
b. Director of Finance and Accounting, City of College Park, Georgia
c. Report to: City Manager
d. Ending salary: $117,500
e. Population of community served: City population - 14,649; City daytime population approximately 770,000.
f. Total number of employees in the organization: 414
g. Employees supervised: 15
h. Total budget of the organization: FY 2014 operating, and capital budget were $120 million and $11 million, respectively.

a. August 2007 to January 2010
b. Accounting and Tax Audit Director, City of Scottsdale, Arizona
c. Report to: Chief Financial Officer
d. Ending salary: $103,000
e. Population of community served: 217,965
f. Total number of employees in the organization: 2,600
g. Employees supervised: 50
h. Total budget in the organization: FY 2010 operating, and capital budget were $509 million and $234 million, respectively.

2. Why are you interested in pursuing this position?
I greatly admire the leadership of the City of Fort Pierce, particularly its strategic vision and long-term outlook. The goals and initiatives outlined in the city's strategic plan provide a solid framework for future growth, enabling Fort Pierce to deliver exceptional services to residents while fostering economic opportunities. Achieving these objectives requires strong leadership and a deep understanding of local government operations. With over 30 years of experience in public service, I am committed to advancing these efforts. I have supervised teams, developed and managed budgets for organizations of various sizes, and collaborated with elected officials, employees, and community members on a range of projects and initiatives. I am particularly excited about the prospect of working with a talented team to address the challenges and seize the opportunities identified by city leadership.

The City Manager role represents a unique opportunity for me to apply my leadership and strategic planning expertise while continuing to grow professionally. I am eager to take on the challenges of managing a dynamic city like Fort Pierce and contribute to a legacy of innovation, progress, and community-driven success.

3. How would you describe your management style?

I would describe my management style as collaborative, transparent, and results oriented. I believe in fostering an open environment where team members feel empowered to share ideas, ask questions, and contribute to decision-making. By actively listening and engaging with the team, I can align individual strengths with organizational goals, creating a sense of ownership and motivation. In situations that require adaptability, I adopt a situational management approach, tailoring my leadership style to the specific needs of the team and the task at hand. This flexibility ensures that I can effectively address varying challenges and dynamics within the team.

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

I believe in a strategic and comprehensive approach to recruitment. The city should maintain a well-defined recruitment plan that aligns with its organizational goals, ensuring the attraction of qualified candidates who not only meet the job requirements but also fit the organizational culture. Standardized interview processes and assessment tools should be used to objectively evaluate candidates, minimizing biases and promoting fairness throughout the selection process. Additionally, a thorough onboarding and training program is essential to help new hires integrate smoothly, set clear expectations, and support their successful transition into their roles.

There should be clear and well-defined disciplinary policies outlining acceptable behaviors and the consequences for violations, ensuring employees fully understand the standards expected of them. I believe in a progressive discipline approach, beginning with verbal warnings and escalating to written warnings or other actions as needed, providing employees with opportunities to correct their behavior. These opportunities for improvement should include access to resources, training, and coaching. Finally, I will collaborate with Human Resources to ensure that disciplinary actions are applied consistently across all employees, maintaining fairness and preventing perceptions of favoritism or discrimination.

Regular ethics training sessions should be conducted to reinforce the organization’s code of conduct and ethical standards, fostering a culture of integrity. Confidential channels must be established for employees to report unethical behavior without fear of retaliation, promoting transparency and accountability. Ethical violations should be investigated promptly with impartially, ensuring due process is followed and appropriate corrective actions are taken when necessary.

I believe successful labor relations are built on mutual respect, open communication, and a commitment to collaborative problem-solving. The city's executive leadership should ensure regular, transparent communication with labor representatives to foster trust and proactively address concerns. During collective bargaining, both parties should engage in good-faith negotiations to reach agreements that benefit everyone, strengthening labor-management relations. Additionally, effective conflict and dispute resolution processes should be in place to address grievances quickly, preventing escalation and maintaining a harmonious workplace.

Management should conduct regular performance evaluations to provide constructive feedback, recognize achievements, and identify areas for improvement. Clear, measurable performance metrics should be established organization-wide to ensure evaluations are based on objective data, minimizing subjectivity and bias. Furthermore, management should work closely with employees to develop personalized growth plans that support their career development and align their individual goals with the organization's overall objectives.

I believe that my approach fosters a supportive and ethical work environment that promotes employee engagement, compliance, and organizational success.

5. How would you deal with City Budget Constraints and identify new revenue sources?

Dealing with city budget constraints while identifying new revenue sources requires a strategic, multifaceted approach. Firstly, I would meet with the Mayor and City Commission to determine the City's fiscal priorities. Subsequently, I will implement a detailed plan that combines fiscal discipline, innovation, and collaboration. The following is a synopsis of how I would approach the issue.

Conduct a Comprehensive Budget Review

- **Zero-based budgeting.** Implement zero-based budgeting where every program and expense is justified from the ground up. This will help eliminate inefficiencies and prioritize essential services.
- **Cost benefit analysis.** Perform a cost benefit analysis by regularly evaluating city programs and services to determine whether they are providing value relative to their costs. Programs that are underperforming or non-essential should be restructured or eliminated to free up funds for higher-priority needs.
- **Public engagement**: Involve the community in the budgeting process through social media, town halls or online surveys, so citizens understand the trade-offs involved and can contribute ideas for cost-cutting or revenue-generating measures.
- **Public-private partnerships**: Explore opportunities where the private sector can fund or collaborate on infrastructure or service delivery, reducing the burden on the city's budget.

Increase Operational Efficiency

- **Implement technology**: Invest in digital tools and software to improve internal processes. Automating functions like billing, reporting, and permit processing can reduce administrative costs and improve service delivery.
- **Cross-department collaboration**: Encourage collaboration across city departments to streamline services. Consolidating similar functions can lead to economies of scale and lower overall costs.
- **Shift to data-driven decision-making**: Use data to track spending patterns, identify underperforming programs, and measure outcomes. If certain programs do not provide a good return on investment, they should be restructured or eliminated.

Leverage Grant Opportunities and Partnerships

- **State and federal grants**: Actively pursue federal and state grants that support transportation, infrastructure, education, and public health. This can offset costs for critical city projects.
- **Nonprofit partnerships**: Collaborate with nonprofits and foundations for social programs and community services. Nonprofits can help fund initiatives that the city cannot afford on its own.

Enhance Revenue from Existing Sources

- **Incentivize compliance**: Use digital platforms to make it easier for residents and businesses to pay taxes on time, while offering incentives or penalties for early/late payments.
- **Review fee structures**: Assess current city service fees (e.g., parking, permits, utility fees) to ensure they align with market rates and adequately cover costs. Gradually increase fees for services that are underpriced.
- **Tax increment financing (TIF)**: Use TIFs in key development zones to capture increased property tax revenue from newly developed areas to fund public improvements.

Identify New Revenue Streams

- **Tourism and Events**: Increase city revenue by focusing on tourism and large events (sports, festivals, conventions) that can generate both direct income (fees, taxes) and indirect economic benefits (hotel, restaurant, and retail sales).
- **Commercial development**: Promote business development and mixed-use projects in high-growth areas. By expanding the tax base with new commercial, residential, and mixed-use developments, the city can generate more revenue from property taxes, business taxes, and sales taxes.
- **Green energy initiatives**: Invest in sustainable projects like solar energy installations, energy efficiency upgrades in public buildings, and green infrastructure (e.g., urban farms, green roofs). Not only can these helps save costs, but they also open up opportunities for state or federal incentives, grants, and partnerships.
- **Digital platforms**: Implement innovative solutions such as a city-specific app or online platform for services, like parking, event bookings, and local business promotions. This can increase accessibility, generate revenue through small transaction fees, and improve engagement with the community.

Transparent Communication and Accountability

- **Public transparency**: Ensure the city's budget, expenditures, and revenue sources are easily accessible and understandable to the public. Transparency builds trust, encourages compliance with taxes, and may generate public support for necessary budget adjustments.
- **Regular updates**: Provide regular, clear updates to residents and stakeholders on budget status, the impact of new revenue measures, and progress on fiscal goals. This transparency can help generate support for difficult decisions and encourage more active community participation in the process.

By combining these strategies—streamlining spending, optimizing existing revenue sources, identifying new income streams, and fostering collaboration the City of Fort Pierce can better

manage budget constraints while continuing to meet the needs of their residents and position themselves for future growth and sustainability.

6. How will you prioritize competing demands for resources within the City?

I will prioritize competing demands based on projects that align with the city's long-term vision, strategic goals, and comprehensive plans.

Alignment with Long-Term Vision and Goals

- **Serve our Community**: Projects that directly impact the quality of life, public services, health, and safety.
- **Develop our Community**: Investments in infrastructure, economic development, and workforce development to ensure long-term sustainability.
- **Engage our Community**: Initiatives that promote participation, inclusivity, and the active involvement of residents in decision-making and community activities.
- **Beautify our Community**: Projects that focus on aesthetics, parks, green spaces, streetscapes, and environmental conservation.
- **Enjoy our Community**: Enhancements in recreational opportunities, cultural events, and tourism-related projects.

2039 Vision Areas and Prioritization Criteria

- **Waterfronts**: Prioritize projects that enhance access to and development along the waterfront, ensuring they are sustainable and accessible.
- **Strong Local Economy**: Focus on initiatives that attract investment, create jobs, and support local businesses and industries.
- **History, Arts, and Culture**: Invest in projects that preserve and showcase Fort Pierce's unique history and culture, making it a destination for both locals and tourists.
- **Desirable Neighborhoods**: Prioritize projects that improve housing quality, urban renewal, and mixed-use development, creating attractive and safe neighborhoods.
- **Opportunities for Fun**: Develop recreational facilities, festivals, and entertainment venues that provide residents with a high quality of life.
- **Community Unity and Pride**: Focus on projects that strengthen community identity and foster inclusivity and pride among residents.
- **Make Us Unique**: Invest in projects that distinguish Fort Pierce from other cities, emphasizing its character and distinctive attributes.

Input from Elected Officials

- Integrating the priorities of the Mayor and City Commission ensures that the work aligns with the political will and vision of the leadership. Regular consultations will help fine-tune projects and make sure they reflect the aspirations of the City Commission.

Implementation and Resource Allocation

- Allocate resources (funding, manpower, and time) based on the potential impact of each project, considering both short-term and long-term benefits.
- Break down larger projects into phased initiatives to ensure immediate progress while working toward long-term goals.

- Regularly assess and update the priorities to remain responsive to new challenges and opportunities.

Community Engagement

- Public input should be integral to the process to ensure that the community's needs and desires are met. This can include social media, public surveys, town hall meetings, and advisory committees.

By following this comprehensive approach, we will ensure that the projects not only align with the city's long-term vision but also resonate with the community, contribute to economic development, and reflect the unique character of Fort Pierce.

7. Describe a successful initiative that you led as a City Manager.

One of my most successful initiatives occurred while serving as Director of Finance and Accounting for the City of College Park, Georgia, during the 2010 recession. I was tasked with developing strategies for cost reduction and savings, and I proposed three key measures that significantly improved the city's budget. First, I developed an Early Retirement Incentive Program (ERIP) in collaboration with the Employees Retirement System of Georgia (ERSGA). Second, I recommended reducing the workforce through attrition by freezing vacant positions. Finally, I proposed a 3% reduction in the department's operating budget and deferred major non-safety capital improvement projects. These proposals proved highly effective in strengthening the city's financial position.

I presented these proposals to the Mayor and City Council through a detailed PowerPoint presentation. This included projections of potential cost savings from widespread participation in the ERIP, the financial benefits of workforce attrition, and how deferring capital projects could generate savings without compromising public safety. I also highlighted how a 3% operating budget reduction would yield further savings, while proposing process improvements to streamline workflows and maintain operational efficiency.

To ensure broad collaboration, I met with Department Directors to discuss the strategy for balancing the budget without tapping into the fund balance. I explained the rationale behind the proposed budget reduction and the deferral of capital projects, emphasizing the need for streamlined operations and potential impacts on staffing. I encouraged Department Directors to share the cost-saving approach with their teams and gather additional recommendations for savings from their staff.

I also worked closely with the City of College Park's Human Resources Director and ERGSA representatives to communicate the ERIP to eligible employees. This included hosting several workshops to explain the program's details and its impact on retirement benefits. The workshops were highly informative and successful, with enough employee participation to meet the targeted savings.

All three proposals were approved by the Mayor and City Council, and the results were successful. In fiscal year 2011, these initiatives led to a 4% reduction in the workforce, helped

close a $10 million budget gap, and marked the first time in six years that the City did not need to use its fund balance.

All three proposals were approved by the Mayor and City Council and proved to be successful. In fiscal year 2011, the initiatives led to a 4 percent reduction in the workforce, helped close a $10 million budget gap, and marked the first time in six years that the City did not have to use its fund balance.

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

In April 2023, Broward County faced anticipated rainfall, prompting the Weather Prediction Center to elevate the risk of flash flooding to a "Slight Risk" as confidence in its potential grew. As a result, a flood watch was issued for southeastern Florida, and Broward County activated its Emergency Operations Center (EOC). During this time, I was responsible for coordinating the financial emergency operations plan for Broward County Transportation (BCT). I issued instructions outlining the documentation required for reimbursement from the Federal Emergency Management Agency (FEMA) and directed the Purchasing Manager to activate emergency procurement processes and adjust purchasing card limits. Additionally, I instructed the Accounting Manager to provide guidance on completing the FEMA Force Account Labor and Equipment Form, which tracks labor hours, work types, and equipment purchases. These actions were swiftly initiated within a 24-hour period, impacting several BCT divisions and hundreds of employees.

As a result, BCT successfully procured the necessary equipment for the emergency response, and employees ensured all documentation was completed accurately, enabling the county to secure federal reimbursement. It is worth noting that the storm was particularly severe, causing significant flooding and tornadoes throughout the county.

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

Ensuring transparency and accountability in city operations is crucial for fostering public trust, effective governance, and the efficient use of resources. Here are key steps that can be taken to promote these values within a city like Fort Pierce:

Open Communication and Information Sharing
I will ensure public access to information by making key city data, budgets, plans, meeting agendas, and reports easily accessible through an online portal or website. This will allow residents to stay informed with the latest city documents, progress updates, and financial reports. Additionally, I will promote transparent decision-making by clearly explaining the rationale behind major decisions, including projects, budgets, and policy changes. I will provide detailed reports, presentations, and FAQs to help the public understand significant issues and the decisions that impact them.

Independent Audits
I will commission regular, independent audits of city finances. Audit results would be publicly available and reviewed during city council meetings. Transparency in audits helps ensure taxpayer money is being spent efficiently and responsibly.

Community Engagement
I will enhance community engagement by creating multiple channels for public input, including town halls, surveys, and digital platforms. These channels will be accessible to all residents, including marginalized and hard-to-reach groups, ensuring that every voice is heard. Additionally, I will establish feedback loops to ensure that public input is not only collected but also acknowledged and acted upon. I will ensure that residents receive follow-up communication on how their feedback has influenced the decision-making process, fostering a sense of transparency and community involvement.

Use of Technology and Digital Tools
I will create easily accessible online dashboards that track the progress of key initiatives, such as public works, economic development, and public safety. These dashboards will display real-time data and highlight key performance indicators. This allows for real-time updates and fosters a more engaged and informed community.

Clear Reporting and Progress Updates
I will provide the Mayor and City Commission with regular accessible progress updates on key city projects. The progress updates would include timelines, challenges faced, and how funds are being spent. Also, the project updates will highlight both successes and areas for improvement. The progress updates would be accessible to the public via an on-line portal or website. Finally, I would conduct periodic surveys to gauge residents' satisfaction with city services, governance, and overall transparency. I would use this data to identify areas for improvement and guide future decisions

By implementing these steps, Fort Pierce can foster a culture of transparency and accountability, strengthening the relationship between the city government and its residents, enhancing civic participation, and ensuring that public resources are used efficiently and responsibly.

10. Please describe your experience working with Unions.

As the Assistant General Manager for Finance at Broward County Transportation, I play a key role on the executive team for collective bargaining negotiations. Broward County Transportation is home to five unions: the Transit Union, White Collar Union, Blue Collar Union, Supervisory Union, and Professional Union. Most recently, I contributed to the negotiations for the Transit Union agreement for fiscal years 2024–2026, focusing on changes to employee wages, leave of absence policies, and seniority rules.

At Broward County, our approach to collective bargaining is highly collaborative. The negotiation process spans several months and involves multiple stakeholders, including union representatives, transportation leadership, legal teams, Human Resources, and the Office of

Management and Budget. Throughout these negotiations, I actively participated in discussions on key contract issues, analyzed the potential impact of proposals on existing policies, and provided critical data regarding the fiscal implications of both the proposed and final agreements.

Beyond the bargaining table, my responsibilities extended to managing various grievances, arbitrations, and disciplinary matters within the Human Resources department. I worked closely with mediators, arbitrators, union representatives, and legal teams to ensure fair and consistent resolutions for employee-related issues. In instances of suspension or termination, I ensured disciplinary actions adhered to established policies and were equitable across the board. Additionally, I collaborated with union representatives to implement training and professional development programs, aimed at enhancing employee skills and overall performance. I believe the foundation of successful labor relations lies in mutual respect, open communication, and a commitment to collaborative problem-solving. By proactively addressing concerns, negotiating in good faith, and involving unions in decision-making, we can foster a productive, positive working environment that benefits both Fort Pierce and its employees.

In summary, I excel at building collaborative relationships between management and unions, ensuring both sides are heard, and their interests are balanced. I bring strong financial acumen to assess the fiscal impact of union agreements, ensuring alignment with the budget. I am adept at navigating complex HR policies and seamlessly integrating contract changes. I have extensive experience managing grievances, arbitration, and disciplinary actions, maintaining fairness and consistency while adhering to legal and union guidelines. Finally, I am a passionate advocate for employee development, fostering training and professional growth to strengthen both individual and organizational performance.

11. Describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

I have extensive experience in developing and managing police department budgets for several cities, which has given me a deep understanding of police operations, including administration, investigations, and patrol. Although I have not directly managed or overseen a police department, my expertise in public administration, law enforcement operations, and organizational management allows me to provide valuable insights into the key responsibilities, challenges, and leadership principles required for such a role. Based on best practices in the field, here's how I would approach guiding and overseeing a police department:

1. Establishing a Clear Vision and Strategy

- **Defining Mission and Values**: A key responsibility when overseeing a police department is to ensure that the department's mission aligns with the broader goals of the community and government. This involves clearly defining the department's core values such as integrity, accountability, transparency, and community engagement. By setting the tone at the top, I would aim to ensure that every officer and employee understands the mission and how their work contributes to public safety and community trust.

- **Strategic Planning**: In my role, I would lead the development and implementation of a **strategic plan** that focuses on both short-term goals (e.g., crime reduction, response times, or community policing initiatives) and long-term objectives (e.g., leadership development, technological upgrades, or diversity in recruitment). The plan would be data-driven and regularly updated to ensure it remains responsive to evolving community needs and challenges.

2. Supporting Effective Leadership and Organizational Culture

- **Empowering Leadership at All Levels**: I would focus on developing leadership within the police department at all levels, from senior officers to frontline staff. Ensuring that supervisors and commanders have the right leadership tools and training is essential for fostering a department-wide culture of respect, integrity, and accountability.
- **Creating a Positive Culture**: Strong leadership is the foundation of a positive departmental culture. As a manager or overseer, I would prioritize building a culture based on **mutual respect, professionalism, and service** to the community. This would include ongoing training, fostering open lines of communication, and ensuring that officers are supported in their professional development.

3. Community Engagement and Building Trust

- **Community Policing**: One of the core tenets of modern policing is **community policing**, which involves building positive relationships between officers and community members. As a leader, I would work to strengthen these relationships through regular community meetings, outreach programs, and collaboration with local organizations and businesses. Ensuring that officers engage with the community in a way that is both transparent and respectful helps build trust and reduces tensions.
- **Transparency and Accountability**: Public trust is vital, and as such, I would champion **transparency** in police practices. This includes clear communication about departmental policies, use of force, and how complaints are handled. I would ensure that there is a robust and independent system for handling complaints and misconduct allegations, ensuring accountability at every level.

4. Resource Allocation and Budget Management

- **Prioritizing Resources for Maximum Impact**: Managing a police department involves overseeing a significant budget and resource allocation. I would work with the department's leadership to ensure that resources are allocated efficiently to areas that will have the greatest impact on public safety. This includes investing in **technology** (e.g., body cameras, data analytics tools), **training programs**, and **well-being initiatives** for officers.
- **Balancing Budget Constraints with Community Needs**: Ensuring that the department has the resources it needs to be effective while remaining mindful of budget constraints is essential. I would focus on securing funding for key initiatives, including **community policing**, **mental health crisis intervention**, and **de-escalation training**, while working to optimize existing resources and manage costs effectively.

5. Managing Public Safety and Crisis Response

- **Crisis and Emergency Management**: In overseeing the police department, it is crucial to prepare for and respond effectively to crises. Whether dealing with natural disasters,

large public events, or civil unrest, I would ensure that the department is equipped with clear **emergency response protocols** and **incident command structures** to protect both the community and law enforcement officers.

- **Collaboration with Other Agencies**: Public safety is not the responsibility of law enforcement alone. I would foster partnerships with other local, state, and federal agencies, as well as community organizations, to address broader public safety challenges, such as substance abuse, homelessness, and mental health crises. This collaboration can improve **service delivery** and enhance the **effectiveness of the department**.

6. Ensuring Officer Well-Being and Mental Health

- **Supporting Officer Wellness**: Policing can be an incredibly demanding job, often involving stressful, dangerous, and traumatic situations. As a leader, I would prioritize the **mental and physical well-being** of officers by providing access to mental health services, **counseling**, and **peer support programs**. Promoting wellness initiatives helps to reduce burnout, improve performance, and prevent incidents of misconduct or excessive force.
- **Training and Development**: I would advocate for continuous professional development and training, particularly in areas like **de-escalation**, **conflict resolution**, **cultural competency**, and **community engagement**. Regular training keeps officers prepared for a variety of situations, reduces risks, and helps maintain public confidence in the department.

7. Accountability and Oversight

- **Internal Affairs and Investigations**: I would ensure that the department's **Internal Affairs** division operates independently and transparently, investigating all allegations of misconduct thoroughly and fairly. A clear, impartial system for handling complaints and ensuring accountability is critical for maintaining trust and upholding the integrity of the department.
- **Use of Technology for Oversight**: Leveraging **data analytics**, **body cameras**, and other technology tools can provide an additional layer of oversight, ensuring that the department is held accountable for its actions. I would encourage the use of these tools to improve transparency and strengthen public trust.

8. Crisis Management and Addressing Tensions

- **Dealing with Tensions or Public Protests**: In moments of public crisis or heightened tension (e.g., protests or high-profile incidents), I would focus on balancing **public safety** with the need for **de-escalation** and **community engagement**. This involves working closely with community leaders and ensuring that officers are trained to handle such situations in a way that respects both law and the public's rights.
- **Leadership During Difficult Times**: It is important for the leader of a police department to provide calm, clear, and confident leadership during challenging or high-pressure situations. This includes offering transparent communication to the public and providing direction to the department's personnel on how to handle complex situations.

As someone overseeing a police department, my primary role would be to lead with integrity, support officers, and ensure public safety while fostering community trust. This involves strategic planning, resource management, continuous training, and collaboration with both the community and other agencies. By focusing on accountability, transparency, and officer well-being, I would work to build a police department that is not only effective in fighting crime but also trusted and respected by the community it serves. My approach would center around proactive leadership—leading by example, promoting ethical conduct, and ensuring that the department is responsive to the needs of both the officers and the community.

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

To ensure a city's services meet the needs of all its citizens, a comprehensive and inclusive approach is essential. Here are several key strategies that can help achieve this goal:

Engage the Community
I will actively engage the community by conducting public consultations and gathering input through surveys, town hall meetings, and digital platforms, ensuring that voices from all demographics—such as youth, seniors, and marginalized communities—are heard and their needs are addressed. To foster ongoing communication, I will establish accessible feedback channels, including mobile apps, websites, and dedicated hotlines. Additionally, I will form advisory committees made up of diverse citizen groups, ensuring representation from a wide range of cultural, socioeconomic, and demographic backgrounds.

Use Data and Analytics
I will perform a needs assessment to collect and analyze data on demographics, service usage, and socioeconomic factors to identify gaps. Also, I will establish performance metrics to regularly measure the effectiveness of city services against predefined benchmarks. In addition, I will perform Equity Audits to evaluate services to ensure they are equitably distributed and accessible to all citizens, particularly marginalized groups.

Foster Inclusivity
I will prioritize communication that reflects the diversity of the community and enhances accessibility for all residents. To support non-English speakers and individuals with disabilities, I will ensure that materials and services are available in multiple languages and accessible formats. With an emphasis on cultural sensitivity, I will train staff to understand and respect cultural differences, making services more welcoming and approachable. Additionally, I will promote digital inclusion by providing alternative access options, ensuring that citizens without internet or devices can still engage with services through in-person or paper-based formats.

Partner with Local Organizations
I will collaborate with non-profits, community groups, and businesses that have deeper connections to specific communities or neighborhoods and leverage the partnerships to co-deliver services or to reach hard-to-access populations.

Regularly Evaluate and Adapt
I will be committed to fostering continuous improvement by regularly assessing services in response to citizen feedback and evolving community needs. To ensure effective implementation, I will launch pilot programs to test new initiatives on a smaller scale, gathering valuable insights before expanding them citywide. Additionally, I will prioritize emergency preparedness, ensuring that our services remain adaptable and resilient in the face of crises, such as natural disasters or economic downturns.

Promote Transparency and Accountability
I will publish annual reports and create interactive dashboards to transparently display how resources are allocated and the impact of services. This will enable citizens and residents to track the progress of key projects, ensuring greater accountability and providing a clear view of how well city leaders are addressing community needs.

Prioritize Equity and Sustainability
I will prioritize reducing disparities by directing resources to underserved communities, ensuring they receive the support they need. Additionally, I will develop and implement long-term solutions that not only address current needs but also make services sustainable and adaptable for the future.

In summary, by integrating community engagement, data-driven decision-making, and a strong commitment to equity, Fort Pierce can ensure that its services are responsive to and effectively meet the diverse needs of all its residents.

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

Building strong relationships with community stakeholders requires trust, collaboration, and consistent engagement. Here are strategies that I will implement to connect with and engage stakeholders:

Identify and Understand Stakeholders
I will identify key stakeholders, including community leaders, business owners, nonprofit organizations, government agencies, schools, and residents. To understand their interests, I will engage with them through surveys, interviews, and informal conversations, listening closely to their goals, concerns, and priorities. Furthermore, I will ensure that all demographic and socioeconomic groups, particularly marginalized communities, are represented and have a voice in the process.

Build Trust Through Transparency
I will foster open communication by proactively sharing information about city projects, policies, and decisions. This will include providing regular updates through newsletters, social media, and community meetings to keep residents well-informed. In addition, I will maintain accountability and transparency by openly addressing challenges, acknowledging mistakes, and tracking progress. Most importantly, I will follow through on commitments to build trust and ensure that the community remains engaged and confident in the decision-making process.

Establish Regular Communication Channels
I will host regular community meetings, town halls, and forums to foster open dialogue and ensure all voices are heard. To maintain ongoing communication, I will leverage digital platforms—such as websites, apps, and social media—to provide real-time updates and gather feedback. Additionally, my team and I will make personal visits to stakeholders' businesses, organizations, and events to build stronger relationships and better understand community needs.

Collaborate on Shared Goals
I will actively ensure the city engages in joint initiatives by partnering with stakeholders on projects and programs that align with our shared goals, such as economic development, education, and environmental sustainability. By including stakeholders in decision-making processes, I will foster a sense of ownership and collaboration. Additionally, I will ensure the city supports local organizations through grants, resources, and other forms of assistance to help achieve these common objectives**.**

Develop a Shared Vision
I will organize community visioning workshops with stakeholders to co-create a shared vision for the future of our community. In addition, I will work closely with the City Commission to align the City's Strategic Plan with stakeholder goals, ensuring their active involvement in the planning and decision-making processes.

Foster Long-Term Relationships
I will actively acknowledge and celebrate stakeholders' contributions to the community, ensuring their efforts are recognized and valued. To foster sustained engagement, I will maintain ongoing relationships, even in the absence of immediate projects or needs. Additionally, I will ensure the city remains a reliable partner during challenging times, offering crisis support in situations such as economic downturns or natural disasters.

Leverage Community Events
I will organize events such as neighborhood clean-ups, cultural festivals, and workshops to bring stakeholders together and foster a sense of community. Additionally, I will ensure the city actively participates in events hosted by local businesses, schools, and non-profits to demonstrate support and strengthen our partnerships.

Evaluate and Adjust
I would obtain feedback on engagement. I will ask stakeholders how the relationship-building process can improve. I will use benchmarks to measure success. I will track relationship-building efforts through participation rates, collaboration outcomes, and satisfaction surveys. Finally, I will adapt strategies and adjust engagement approaches based on feedback and changing community needs.

By implementing these strategies, the city can cultivate meaningful, long-lasting relationships with stakeholders that foster collaboration, mutual trust, and a stronger, more unified community.

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

Promoting economic growth and job creation requires a combination of strategies focused on supporting local businesses, attracting new investments, fostering innovation, and ensuring an equitable approach. Below are strategies that I will implement to achieve these goals:

Support Existing Local Businesses
Create Business Retention and Expansion Programs. I will engage with local businesses to understand their needs and challenges, providing resources to help them grow and stay competitive. I will review the current business license and permitting process and if necessary, simplify the processes to make it easier for businesses to operate. Also, I would consider opportunities to offer grants, low-interest loans, or technical assistance programs for small businesses and startups.

Attract New Investments
I will implement targeted incentives to attract new businesses, offering tax breaks and grants to companies in high-growth sectors such as technology, healthcare, and green energy. Additionally, I will strategically promote the city's unique advantages—including its economic opportunities, historic and vibrant downtown, and strategic location—to attract both national and international businesses. I will also foster Public-Private Partnerships (PPPs) and collaborate with private-sector partners to invest in key projects, including infrastructure, housing, and commercial development.

Develop Workforce Skills
I will champion training and apprenticeship programs by partnering with local colleges, vocational schools, and businesses to develop workforce training initiatives tailored to industry needs. I will promote investments in programs that connect young people with internships, mentorships, and skill-building opportunities in high-growth sectors. Additionally, I will support reskilling initiatives to help workers in declining industries transition into emerging fields, ensuring a future-ready workforce.

Invest in Infrastructure
I will prioritize transportation and connectivity by improving roads, public transit, and digital infrastructure to attract businesses and enhance mobility for workers. I will also focus on creating affordable housing to support a growing workforce and reduce commuting challenges. Additionally, I will establish Business-Friendly Zones by developing industrial parks, co-working spaces, and commercial districts designed to meet the needs of specific industries.

Promote Tourism and Hospitality
I will actively promote cultural and recreational events, hosting festivals, sports competitions, and cultural activities that not only attract visitors but also stimulate local spending. Through targeted marketing campaigns, I will position the city as a premier tourist destination. Additionally, I will support the growth of the hospitality sector by offering incentives to develop hotels, restaurants, and attractions, creating a vibrant and welcoming environment for both tourists and residents.

Encourage Sustainable Development
I will promote green jobs by investing in renewable energy projects and encouraging businesses to adopt sustainable practices. Additionally, I will champion environmentally friendly tourism, leveraging the city's natural and cultural assets to attract eco-conscious visitors. I will also support businesses that prioritize recycling, waste reduction, and sustainable resource management, fostering a more environmentally responsible local economy.

Ensure Economic Equity
I will prioritize employment development in underserved areas, directing investments and job creation efforts toward economically disadvantaged neighborhoods. I will also continue to expand opportunities for minority- and women-owned businesses, providing tailored resources and support for historically underrepresented groups. Additionally, I will encourage, and where possible, require businesses to pay living wages, ensuring that the economic benefits of growth are shared broadly and contribute to long-term community prosperity.

Build Collaborative Partnerships
I will collaborate closely with the Chambers of Commerce and local business associations to identify and capitalize on growth opportunities. I will also partner with schools and colleges to align educational programs with the region's economic needs, ensuring a well-prepared workforce. Furthermore, I will prioritize regional collaboration by coordinating with neighboring cities and regional stakeholders to pursue shared economic initiatives that drive collective growth and prosperity.

Monitor and Adapt
I will utilize economic dashboards to monitor key metrics such as employment rates, business growth, and investment levels. Additionally, I will gather stakeholder feedback and engage regularly with businesses and residents to refine strategies as needed. Finally, I will remain flexible, adapting to economic shifts and emerging industries to ensure the city stays competitive and responsive to changing market demands. By implementing these strategies, the city can create a thriving economy that supports businesses, generates jobs, and improves the overall quality of life for residents.

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 on-line 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 City Manager?

To the best of my knowledge, there have been no adverse or critical statements made about me in print, online media, social media, or any other related form. Should an online search be conducted, I would expect it to highlight my extensive background in public administration, my strong professional reputation, and my leadership experience. I would hope it includes details of my accomplishments and evidence of my active engagement with the community. Above all, I would want the search results to reflect a career free from controversy or unethical behavior.

LINDA WRIGHT COX
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(772) 359-4011
lindawrightcox@gmail.com

November 29, 2024

Mayor and City Commission of Fort Pierce
C/O Human Resources Department
100 N US Highway 1
Fort Pierce, FL 34950

Dear Mayor and Commissioners:

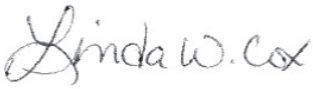
I submit my application to become City Manager for the City of Fort Pierce. I do so with the conviction that I am qualified and with the commitment to serve this city with purpose, integrity and focus. I love Fort Pierce. It is not by accident, but by choice that I have lived in and around this wonderful city for over twenty years.

As my resume demonstrates, I have the good fortune to be well educated and well experienced. In addition to my master's degree in business administration, I have a multitude of certifications in various professional fields of competency. Most recently I have expanded my education to include a graduate certificate in local government management. My experience spans thirty years of public service in various leadership positions, well equipping me to serve as City Manager.

The challenges of local government and public service are not new to me. I believe I bring a unique perspective to the City of Fort Pierce as its City Manager. In my role as City Clerk, I have been fully immersed in what has been happening in the city through participation in all commission meetings, our strategic planning efforts and all items approved by the City Commission. Additionally, serving as the Business Navigator, I have remained very involved in the development of our city and the interworking of our departments. I have been able to remain active and connected to our community. The uniqueness I bring comes as result of my independent status as a charter officer, outside of the chain of command of the City Manager. I have been positioned to observe, learn and understand how our city functions and recognize areas in which we could be performing more efficiently and effectively. As City Manager, I look forward to the opportunity to effectuate opportunities that staff have shared with me over the years in addition to my own observations and vision.

I look forward to discussing my qualifications for the City Manager position and my vision to lead this wonderful team.

Very truly yours,



Linda W. Cox

LINDA WRIGHT COX

4344 Gator Trace Circle, Fort Pierce, FL 34982

EDUCATION/CERTIFICATIONS

Master of Business Administration (MBA). Salisbury University**,** Salisbury, Maryland. May, 2002.

Bachelor of Science (BS), in Technology and Management with a secondary concentration in Business and Management. University of Maryland University College. May, 1997.

Community College at St. Mary's, Leonardtown, Maryland. September, 1988 to December, 1994. General Studies program for transfer to University of Maryland University College.

Graduate Certificate in Local Government Management. Florida Gulf Coast University, Fort Myers, FL. Professional master's level certificate attained June, 2020.

Florida Certified Florida Records Manager, Professional Certification attained June, 2022 from the Florida Records Management Association,

Certified Municipal Clerk, Professional Certification attained April, 2016 from the International Institute of Municipal Clerks,

Senior Professional in Human Resources (SPHR), Professional Certification attained December, 2009 from the National Society for Human Resource Management. Certification expired.

EMPLOYMENT HISTORY

CITY OF FORT PIERCE, FLORIDA

City Clerk – October, 2013 – present

- Preparation and publication of all Commission agenda and meeting minutes.
- Administration of oaths required by City and State Law.
- Preparation, execution and distribution of Proclamations, Resolutions and Ordinances.
- Administers all municipal elections.
- Oversees updating and publishing of the City of Fort Pierce Code of Ordinances.
- Preparation and placement of required legal advertisements.
- Maintain official files of ordinances, resolutions, agreements and deeds.
- Responsible for city-wide retention of official records.
- Issuance and collection of business certificates of use and contractor licensing.
- Manage staff support to Mayor and Commissioners.
- Manage appointments to City boards and committees.
- Serve as the Business Navigator for city planning and building projects.

ST. LUCIE COUNTY, FLORIDA CHAMBER OF COMMERCE

President/CEO – February, 2004 through September, 2013

- Develop and implement programs to assist our 700+ members representing a county and two cities.
- Coordinate a Board of Directors consisting of 24 business professionals to insure adequate communication and understanding of programs, activities and future plans.
- Budget preparation, financial reporting and fiscal management of an annual budget of over $500,000.00.

- Work closely with business leaders and government officials to maintain open communication to insure the impact of policy changes are clearly understood by all parties; particularly with regard to business regulation at all levels.
- Advocate for members and work to identify and address legislative issues critical to the success of our businesses, at the local and state levels.
- Establish, grow and maintain relationships with municipal and county governments, economic development agencies and similar business related organizations.
- Travel to Tallahassee to advocate on behalf of the business community and local governments.
- Oversee the daily operations of the Chamber with an emphasis on efficiency, communication and customer service.
- Direct and oversee committee activities to fulfill the Chamber's Program of Work as established and revised each year.
- Represent the Chamber to local business persons, community leaders and citizens, as well as local, state and national organizations and governmental bodies.
- Coordinate a variety of fundraising activities including golf tournament, fishing tournament, recognition banquets, auction and scholarship drives.
- Facilitate programs of the Chamber's Foundation, a 501(c)3 organization. Programs include Young Floridian, Community Computer Labs, Leadership St. Lucie, and the Chamber/FAU Teacher Scholarship.

OCEAN CITY, MARYLAND CHAMBER OF COMMERCE

Executive Director - June, 1998 through February, 2004

- Developed and implemented programs to assist our approximately 800 members. Increased membership and dues income by 60%.
- Produced the *Ocean City Guide*, an information piece to encourage and foster tourism in Ocean City with a distribution of 225,000. Advertising revenue increased by 35%.
- Managed the Visitor Center which was open 362 days per year to serve the Ocean City visitors. Peak season welcomed more than 10,000 visitors through the center per month.
- Originated the *Greater Ocean City Guide to Business and Community Information*, designed to serve as a membership directory and relocation tool.
- Coordinated construction of a new Chamber of Commerce Visitor and Conference Center, a $1.3 million dollar project. Oversight included fundraising efforts and securing State, County and City Government funding participation. Fundraising efforts were approximately $1,000,000.00.
- Worked closely with government officials and associations to insure business and visitor needs were being met.
- Facilitated a partnership with University of Maryland Eastern Shore to develop a Hospitality Training Institute to support the hotel and restaurant industry in various aspects of guest services.
- Developed employee training programs, internship recruitment programs, and Employee Issues Committee to address the needs of businesses and our seasonal workforce.
- Created the Chamber Ambassadors program which successfully improved membership recruitment and membership camaraderie.
- Represented the Chamber to local business persons, community leaders and citizens, as well as local, state and national organizations and governmental bodies.
- Worked directly with the Chamber's lobbyist to identify and address legislative issues critical to the success of our businesses.
- Traveled to the Annapolis, Maryland, the state capitol, to advocate for local business and governments.
- Prepared budgets and financial reports; was responsible for accounting and financial management.
- Recruitment, training, supervision, and evaluation of staff.
- Had reputation as an innovator and "get-it-done" professional.

ST. MARY'S COUNTY, MARYLAND CHAMBER OF COMMERCE

Executive Director - December, 1996 through June, 1998

- Developed and implemented programs to meet the needs of 500 Chamber members.
- Served as the principal management official and was responsible for all business functions including financial, personnel, and public relations activities.
- Created and hosted a weekly cable television program to highlight member businesses.
- Created a new tourism publication in conjunction with the Chamber's Tourism Committee.
- Operated the County Visitor Center.
- Served as chief liaison between the Chamber and local businesses, citizens, local, state and national organizations and governmental bodies.
- Supervision of Chamber staff and office operations.

ST. MARY'S COUNTY GOVERNMENT

Legal Assistant & Fiscal Specialist - 1989-1996

- Served as principal assistant to County Attorney performing extensive legal administrative work for all local government departments including research, document preparation, ordinance drafting, scheduling and public information releases.

BRISCOE & BALDWIN, P.A. AND JOHN E. PLEISSE, CHARTERED (ATTORNEYS)

Legal Assistant - 1986-1989

- Office Manager for private law firm performing extensive legal work including title searches, land use regulation research, accounting activities, scheduling and other administrative functions.

STRENGTHS:

- Organizational development and management
- Innovative strategic thinking skills
- Financial management including budgeting, accounting and reporting
- Detail oriented
- Excellent interpersonal and communication skills
- Consistently praised for exemplary leadership and dedicated commitment to duty and community

PROFESSIONAL ASSOCIATIONS & COMMUNITY ACTIVITIES

Development Review Task Force
Florida Association of City Clerks
Florida Association of Records Management Professionals
Economic Development Council of St. Lucie County (ex-officio Board Member)
Fort Pierce Lions Club (Treasurer and Membership Chair)

Candidate Questionnaire

Candidate Name: Linda W. Cox

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.

Since August 19, 2024, I have been serving as Acting City Manager for the City of Fort Pierce, reporting directly to the Mayor and City Commission. In this role, I oversee an organization serving a population estimated at 49,962 which is supported by 387 dedicated employees and an operating budget of $65 million. While the City Manager is responsible for all employees, I directly supervise 11 Department Heads and Deputy City Mangers and an office staff of 12. My current salary in this capacity is $176,850.

On October 1, 2013, I was appointed to the position of City Clerk, also reporting directly to the Mayor and City Commission. In this position, I supervise of team of 4 employees with an annual salary of $122,844. My tenure as City Clerk allowed me to gain a deep understanding of the City's operations, establish strong working relationships with staff and leadership, and contribute meaningfully to the City's development and governance.

From February, 2004 to September 30, 2013, I served as the CEO of the St. Lucie County Chamber of Commerce, reporting to a Board of Directors comprised of 24 business professionals from the community. The Chamber of Commerce is unified in representing the cities and unincorporated St. Lucie County, with a 2013 population of 373,000, and approximately 700+ business members. As CEO, I supervised a staff of 10 with an annual budget of $500,000. In my role as CEO, I worked collaboratively with St. Lucie County elected officials and executive leadership as well as state and federal elected leaders to ensure the needs of the business community were effectively communicated and problems and impediments to success were addressed to promote economic growth and development.

2. Why are you interested in pursuing this position?

Serving as the City Manager of the City of Fort Pierce has been a long-standing aspiration of mine, rooted in my unwavering commitment to public service and this city. Even when accepting the position as City Clerk, I envisioned a future where I could contribute to the growth and success of the organization. Over the years, my desire to serve as City Manager has only deepened. As City Clerk, I gained valuable knowledge and experience working closely with department heads, staff and community stakeholders. I have been actively involved in the City's development process, engaged in a variety of city projects, and enjoyed the opportunity to provide guidance and support to our team. This role has provided me with a comprehensive understanding of the City's operations and a strong foundation for leadership.

I am inspired by the opportunity to serve as City Manager, where I can leverage my experience, knowledge, and passion to make a lasting impact. Fort Pierce is not just where I work; it's the place I call home, and I am deeply committed to fostering its continued growth and success. As City Manager, I will strive to lead with integrity, collaboration, and a vision for a brighter future for our city and its residents.

3. How would you describe your management style?

My management and leadership style can be characterized as collaborative, motivational and inclusive. I believe in working closely with my executive leadership team, seeking innovative ideas, understanding the issues and providing and receiving critical feedback. I believe in empowering employees to make decisions based upon a clear understanding of issues driving decisions as well as learning how to consider unintended consequences. Knowing we have a team of talented professionals, I tend to

be inclusive reaching decisions when appropriate, but I'm not at all afraid to be decisive when circumstances dictate. I will instill throughout the organization a sense of pride, excellence, collaboration and accountability so there is no doubt as to the direction of our team as we strive for excellence.

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

I firmly believe in hiring the most qualified candidate for every role. From an executive team perspective, it is important to me that the department heads and the management team are highly skilled subject matter experts. I am committed to fostering an environment where employees are empowered to demonstrate their full potential and free to propose innovative changes and efficiencies. At all levels, my desire is to provide opportunities for employees to develop the skills needed for success. Performance evaluations provide a useful tool in evaluating strengths and weaknesses and should serve as a foundation for keeping employees on a path of skill development and self - improvement.

In terms of discipline, I strive to be fair, but firm. I have extremely high expectations for myself and expect the same from my team. Integrity is non-negotiable; we must always do the right thing and maintain the highest level of ethical standards. A breach of these standards erodes the public's trust in our organization which is something we must work to protect against.

The City is finally enjoying the benefits of a seasoned, highly-skilled and professional Human Resources Department. It is imperative that our organization continues to maintain a high level of performance within this critical department that is responsible for guiding the city in hiring qualified employees, promptly addressing any disciplinary matters, negotiating with the city's bargaining units and securing proper employee development.

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

The City has experienced tremendous growth, but our budget has not kept up with the increasing demand for services. This challenge demonstrates the importance of remaining focused on providing core city services at a high standard. In our efforts to expand our services and be responsive to the community's desires, we have stretched our resources too thin and our ability to maintain the desired level of service has suffered.

To address these budgetary challenges, it is imperative that we take a critical look

at existing departmental budgets and their alignment with our strategic plan and funding priorities. Furthermore, we must adopt a more aggressive approach to identify and secure grants to augment our budget and support priority projects; a talented grant writing team partnered with other professional grant writers is essential in securing this potential.

Annexation will continue to serve as a source of additional ad valorem revenue; however it is important that we strategically select properties for annexation while carefully evaluating how the addition of new properties will impact our existing resources. Commercial properties offer significant revenue potential while often placing a lower burden on existing resources, particularly in terms of police services.

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

Funding beyond the cost of providing basic core services should align directly with our strategic plan. It is essential that we remain realistic and deliberate in selecting projects and activities beyond the basic services which we endeavor to undertake. Furthermore, and even more importantly, we must have a comprehensive plan in place, including funding sources and long-term sustainability, before proceeding with projects.

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

As acting city manager, I immediately initiated the rewrite and update of our purchasing code working with outside counsel. We are revising the thresholds, providing additional staff support and updating our RFP templates. Additionally, I have been working to facilitate interaction among departments at all levels in an effort to breakdown the silos which have been created. As part of the departmental interaction, I am evaluating departmental alignment and efficiencies.

Prior to serving as acting city manager, I led the City and its efforts with the Development Review Task Force which evaluates the city's planning, development and building processes on an ongoing basis with the development community and Chamber of Commerce. I also successfully initiated and led the City's Economic Development Team to facilitate a greater understanding among all departments that work in the development process in an effort to build a cohesive team of professionals capable of working directly with potential developers and in reviewing and evaluating development projects.

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

During my time working for the City of Fort Pierce, the most notable crisis

situation which I managed were the effects of the arrest of the City Manager. Following his arrest, a special meeting of the Mayor and Commission was called. At that meeting, I was appointed Acting City Manager and immediately began meeting with the Deputy City Managers and individual department heads to gain a clear understanding of their concerns, needs and the status of existing city projects. Additionally, I instituted staff meetings prior to our Commission meetings to make certain that everyone was effectively working together and communicating, and the needs and feelings of all employees were being addressed.

Working closely with the City Attorney and Risk Management, we brought in crisis counselors for employees and retained outside counsel to secure legal advice and assistance with regard to the City Manager's contract and the issues surrounding the contract and his arrest.

During this time, it has remained my priority that city staff are supported and that the work and functions of all city operations remain constant and uninterrupted.

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

As City Clerk, transparency in city operations as been my goal and a true success in setting the standard for public records and access to information. As City Manager, I will continue to instill the desire and demand for transparency and accountability of all employees in what we do. These values must be demonstrated and embraced starting at the top of the organization. Never has it been more important that the City Manager must lead by example.

We have discussed these values at department head meetings; staff members have stepped forward indicting they were uncomfortable with how things were being done, particularly with regard to the purchasing process. As a result, several of our RFPs have been reevaluated and modified to make sure that the process is in accordance with all of our policies and procedures.

The ability to ignore and/or circumvent policies and procedures is no longer being permitted. Employees are being held accountable for their actions and work performance. Working together and removing the silos that existed has led to a greater understanding of all employees as to the expectations and accountability that will be required of each of us.

10. Please describe your experience working with unions.

As Acting City Manager, I worked closely with our negotiating team to

successfully secure union contracts for both Police Officers and Teamsters before their expiration. These negotiations were highly challenging, but I prioritized empowering the team to negotiate in good faith, fostering a collaborative environment to reach mutually satisfactory outcomes. While both sides had to make compromises, this approach ultimately delivered a result that was favorable and sustainable for the City.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

The Fort Pierce Police Department is facing many challenges including budget constraints, the city's inability to offer salaries competitive with neighboring jurisdictions, leadership challenges, retention of employees, lack of seasoned officers, expansion of city boundaries and capital funding needs. As City Manager, my role in guiding the Police Department is one of vision, expectations and accountability.

The police department is currently undergoing an assessment conducted by the Center for Public Safety Management which will provide a data driven analysis of staffing levels, workload, organizational structure and community expectations. This report, coupled with capital funding needs which have been identified and input from command staff, should provide a foundation from which to build on the needs, vision and direction of the department. It will be my expectation that the police department rebuild its relationships and partnership opportunities with surrounding law enforcement partners.

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

In order to meet the needs of all citizens, the City Manager must implement effective strategies to foster a responsive and inclusive organization. It is important that we engage with the community using various methods to gather citizen input. Our strategic plan should provide the roadmap for the prioritization and provision of services to meet the community needs where we can be most impactful.

Internally, we can boost quality service delivery by instilling pride and excellence in our work at all levels and in all areas Leveraging the power of partnerships and collaboration will enhance and expand our ability to meet the needs of the community.

In order to encourage quality and sustainable neighborhoods, we must maintain effective and efficient growth and development strategies along with proper code enforcement efforts to ensure the beauty of our community; creating a sense of community pride.

Establishing an organizational environment and culture of doing the right thing, for the right reasons and holding ourselves and others accountable, will help us balance the diverse needs of our community and insure that the needs of all citizens are recognized.

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

I have a proven track record building relationships with stakeholders within the Community. During my position as Chamber of Commerce CEO, I had the opportunity to form and maintain relationships with elected and appointed officials, local, state and national. Business organizations such as Treasure Coast Builders Association, the Economic Development Council, Main Streets, Downtown Business Association, and various networking groups were a key component to my daily activities. Non-profit, service and civic organizations were also important to my success at the chamber to insure community support and participation. I have maintained those relationships after leaving the Chamber. In my role as business navigator for the City, I have been able to enhance many of the relationships formed during my time with the Chamber, particularly with legal and development professionals. I have built a reputation as the one to go to when you need answers; a reputation I nurture and value. I believe in providing accurate and transparent information, even if it isn't always welcomed.

As City Manager, I will continue to expand and grow my relationships within the community. I believe it is important that City leadership be visible and immersed in the community it represents. Additionally, I will encourage my leadership team to build those same relationships and partnerships. We need to work as a community and it takes individuals committed, participating and at the table for our community to be successful and inclusive.

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

Economic growth and job creation are critical aspects of ensuring our community is beautiful and sustainable. The City has been working diligently over the years to create a reputation as a business friendly government, working closely with developers and community partners.

Our efforts with the Chamber and its Development Review Task Force keep us balanced in meeting the needs of the development community while protecting and preserving the quality growth the city desires. Additionally, our partnership with the Economic Development Council provides tremendous support for efforts to attract new

business to our community and to adequately assist in planning for job creation and growth. All successful economic development projects require qualified and/or willing employees.

Accordingly, another important partner in job creation efforts is our local school district and higher educational institutions. Fostering relationships with our schools allows us to grow our own workforce while providing the knowledge, skills and abilities for our students to become successful, contributing members of our community. Additionally, we must also utilize local non-profit organizations working within the community to provide opportunities for skill development, long-term financial health and other learning opportunities to create a prepared workforce.

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?

Throughout my career, I have conducted myself with professionalism and integrity; there are no adverse reports in my background. In my role as City Clerk, there have been a few lawsuits and ethics complaints filed against me directly related to my duties surrounding the election process, all of which were dismissed with no findings of improprieties. I continue to pride myself in always doing the right thing regardless of benefit or hardship. My many professional friends and supporters know me as direct and above reproach. I will serve as a City Manager known for integrity, honesty and accountability in keeping with my 35+ years of professional service.

Brian Dapelo

Vero Beach, FL • 949.677.3973
Briand1021@icloud.com

15 years of inspirational leadership, strategy, transformation, and program management experience executing complex initiatives that deliver value, impact, and optimized profitability in Fortune 500 and Private Equity-backed firms.

Qualifications Summary

Highly influential management consultant and fractional Chief of Staff with a track record of helping executive leaders in planning and executing complex strategic projects, transformations, partnerships, and operational improvement initiatives to grow and scale businesses. A pioneer in the design and delivery of innovative strategic solutions; an expert in facilitating change through redesigning internal operating and business processes. Dynamic and proactive approach in successful organizational development initiatives that delivered consistent and sustainable revenue, profit, operating, and quality improvements. An outstanding communicator, versed in English, Russian, French, and Spanish languages enhanced with exceptional interpersonal skills.

Highlights of Expertise:

- Strategic Planning & Execution
- Establishing & Leading PMOs
- Post-Merger Integration & Carve Outs
- Data Gathering & Analytics
- Client & Stakeholder Relationship Management
- Process Improvement & Redesign
- Innovative Problem Solving & Issues Resolution
- Agile, Kanban, & Waterfall Project Management
- Building & Mentoring Top-Performing Teams
- Executive Communications

Experience and Notable Contributions

Monarch Point Consulting Group, Vero Beach, FL

Founder & Managing Director 2014 to Present

Partner with executive clients and their PMO as a fractional Chief of Staff to ensure the organization effectively plans and accomplishes complicated strategic transformation, integration/separation, and value creation initiatives. Proactively manages project planning, resource allocation, staffing requirements, budget conformity, stakeholder relationships, performance monitoring, progress reporting, task prioritization & completion, deliverable creation, meeting scheduling, and issues resolution for projects across Financial Services, Private Equity, & Technology sectors .

- Led strategy development exercises and instituted the program management office (PMO) to oversee the strategy execution for 5 Fortune 500-sized clients, creating project plans, identifying milestones, overcoming obstacles, and achieving results ahead of schedule ~65% of the time.
- Conducted a detailed analysis to identify and realize $60 million in cost savings for a major industrial company within only 4 months.
- Planned and executed a transformation for a PE-backed logistics firm, allowing them to increase revenues from $25 million to $50 million in 2 years.
- Created and implemented a strategy that led to a startup tech firm's top-line growth by over 70%, allowing them to achieve profitability in only 6 months.

Pricewaterhouse Coopers (PwC), New York, NY

Management Consultant 2012 to 2014

Provided subject matter expertise in program management, strategic planning, governance, process reengineering and transformation management. Championed a team of 20 associates to support senior leaders in managing data analysis, project planning, project monitoring, executive communication, and the creation of relevant deliverables.

- Promoted within 6 months of hire through exceptional performance on strategy consulting, program management transformation, process improvement, management, and leadership abilities.
- Performed data analysis/visualization, process mapping, and process improvement studies for 3 major Financial Services clients, driving back/middle office processes by an average of 20% for each client's internal teams.
- Led the PMO of post-merger integration overseeing 19 workstreams comprised of 250+ people across two entities following a multinational Fortune 500 bank's acquisition of a US regional bank.

Dapelo & Correia Capital Investors, Dana Point, CA

Founder and Managing Partner 2010 to 2012

Founded and developed an investment advisory company focused on providing growth and income using complex options strategies.

- Planned and executed strategic growth initiatives and established client relationships, growing the firm's client base by 300% and raising $500,000 in assets under management.
- Established administrative, operational, and regulatory policies and procedures necessary to launch the firm in 6 months and ultimately lead the firm to become profitable in under 1 year.
- Provided financial research and executed trades in client accounts, yielding a cumulative 18% investment return since inception.

ADDITIONAL EXPERIENCE:

Project Manager & Trader: Investment Placement Group (IPG), San Diego, CA

Financial Advisor: AIG Financial Advisors, Huntington Beach, CA

Education

Instituto De Empresa (IE) Business School, Madrid, Spain (May 2010)

International MBA

(IE is consistently ranked amongst the top 20 international business schools in the world by major periodicals such as The Financial Times, Forbes, Bloomberg, & the Economist)

Pepperdine University, Malibu, CA (Jul 2006)

Bachelor's Degree in Economics

Community Involvement & Extracurriculars

Christ Fellowship Church: **Lifegroup Leader & Pro Bono Strategy Consultant**

Indian River State College: Small Business Development Center (SBDC) **Pro Bono Strategy Consultant**

Treasure Coast Boardriders Club**: Non-Profit Co-Founder & VP**

Global Christian Outreach Ministries: **Ordained Minister**

United States Coast Guard: **Merchant Marine Captain; Operator of Uninspected Passenger Vessels**

Candidate Questionnaire

Candidate Name: Brian Dapelo

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.

    For the past 10 years since January 2014, I have been operating Monarch Point Consulting Group, a management consulting firm specializing in strategy, operations, transformation and value creation that I founded back in 2014 after leaving Pricewaterhouse Coopers (PwC) in New York. As the founder and sole operator of the firm, I had no suprior or direct reports. My current salary has been approximately $200,000 per year on average because it varies from year to year, and I served clients ranging from 2-person startups to Fortune 500 enterprises with hundreds of thousdands of employees. The firm does not have any employees and is "lean" by design. If we need extra assistance we hire contractors to augment our line of work or specialists if a certain expertise is needed that is outside our own capabilities.

2. Why are you interested in pursuing this position? I am interested in pursing this role to focus the skills and experiences I've developed over the course of my career to a more localized position. After serving Fortune 500 firms for so long, I feel like I can make a

much larger and more positive impact on my local community. When I saw this opportunity become available, I was extremely excited at the prospect of applying some of the highly specialized cost reduction and operational improvement skills I've acquired to help local government become more productive and efficient.

3. How would you describe your management style? My management style is a cross between a collaborative style and charismatic style, incorporating my team's inputs and encouraging creative thinking and open communication, while utilizing my own energy and enthusiasm to persuade my team to accomplish more and maximize performance.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to personnel issues in discipline and labor relations is to give people the trust and benefit of the doubt that they will work hard, do their best, treat others with respect, maintain integrity, and behave morally and ethically. High performing teams are built on trust and ability, and I encourage and expect others to hold themselves to these same standards. I do not tolerate toxic behavior in the workplace, no matter how long someone has held that position or how valuable a person is. With respect to hiring, I priorize focusing on a persons character, motivation, and past accomplishments, over past experience or education. The same goes for performance evaluations, one's attitude, behavior, and accomplishments all supercede time spent in a role or anything else.

5. How would you deal with city budget constraints and identify new revenue sources? Having helped private equity backed firms over the past 7 years increase revenues and decrease costs often with limited budgets, I am highly confident in my ability to continue these successes in the City of Fort Pierce. My approch has always been to focus on being resourceful and doing more with what we have than more spending money for questionable outcomes, and I would apply this same approach to local government. As for new revenue sources, I have several ideas to propose, but I would be interested in learning more about what has been done and what has worked/not worked for the city before going into detail.

6. How will you prioritize competing demands for resources within the city? I will prioritize competing demands for resources the same way I do with consulting engagements: by first

understanding what matters most to the city's residents, and then then creat a list of top priorities on which to allocate resources. I have often been in similar situations where I have been tasked with a project that had two executives with conflicting priorities. In this instance, I have served as a mediator to faclitiate negotiations between the two parties, to ensure that everyone's preferences are heard and that a fair outcome is achieved.

7. Describe a successful initiative you have led as a City Manager. I have not yet served as a city manager but I have over 20 consulting enagagements with a variety of clients that have resulted in initiatives being completed successfully. Some of my most notable accomplishments include streamlininng the efficiency of an indusrials firm to help them double revenues from $25 million to $50 million in two years, and helping a Fortune 500 firm reduce operating expenses by $60 million in only 4 months. These are just some examples but the point is that if I can have that much impact on such large enterprises, I am confident in my ability to do that with the City of Fort Pierce.

8. Describe a time when you had to manage a crisis situation in a city setting. I have not had to manage a crisis specificlly in a city setting, but I have had to manage multiple crises simultaneously in my capacity as a management consultant. On one particular example, I was working on an organizational transformation for a Fortune 100 industrials firm when the Covid-19 pandemic hit, and I had to quickly organize a specialized project team to help establish the firm's capabilities for employees to continue working from home to avoid any disruption in daily business operations. Within less than a month, we had successfully transitioned the clients model to work-from-home, which was quite the accomplishment given the firm's size.

9. What steps do you take to ensure transparency and accountability in city operations. A local government is only going to be deserving of trust by its citizenry if they have transparency in their operations and are held accountable for their decisions. While some meetings are appropriate to be held in private, any major decisions that need to be made that will affect citizens should be made in public. Furthermore, I will work to keep detailed accounts of meeting minutes to ensure that me and anyone else in the City of Fort Pierce is held accountable for their behaviors, actions, and decisions.

10. Please describe your experience working with unions. I have had minimal experience working with unions. One of my clients had a unionized manufacturing team and through that engagement I was introduced to some of the nuances of working with unions. Nevertheless, I am a skilled negotiator and have conducted negotiation training and advised several clients on negotiation strategies for M&A transactions, and I will work to ensure both unions and city residents are treated fairly and with respect in all negotiations.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I do not have direct experience managing or overseeing a police department. However, I do have extensive managerial and leadership experience leading teams in exstremely high stress environments and I will demonstrate this on day 1 if I am selected for this role. I hold the highest regard for our first responsders and my role will be to ensure they receive all the motivation, encouragement, resources, and compensation they deserve for keeping our streets safe and peaceful.

12. How will you ensure that the city's services meet the needs of all its citizens? It is my personal and spirtual belief that God created everyone equally, and thus, local government should serve the needs of all citizens equally. While it may be difficult at times to come to a consensus with citizens having different needs or priorities, again, I have a lengthy track record of being a skilled mediator and negotiator and have always found a way to make a deal where everyone feels like they're needs have been understood and addressed as much as possible. I can't guarantee everyone's needs will be met, but I can guarantee everyone will be treated equally and be dealing with one of the most service-minded, efficient, and productive cities in the area.

13. What strategies will you use to build relationships with stakeholders in the community? All successes and accomplishments start with relationships and I have started every new client engagement or job over the course of my career by getting to know my peers, subordinates, and superiors on a more personal level. Specifically, I seek to understand their perspectives on the task(s) at hand, their strengths/weaknesses, criticisms, feedback, and view on potential opportunities, while offering myself to help in any way I can as a gesture of sincerity and genuine care. While it would be impossible to meet everyone in

the community, my strategy would be to carve out some time in my schedule to have an open door policy or "office hours," whereby anyone who wished to speak with me about any concerns or criticisms would have the opportunity to do so. The best way to understand people is to spend time with them and more often than not, this has been a pivotal way to build relationships and create mutual trust and respect.

14. What strategies would you implement to promote economic growth and job creation? This is one of the things I am most excited about, because this is most in line with my job as a management consultant. I love thinking about new ways to generate growth, whether it be creating jobs or increasing revenues, but what inspires me more than that is creating jobs and opportunity for the less fortunate or impoverished. I could write an entire report on how I would approach this, but I would need to analyze and better understand the cities current economic and financial situation to create a detailed strategy. But at a high level, my approach would be to reduce barriers for starting new companies, streamline government services to reduce costs to the taxpayer, and utilize those savings to reinvest in the community to encourage entrepreneurship and small business growth. I would also create incentives for companies to relocate their businesses to Fort Pierce, and leverage State and Federal resources to help invest and grow the business community.

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? As far as I know, and from what I have found while searching, there are not any critical statements of me online. I believe that everything done in the dark will eventually be brought to the light, so I always try to conduct myself as if all my actions and words were seen and heard by the world.

CPD

1002 Jamaica Ave, Fort Pierce, FL 34982

Christopher Dzadovsky
1002 Jamaica Ave
Fort Pierce, FL 34982
772 834 8539
Cdzadovsky@bellsouth.net
December 13, 2024

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

Mayor Hudson and City Commissioners:

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

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

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

CPD

1002 Jamaica Ave. Fort Pierce, FL 34982

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

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

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

Sincerely,

Chris Dzadovsky

CPD

Chris Dzadovsky 1002 Jamaica Ave, Fort Pierce FL 34982

Dear Mayor Hudson and City Commissioners,

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

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

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

CPD

Chris Dzadousky 1002 Jamaica Ave, Fort Pierce FL 34982

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

Sincerely,

Chris Dzadovsky

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

PROFESSIONAL SUMMARY

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

SKILLS

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

PROFESSIONAL EXPERIENCE

St. Lucie County Commissioner
November 2008 – November 2024

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

St Lucie County Fire District Commissioner (SLCFD)
January 2009 – November 2024

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

LEADERSHIP ROLES

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

ACCOMPLISHMENTS

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

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

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

EDUCATION

County Government

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

Indian River State College

- Associate in Political Science
- Associate in Business Administration

Certifications:

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

US Airways
Flight Attendant/Safety Professional July 1983 – October 2008

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

Discovery Diving and Fishing
Owner – PADI Dive Instructor October 1994 – December 2000

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

Volunteer Firefighter, Kennedy Township, PA
2001 – 2003

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

COMMUNITY INVOLVEMENT

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

REFERENCES

Available upon request

Accomplishments

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

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

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

Created effort to better fleet management conserving revenue.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Secured TDT grants to expand Heathcoat Botanical gardens ($145,000) A.E. Backus Museum ($450,000) has committed ($250,000) to Fort Pierce Seven Gables restoration, Expansion of the Navy SEAL Museum ($750,000) with the U.S. House of Representatives' Committee on Armed Services approving a bill that will designate the Museum's Memorial a national memorial.

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

1. **Practical Knowledge vs. Theoretical Knowledge**:
    - **Experience**: Extensive experience in government policy often provides hands-on knowledge and insights into the complexities of governance, the functioning of public institutions, and real-world problem-solving skills.
    - **Education**: A master's degree typically offers theoretical frameworks, methodologies, and advanced knowledge in specific areas such as public administration, political science, or public policy.
2. **Skills Development**:
    - **Experience**: Over 16 years, an individual can develop critical skills such as leadership, negotiation, public speaking, and strategic planning through direct involvement in policy-making processes and interactions with stakeholders.
    - **Education**: A master's program may enhance analytical skills, research capabilities, and a deep understanding of policy analysis, potentially providing tools to assess and craft policies effectively.
3. **Networking and Relationship Building**:
    - **Experience**: Years in the field allow for the building of extensive networks with stakeholders, including other government officials, community leaders, and advocacy groups, which can be invaluable for effective policy implementation.
    - **Education**: While a master's program can facilitate introductions to peers and professors, the depth of relationships gained through practical experience often outweighs academic networking.
4. **Adaptability and Real-World Application**:
    - **Experience**: Navigating the dynamic environment of government and adapting to changing policies, public needs, and crisis situations can cultivate resilience and problem-solving skills that are often beyond the classroom.
    - **Education**: Academic programs provide a solid foundation and theoretical knowledge but may not fully prepare individuals for the rapidly changing demands of the public sector.
5. **Value in Hiring Decisions**:
    - Many employers value a combination of both experience and education. A master's degree can serve as a strong asset, particularly for roles that require advanced knowledge or policy analysis skills. However, considerable relevant experience is often equally valuable—if not more so—particularly in practical, hands-on roles.

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

TOWN OF
LONGBOAT KEY

Incorporated November 14, 1955

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

January 27, 2025

To Whom It May Concern:

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

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

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

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

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

Sincerely,

Howard Tipton
Town Manager
Longboat Key

To Whom It May Concern,

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

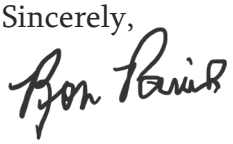
I have known Chris for many years, initially as a St. Lucie County Fire District Commissioner. His leadership during challenging economic times enabled the Fire District to maintain exceptional emergency services for the citizens of St. Lucie County. Chris played a pivotal role in securing board support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

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

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

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

Sincerely,



Ron Parrish

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

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

DZADOVSKY, CHRISTOPHER PAUL

1002 JAMAICA AVE
FORT PIERCE FL 34982

LICENSE NUMBER: SL3463023

EXPIRATION DATE: SEPTEMBER 30, 2025

Always verify licenses online at MyFloridaLicense.com

ISSUED: 12/14/2024

Do not alter this document in any form.

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

CITY MANAGER

View job description

Let's do one last review before submitting!

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

APPLICANT INFORMATION

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

VOLUNTARY SELF-IDENTIFICATION SECTION

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

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

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

Candidate Questionnaire

Candidate Name: Christopher Dzadovsky

Position: City Manager

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

St. Lucie County Commissioner

a. Position start and end dates.

November 2008 to November 19, 2024

b. Position title and organization.

Commissioner – St. Lucie County – District1

c. To whom you directly reported.

Independent co-collaboration County Administrator County Attorney

d. Ending salary.

$104,000

e. Population of community served.

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

f. Total number of employees in the organization.

800

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

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

h. Total budget of the organization.

Fiscal Year 2025 Budget is $795,411,550

St. Lucie County Fire District Commissioner

a. Position start and end dates.

January 2009 to November 19, 2024

b. Position title and organization.

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

c. To whom you directly reported.

Independent co-collaboration Fire Chief, District Attorney, Clerk

d. Ending salary.

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

e. Population of community served.

325,000 Countywide

f. Total number of employees in the organization.

580 and growing

Number of employees supervised (directly and indirectly).

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

h. Total budget of the organization.

Fiscal Year 2024-2025 $209,554,167

2. Why are you interested in pursuing this position?

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

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

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

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

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

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

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

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

3. How would you describe your management style?

Leadership Style: Transformational Leadership

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

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

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

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

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

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

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

- Hiring
  I prioritize merit-based hiring, focusing on selecting individuals who align with organizational goals and values. A transparent and inclusive process, coupled with thorough vetting, ensures we bring the best talent to the team.

- Discipline
  I follow a progressive discipline policy, addressing issues promptly and equitably. Documentation with the use of "Case Notes" and communication are key, and I believe in giving employees opportunities to improve while holding them accountable when necessary.

- Ethical Violations
  Job related ethical standards are non-negotiable. I support robust ethics training and encourage reporting of violations through confidential channels. Investigations must be thorough and impartial, with consequences proportional to the severity of the breach.

- Labor Relations
  My background in union leadership and contract negotiations has given me a

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

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

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

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

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

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

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

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

  Coming out of the recession, hiring Howard Tipton allowed the county to implement Lean Six Sigma, an educational and employee empowerment

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

Directly from the Lean Six Sigma outline.
https://www.purdue.edu/leansixsigmaonline/wp-content/uploads/purdue-lss-brochure.pdf

Green Belt: Dive into the DMAIC (Define, Measure, Analyze, Improve, and Control) framework and learn to lead projects that reduce waste, lower defects, and enhance customer satisfaction.
Lean Principles: Gain a comprehensive understanding of Lean operating systems and apply specific strategies across various industry-specific pathways.
Lean Six Sigma Black Belt: For those managing Black Belt-level projects, this program offers advanced methodologies, tools, and leadership skills to drive significant organizational improvements.

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

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

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

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

- **Assessing Needs vs. Wants**
  I would engage city leadership, staff, and the community to clearly differentiate essential services from discretionary projects. By focusing on core priorities—such as public safety, infrastructure, and economic development—we can ensure that limited resources are directed where they will have the greatest impact.
- **Data-Driven Decision Making**
  Resource allocation should be guided by data and performance metrics. I believe in using financial forecasts, infrastructure assessments, and service delivery reports to evaluate needs and make informed decisions that maximize the return on investment for taxpayers.
- **Community Engagement**
  Residents are at the heart of every resource decision. Engaging with the community to understand their priorities and expectations ensures that resource allocation reflects their needs while fostering transparency and trust.
- **Leveraging Partnerships**
  By collaborating with the county, other local agencies, and private-sector partners, we can pool resources, share responsibilities, and reduce redundancies. This collaboration can help the city stretch its resources further while maintaining high-quality services.
- **Maximizing the City's Unique Assets**
  Fort Pierce's geographical, environmental, and infrastructure assets provide opportunities to attract outside investment and generate revenue. By leveraging these strengths strategically, we can create additional funding streams to meet demands without overly burdening existing resources.
- **Balancing Short-Term Needs with Long-Term Goals**
  Strategic five-year planning ensures that urgent issues are addressed within a larger context of long-term goals. This approach keeps the city on track and minimizes the risk of reactive decisions that compromise future growth and sustainability.

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

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

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

- **Treasure Coast International Airport (TCIA)**
  One of my longest and most impactful endeavors has been the transformation of the Fort Pierce/St. Lucie County Airport into the Treasure Coast International Airport. This project culminated in the airport receiving its Part 139 commercial designation, positioning it as a hub for passenger and cargo operations. With this designation, TCIA is now "ready for takeoff" (if you'll allow me a pun), offering significant economic opportunities for the region.
- **Port of Fort Pierce and Harbor Point Development**
  Recognizing the potential for revitalization, I led efforts to transform the Port of Fort Pierce from cargo operations to a thriving working shipyard, anchored by Derecktor Shipyard Fort Pierce and the world's largest ship lift. This initiative also included a focus on Harbor Point development, which supports shipyard operations while enhancing waterfront spinoff developments. These efforts have elevated Fort Pierce's public image and contributed to its economic vitality. This leaves open the option I spoke about earlier about a special district that could support the speed to market development of the surrounding properties.
- **Spring Training and Tourism Development**
  As Chair of the Tourist Development Council (TDC), I played a critical role in preserving Spring Training on the east coast of Florida. I worked to extend the Mets' lease, securing $20 million in state funding over 20 years, alongside leveraging Tourist Development Tax (TDT) revenue for upgrades and expansion at Clover Field. This initiative not only saved Spring Training but also helped fuel the growth of tourism and the economic development of St. Lucie West.

- **Capital Investments in Cultural and Tourism Assets**
  Despite limited TDT revenue earmarked for "north county" (Fairgrounds and areas north of Midway), I successfully directed funds to significant cultural and tourism-related projects. These include:
    - $450,000 for the expansion of the A.E. Backus Museum and Gallery.
    - $145,000 for the Heathcote Botanical Bonsai Gardens expansion.
    - $750,000 for the Navy SEAL Museum expansion, which also received Congressional designation.
    - $500,000 for TCIA improvements, supporting passenger and cargo operations.

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

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

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

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

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

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

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

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

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

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

Why It's Responsible

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

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

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

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

How I Would Weave in These Expectations and Concerns

Acknowledge the Past:

- Begin by recognizing the negative scrutiny and management failures without overemphasizing blame.
- Use language that frames admission as a steppingstone toward better practices

Set Clear Expectations:

- Emphasize the organization’s commitment to transparency and the difficult, but necessary, steps ahead.
- Outline specific actions being taken to address past failures

Engage Stakeholders:

- Involve commissioners and staff in the process to ensure buy-in and shared responsibility.
- Hold workshops or discussions to openly address concerns and collaboratively develop solutions.

Provide Support:

- Recognize that change can be challenging and offer resources such as training, coaching, or external expertise to help staff navigate the transition.
- Reassure staff that the goal is improvement, not punishment.

Focus on Outcomes:

- Highlight the positive impact of these changes on the organization's effectiveness, public trust, and long-term success.
- Share success stories or examples from other organizations that benefited from similar transparency efforts.

Communicate Transparently:

- Regularly update stakeholders on the progress of these initiatives.
- Be upfront about challenges faced during the implementation of new processes.

Sample Messaging

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

Reference material

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

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

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

10. Please describe your experience working with unions.

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

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

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

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

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

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

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

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

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

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

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

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

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

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

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

This program emphasized:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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hollyforde21@gmail.com

Holly J. Forde

Personal Summary.

I am a highly skilled professional with dual master's degrees in Public Administration and Nonprofit Management. Proven expertise in leading initiatives, optimizing organizational performance, and fostering community engagement. I'm also adept at strategic planning, program development, and policy analysis, with a strong commitment to driving social impact and organizational excellence. I am always seeking new challenges that will aid in deepening my leadership skill set.

Employment Experience

Project Graduation – Stuart, Fl

Board Member/Volunteer Coordinator 09/2023- Present

- Engaged in fundraising and outreach efforts to support organizational initiatives
- Collaborated with fellow board members to develop and implement strategic plans and organizational policies
- Developed and implemented volunteer management systems

Martin County Human Services- Stuart Fl

Prevention Specialist 08/2021-Present

- Lead and train coalition members, volunteers or interns involved with providing effective substance use prevention programs.
- Assist in the preparation of grant proposals and grant budget development including the research and preparation of background information and statistics.
- Participate in various committees and boards related to program activities and responsibilities; represent the agency and provide accurate information regarding substance prevention information and resources.
- Build, support and sustain community volunteers and leaders for local substance prevention policy initiatives, leadership, and messaging for expanded outreach capacity.
- Advocate for and develop community, institutional and private business policies that support substance use prevention.
- Collaborate with other community health agencies and organizations on promotional campaigns and partner in health education programs and services.
- Evaluate the effectiveness of substance prevention programs, health promotion campaign strategies and education programs; develop and administer evaluation tools

Youth Guidance Mentoring & Activities Program – Vero Beach, FL

Children's Activities Coordinator -Assistant Executive Director 08/2012 – 01/2021

- Work with the Executive Director to drive organizational development, including analysis and implementation of priorities, partnerships, and infrastructure needs.
- Work with Executive Director to complete proposals, funding reports, track agency budget and goals
- Develop policies and procedures for quality services and daily operations.
- Supervise direct reports and develop productive relationships with all levels of staff.
- Oversee and participate in annual inspections and site visits.
- Develop and administer a comprehensive education/training program for staff.
- Oversee HR operations
- Integrate operating infrastructure and functions with programmatic efforts, staff, board, and other constituents.
- Serve as a senior level thought partner, mentor, and leader for Youth Guidance
- Partner with Executive Director and staff to develop and implement communications and new media strategies to advance Youth Guidance's efforts.
- Assist in the operation of programs, including design, and oversight
- Attend community relations events, activities, and fundraisers
- Assist with obtaining and supporting event sponsorships and community partnerships; work closely with sponsors through completion of sponsored activities and events; prepare timely thank you notes to all sponsors and community partners.

Leadership Indian River County

Leadership Program 01/2019-07/2019

- Gained an introduction to the infrastructure, natural resources, and current political issues of Indian River County
- Developed leadership skills
- Established an understanding of community stewardship
- Interact and dialogue with established community leadership.

Indian River County School Board District- Vero Beach, FL

Student Worker/Staff/Curriculum Coordinator 09/2006- 09/2012

- Supervise a cohesive staff to provide a safe and constructive learning environment.
- Prepare materials, teaching aids, and activities for the daily routine of the program.
- Manage and maintain communication with staff and volunteers.
- Assist and direct all activities to meet the needs of the students.
- Maintain control of students and maintain positive relationships with families

Education

University of Central Florida
May 2024 Master's in Public Administration
May 2024 Master's in Nonprofit Management
Orlando, FL

Indian River State College
2016 Bachelor of Science
Public Administration with a concentration of Public Policy and Leadership
Fort Pierce, FL

Licenses and Certifications

Licensed Real Estate Agent, Florida
National Association of Realtors
Notary Public, Florida

Professional References

Available upon request.

Holly Forde Questionnaire for City Manager Position

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.
   August 2012 - January 2021
   August 2021- Current
b. Position title and organization.
   Assistant Executive Director for Youth Guidance
   Prevention Specialist for Martin County Human Services
c. To whom you directly reported.
   Executive Director
   Human Services Manager
d. Ending salary.
   $45,000
   $52,000
e. Population of community served.
   At-risk youth in Indian River County
   All Residents in Martin County
f. Total number of employees in the organization.
   6
   19
g. Number of employees supervised (directly and indirectly).
   3, along with interns each semester
   0
h. Total budget of the organization.
   $400,000
   $5,912,348

2. Why are you interested in pursuing this position?

I am deeply interested in this position because it aligns with my passion for public service and my commitment to fostering community development and operational excellence. Fort Pierce is a vibrant city with immense potential, and I am eager to contribute my skills in strategic planning, organizational leadership, and stakeholder engagement to support the city's vision and priorities. I believe my professional background, which includes managing initiatives and driving impactful outcomes, positions me to make meaningful contributions to the role and the community.

3. How would you describe your management style?

My management style is collaborative, results-driven, and adaptable. I believe in fostering an inclusive and supportive environment where team members feel empowered to contribute their best work. I prioritize clear communication, setting measurable goals, and providing the resources and guidance needed to achieve those objectives. I also value accountability and continuous improvement, encouraging feedback and professional growth within my team. By balancing strategic oversight with a hands-on approach when needed, I aim to build strong, motivated teams that deliver exceptional results while maintaining a positive and productive workplace culture.

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

My approach to managing personnel issues is rooted in fairness, transparency, and adherence to organizational policies and ethical standards. Here's how I handle each area:

• Hiring: I focus on a structured and equitable hiring process, ensuring job descriptions are clear and comprehensive. I aim to recruit candidates whose skills, experiences, and values align with the organization's mission, promoting diversity and inclusivity throughout the process.

• Discipline: I address disciplinary matters promptly and objectively, ensuring that all decisions are guided by established policies and a commitment to fairness. I emphasize open communication to understand the root cause of the issue and provide an opportunity for improvement where possible.

• Ethical Violations: Ethical violations are addressed with the utmost seriousness. I thoroughly investigate allegations while maintaining confidentiality and due process. My goal is to uphold integrity and accountability, ensuring a resolution that aligns with ethical and legal standards.

• Labor Relations: I foster a positive and collaborative relationship with labor unions and employee representatives by maintaining open lines of communication, addressing concerns proactively, and negotiating in good faith. My aim is to balance organizational needs with employee well-being.

• Performance Evaluations: I view performance evaluations as an opportunity for constructive dialogue, professional development, and goal setting. I ensure evaluations are consistent, objective, and tied to measurable outcomes, providing actionable feedback and recognizing achievements.

By maintaining a people-centered yet policy-driven approach, I strive to cultivate a workplace culture that values respect, accountability, and continuous improvement.

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

Dealing with city budget constraints requires a strategic, innovative, and transparent approach to ensure financial stability while maintaining essential services. Here's how I would address it:

1. Analyze Current Spending: I would conduct a thorough review of existing expenditures to identify areas where cost-saving measures can be implemented without compromising critical services. This includes streamlining processes, leveraging technology, and reducing redundancies.

2. Engage Stakeholders: I would involve department heads, employees, and community members to gather input and ideas for cost savings and revenue generation, fostering a sense of shared responsibility for financial sustainability.

3. Prioritize Spending: By aligning expenditures with the city's strategic goals and community priorities, I would ensure that available resources are directed toward the most impactful programs and services.

4. Seek New Revenue Sources: I would explore innovative ways to generate additional revenue, such as:

• Applying for state and federal grants.

• Partnering with private sector organizations on mutually beneficial projects.

• Enhancing fee structures for services where appropriate.

• Promoting economic development initiatives to expand the tax base.

5. Foster Transparency: I would maintain open communication with the public and city officials about financial challenges and decisions, building trust and support for necessary measures.

6. Plan for the Long Term: To mitigate future constraints, I would advocate for multi-year financial planning, reserve fund management, and investment in initiatives that deliver long-term savings and benefits, such as energy efficiency projects or infrastructure improvements.

Through careful planning, collaboration, and innovation, I am confident that we can address budget challenges while maintaining fiscal responsibility and continuing to deliver high-quality services to the community."

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

Prioritizing competing demands for resources requires a balanced, strategic approach that aligns with the city's goals and serves the best interests of the community. My approach includes the following steps:

1. Understand Priorities: I would start by thoroughly understanding the city's strategic plans, community needs, and council directives. Engaging with stakeholders—including residents,

business leaders, and department heads—would provide valuable insights into the most pressing concerns.

2. Data-Driven Decision-Making: I would use data and evidence to evaluate the impact, urgency, and feasibility of each demand. Assessing factors like cost, potential benefits, alignment with long-term goals, and legal or regulatory requirements helps ensure resources are allocated where they are most effective.

3. Transparency and Communication: I would maintain open and honest communication with stakeholders about the constraints and criteria used in decision-making. By explaining how decisions are made, I can build trust and support for the prioritization process.

4. Collaboration: I would work closely with department leaders to identify opportunities for collaboration and resource-sharing. By aligning efforts and avoiding duplication, we can maximize the impact of available resources.

5. Flexibility: I would remain adaptable to changing circumstances, such as economic shifts or emerging community needs. Regularly reassessing priorities ensures the city remains responsive to new challenges and opportunities.

6. Focus on Equity: I would strive to ensure that resource allocation promotes equity and inclusivity, addressing the needs of underserved or vulnerable populations while advancing broader community goals.

By combining thoughtful analysis, stakeholder input, and a commitment to fairness, I aim to allocate resources in a way that delivers the greatest value and supports the city's mission.

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

In my prior leadership role, and during the COVID-19 pandemic, I recognized the challenges many families faced with remote learning and created a supportive space where children could complete their schoolwork. I collaborated with Big Brothers Big Sisters to involve their volunteers as mentors, providing academic assistance and emotional support to the students. This initiative not only helped children stay on track with their education but also fostered a sense of community and mentorship during an incredibly isolating time.

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

Though I haven't directly managed a crisis situation in a city setting. I have managed a crisis situation in a nonprofit setting. During the COVID-19 pandemic, I led a comprehensive restructuring of the organization to adapt to rapidly changing circumstances. This included redefining job positions, realigning objectives, and optimizing resources to maintain operational continuity and achieve strategic goals. Through thoughtful planning and transparent communication, I ensured the organization remained resilient and responsive to the needs of staff, stakeholders, and the community during this challenging time.

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

Ensuring transparency and accountability in city operations is essential for building public trust and fostering a culture of integrity. I take the following steps to uphold these principles:

1. Open Communication: I prioritize clear, consistent, and accessible communication with residents, stakeholders, and city staff. This includes hosting public meetings, publishing detailed agendas, and sharing key updates through multiple channels, such as social media, newsletters, and the city's website.

2. Accessible Information: I ensure that city records, budgets, and performance reports are readily available to the public, adhering to open records laws and fostering an informed community. Tools like online dashboards or portals make it easier for residents to access real-time data about city operations and spending.

3. Performance Metrics: I implement and monitor performance metrics to track the effectiveness and efficiency of city services. By publicly sharing these metrics, I demonstrate the city's progress and commitment to continuous improvement.

4. Stakeholder Engagement: I actively engage residents, businesses, and community groups in decision-making processes. Through town halls, surveys, and advisory committees, I create opportunities for meaningful input and collaboration.

5. Ethical Standards: I set clear expectations for ethical behavior and decision-making for all city staff and elected officials. This includes regular training on ethical practices and whistleblower protections to encourage reporting of concerns without fear of retaliation.

6. Audits and Oversight: I support regular audits and independent reviews of city operations to identify areas for improvement and ensure compliance with laws and policies. Findings are transparently shared, and corrective actions are implemented promptly.

7. Feedback Mechanisms: I create avenues for residents and employees to voice concerns, provide feedback, or report issues. This includes anonymous reporting tools and structured follow-up to ensure concerns are addressed effectively.

By embedding these practices into city operations, I aim to create a culture of openness, responsiveness, and accountability that strengthens the community's confidence in local government.

10. Please describe your experience working with unions.

Although I do not have experience working with unions, I understand that unions represent employees collectively to negotiate better working conditions and wages. I would prioritize working on a collaborative relationship grounded in mutual respect and open communication.

11. Please describe your experience managing or overseeing a police department? What do

you see as your role in guiding the police department?

While I haven't directly managed a police department before, my experience in Assistant Executive Director roles has equipped me with strong skills in building and motivating teams, fostering effective communication, analyzing data to identify critical issues, and prioritizing community needs, which are all crucial elements for successfully overseeing a police department. I am eager to learn the specific dynamics of law enforcement and apply my leadership principles to create a safe and just environment for the city of Fort Pierce.

My Role in Guiding the Police Department:

As a city leader, I would provide strategic guidance and oversight to ensure the police department operates efficiently, equitably, and in alignment with community values. This includes:

• Supporting the police chief in setting clear goals and expectations.

• Promoting a culture of accountability, professionalism, and continuous improvement.

• Facilitating collaboration between the department, city leadership, and community stakeholders.

• Ensuring policies and practices align with legal requirements and best practices.

By maintaining open lines of communication and fostering a shared vision of public safety, I aim to help the police department build trust and deliver exceptional service to the community.

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

Ensuring that the city's services meet the needs of all citizens requires a proactive, inclusive, and data-driven approach. Here are the steps I would take to achieve this:

1. Community Engagement: I would actively engage with residents through town halls, surveys, and focus groups to understand their diverse needs and concerns. Prioritizing input from underserved and historically marginalized communities ensures that all voices are heard.

2. Equity and Accessibility: I would implement policies and programs that prioritize equity, ensuring services are accessible to everyone regardless of income, location, or ability. This includes evaluating city facilities, programs, and digital services to eliminate barriers and expand access.

3. Data-Driven Decision-Making: I would leverage data and performance metrics to assess service delivery and identify gaps. Regular analysis allows for informed decisions and adjustments to better align services with community needs.

4. Collaboration: Partnering with local nonprofits, businesses, and other stakeholders enables the city to amplify its resources and reach. Collaborative efforts can address issues like housing, transportation, and public safety more effectively.

5. Transparency and Communication: I would maintain open lines of communication with residents, ensuring they are aware of available services and how to access them. Regular updates on city initiatives foster trust and keep the community informed.

6. Continuous Improvement: I would establish feedback mechanisms to gather input on city services and address concerns promptly. This could include satisfaction surveys, suggestion boxes, or community advisory boards to guide improvements.

7. Proactive Planning: Anticipating future challenges, such as population growth or environmental changes, allows the city to adapt its services to evolving community needs. Long-term planning ensures sustainability and readiness.

By combining these strategies, I would ensure that city services are inclusive, responsive, and effective, meeting the diverse needs of all citizens while fostering a sense of trust and community engagement.

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

Building strong relationships with community stakeholders requires intentional outreach, active listening, and consistent collaboration. Here are the strategies I would use:

1. Proactive Engagement: I would actively reach out to stakeholders, including residents, business leaders, nonprofit organizations, and advocacy groups, to build relationships before challenges arise. Regular meetings, community forums, and one-on-one conversations provide opportunities to connect and understand their perspectives.

2. Transparency and Communication: I would prioritize open, honest, and accessible communication, keeping stakeholders informed about city projects, decisions, and priorities. Providing regular updates through newsletters, social media, and public meetings fosters trust and encourages dialogue.

3. Collaborative Partnerships: I would work to create partnerships with key stakeholders by identifying shared goals and aligning efforts. For example, collaborating with local businesses to support economic development or working with nonprofits to address social challenges strengthens community bonds.

4. Active Listening: I would ensure stakeholders feel heard by actively seeking their input and incorporating their feedback into city decisions. This includes creating opportunities for meaningful participation through surveys, advisory committees, and focus groups.

5. Equity and Inclusion: I would make a deliberate effort to engage underrepresented groups and ensure that all voices are included in decision-making processes. Tailoring outreach strategies to meet diverse needs demonstrates a commitment to equity.

6. Visible Leadership: I would maintain a visible presence in the community by attending events, visiting neighborhoods, and participating in civic activities. Being accessible and approachable builds trust and reinforces my commitment to the community.

7. Conflict Resolution: When differences arise, I would act as a mediator, facilitating open and respectful conversations to find common ground. Demonstrating fairness and empathy helps maintain strong relationships even during challenging times.

By employing these strategies, I aim to build and sustain positive, collaborative relationships with stakeholders, ensuring that the city's decisions reflect the needs and aspirations of the entire community.

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

Promoting economic growth and job creation requires a multifaceted strategy that leverages the city's strengths, fosters innovation, and creates an environment conducive to business development. Here are the key strategies I would implement:

1. Support Local Businesses:

• Establish programs to assist small businesses with funding, training, and resources.

• Streamline permitting and regulatory processes to make it easier to start and operate businesses.

• Create marketing initiatives to promote local businesses and drive consumer engagement.

2. Attract New Industries:

• Conduct targeted outreach to attract industries that align with the city's strengths, such as tourism, technology, or clean energy.

• Offer competitive incentives, such as tax breaks or infrastructure support, to encourage businesses to establish operations in the city.

3. Workforce Development:

• Partner with educational institutions and workforce training organizations to create programs that prepare residents for in-demand jobs.

• Develop apprenticeships and internships to connect local talent with employers.

4. Infrastructure Investment:

• Prioritize investments in transportation, utilities, and technology infrastructure to support business growth and improve quality of life.

• Develop mixed-use zones that combine commercial, residential, and recreational spaces to attract businesses and residents.

5. Foster Innovation and Entrepreneurship:

• Create business incubators and co-working spaces to support startups and foster innovation.

• Promote access to funding for entrepreneurs through public-private partnerships, grants, and investor networks.

6. Leverage Tourism and Culture:

• Invest in tourism-related infrastructure and marketing campaigns to attract visitors.

• Support cultural and recreational events that enhance the city's appeal as a destination.

7. Public-Private Partnerships:

• Collaborate with private sector leaders, regional economic development organizations, and nonprofits to pool resources and expertise.

• Engage in joint ventures to fund large-scale projects that stimulate economic growth.

8. Sustainable Development:

• Encourage green building practices and renewable energy projects that align with sustainability goals while creating new job opportunities.

• Promote eco-tourism and other environmentally friendly industries.

By implementing these strategies, I aim to create a thriving local economy that attracts investment, supports businesses, and provides meaningful job opportunities for residents, ensuring long-term prosperity for the community.

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?

To the best of my knowledge, there have been no adverse or critical statements made about me in print, online media, or on social media. I have always conducted myself professionally and with integrity, maintaining positive relationships in both my personal and professional life.

If an online search were completed about me, I would expect to find information that reflects my commitment to public service, leadership accomplishments, and dedication to fostering community engagement. You might find professional profiles, public records of projects or initiatives I have led, and any recognition I've received for my contributions.

If I were hiring myself as a City Manager, I would want to see evidence of my experience, my ability to navigate challenges effectively, and my proven track record of achieving results while building trust and collaboration within the community. Transparency and ethical leadership are core to who I am, and I believe that would be evident in any search.

FRED HARRIS

City Manager

850-528-6402 @ fbharris@gmail.com

COVER LETTER

Dear Hiring Manager,

My name is Freddie Harris, and I'm writing to express strong interest in the City Manager position with the City of Fort Pierce. I've combined more than two decades of progressive leadership in municipal government. I'm passionate about public service and committed to enhancing community services and operational efficiencies. Furthermore, I am excited about the opportunity to contribute to the continued success of Fort Pierce.

In my position as CIO at the City of Boynton Beach, I was able to thrive in ambiguity while building an inclusive workforce. I successfully completed several initiatives including resident self-service, process automation, digital transformation and citizen-centric applications.I have successfully implemented programs that improved operational efficiency, enhanced public services, and resulted in significant cost savings for the city. A notable achievement was improving service delivery efficiency by 20%. My experience in strategic planning, budget management, and stakeholder engagement has equipped me with the skills necessary to lead as the City Manager.
My leadership approach is both collaborative and data-driven, ensuring decisions are informed by vigorous analysis while including insight from community, staff and other stakeholders. I maintain a proven track record of leading cross-functional teams to enhance service delivery, streamline operations, and drive cost-effective solutions. Adept at collaborating with diverse stakeholders, from business customers to government agencies, to ensure alignment with city goals and community needs.

I would welcome the opportunity to discuss how my experience, leadership, and passion for public service align with the needs of the City of Fort Pierce, and I look forward to learning more about the position. Feel free to contact me by email or telephone if you would like to continue discussing my experience.

FREDDIE HARRIS

City Manager

+18505286402 fbharris@gmail.com Pembroke Pines

EXPERIENCE

CIO/Director Innovations and Technology

City of Boynton Beach, FL 2022 01/2022 Location

- Increased departmental initiative alignment with city goals by developing a comprehensive IT strategy affecting 15 departments
- Enhanced service delivery by 25% by implementing a framework on essential KPIs.
- Implemented new citizen engagement application to improve request resolution time increased service delivery efficiency 20%
- Reduced IT procurement delivery time by authoring a citywide IT Procurement Policy streamlining the purchasing process
- Collaborated with department leadership to identify new opportunities and technical solutions to support departmental initiatives.
- Improved decision-making and transparency by implementing a department performance management program
- Reduced data breach risk by championing advanced cybersecurity measures, ensuring regulatory compliance

Director - Asset Management

Public Works 01/2019 - 01/2022 Fl

- Increased infrastructure maintenance 20% through strategic Asset Management plan for City's Public Works and Utility systems.
- Reduced environmental risks by through collaboration with community business leaders.
- Worked closely with operational leadership to identify key needs and areas of deficiency, operational staff were very involved in the development of the system's framework.
- Developed and maintained 16M Budget for Asset Management Program using risk analysis, sustainability score and quality of life impact to determine project priority.
- Secured approvals by delivering reports to City Manager, Commission, and Citizen's Task Force.
- Reduced federal penalties by eliminating data silos and addressing infrastructure issues.
- Optimized capital outcomes using a decision support tool for infrastructure planning.

Manager, Information Technology

Utilities City of Tallahassee 01/2016 - 01/2019 Fl

- Improved IT strategy impact by 35% through enhanced application architecture and data management.
- Enhanced service delivery by partnering with operational staff and community leaders.
- Increased system efficiency by updating obsolete systems and improving business unit partnerships.
- Developed and managed $4M IT budget, optimizing resource allocation to meet department needs.
- Managed PMO, QA, and App Security for major enterprise projects.

SUMMARY

Fred is an accomplished, forward-thinking leader with a proven track record in business transformation and municipal operations across multiple sectors, including Business Customer Service, Water, Sewer, Stormwater Utilities, Public Works, and Technology and Innovation. With an Executive MBA and extensive experience in municipal government, Fred has demonstrated success in developing and implementing strategies that align with city goals, driving impactful improvements in public services. A strategic partner and seasoned public servant, Fred brings expertise in process improvement, project management, technology roadmapping, and asset management to every initiative. He is known for his ability to navigate complex challenges, foster collaborative relationships, and lead transformational change within municipal organizations. Fred is a recognized communicator, listener, and relationship-builder, with a strong commitment to creating a responsive, community-oriented service culture.

His dedication to operational excellence and urgency in resolving municipal issues has been pivotal in his success, and he is now seeking a City Manager role. Fred is open to relocation for the right opportunity.

SKILLS

Budgeting **Operational Metrics**

Policy Development

Contract Negotiations **Staff Development**

Strategic Planning **Program Management**

Community Engagement Quality Assurance

Project Management **Team leadership**

EXPERIENCE

Project Manager

Business Customer Service — City of Tallahassee, FL

01/2009 - 01/2016 Location

- Managed IT projects with budgets exceeding 1M across multiple departments.
- Established timelines with stakeholders for projects involving over 10 departments.
- Improved internal communications through faculty and staff intranet SharePoint deployment.
- Maintained project documentation for over 25 projects covering plans and risk assessments.

EDUCATION

MBA, Executive

Florida International University

BS, Information Systems

Florida State University

Candidate Questionnaire

Candidate Name: Freddie Harris

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.

a. August 2022 - Current
b. Director of Innovation and Technology Solutions - City of Boynton Beach
c. Deputy City Manager
d. $189,000
e. 90,000
f. 1000 approximately
g. 17
h. 300M

a. July 2019 - August 2022
b. Program Director - Asset Management - City of Fort Lauderdale
c. Deputy Director Public Works
d. $125,000
e. 190,000
f. 1700 approximately

g. 17
h. 1.2B

a. 2016-2019
b. Manager- Information Technology Utilities - City of Tallahassee
c. General Manager Utilities
d. $90,000
e. 90,000
f. 4000 approximately
g. 10
h. 1.2B

a. 2009 - 2016
b. Project Manager - Business Customer - City of Tallahassee
c. Chief Customer Operations Officer
d. $189,000
e. 70,000
f. 4000 approximately
g. 2
h. 1.2B

2. Why are you interested in pursuing this position? I recognize the potential that exists in Fort Pierce. Having a supportive and transparent commission that understands Fort Pierce does not have to continue to do what has historically been done. Innovative opportunities are limitless such as smart city initiatives and digital transformation for providing improved services and fiscal savings. My experience in multiple full-service municipalities has afforded me the opportunity to gather integral enterprise experience.

3. How would you describe your management style? I describe my management style as collaborative, results focused and flexible. I maintain oversight cultivate a team environment sharing accountability. I understand I am leading a team of leaders, so I

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I believe handling most of these

you need to be fair and consistent. As for ethical violations investigate them accurately, thoroughly and confidentially and make decisions based on finding

5. How would you deal with city budget constraints and identify new revenue sources? I would evaluate the current budgetary position (Audit expenses, identify any inefficiencies to remove or optimize) Look into Grant opportunities and be open to P3 collaborations. Provide clear and transparent communication with citizens

6. How will you prioritize competing demands for resources within the city? It starts with alignment with the city's strategic plan and commission priorities. I would data and metrics to assists with the prioritization and evaluate urgency and impact. Yet remaining flexible for unexpected circumstances. This goal is to balance short term needs with long term solutions

7. Describe a successful initiative you have led as a City Manager. An initiative that I have led successfully has been the automation of the procurement requisition\P. O process. To find cost savings we identified late fees were common expenses. This was a result of a manual labor-intensive process. We now have minimized req to P.O. time by
10 days removing more than 50% of the previous process

8. Describe a time when you had to manage a crisis in a city setting. During the CrowdStrike Microsoft all city pcs\laptops were nonfunctional. Communication is crucial during a crisis we put notifications on all non-affected mediums. Created a plan to rectify the issue using all resources available. Mitigated the issue had an after-action review and updated our crisis plan.

9. What steps do you take to ensure transparency and accountability in city operations. Public meetings to provide clear and transparent information. Departmental performance reviews with established KPIs, active listening, citizen advisory committees

10. Please describe your experience working with unions. I have had minimal experience working with unions. I do however understand the importance of relationships with union representatives and members. I strive to promote clear communication and mutual

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I see my role as strategic oversight/mentor/supporter ensuring the priorities are aligned with city's strategic vision. Establishing measurable goals and ensure adherence to city policy. While developing a relationship as the police chief is an integral member of the emergency management team.

12. How will you ensure that the city's services meet the needs of all its citizens? Establish town halls for open dialogue with residents, invest in inclusive outreach. Continuous improvement programs to constantly develop our staff.

13. What strategies will you use to build relationships with stakeholders in the community? Listening first is necessary and being visible in the community is a priority, and accessible to the community to ensure their voices are heard. Establish a city manager's email and quarterly report available to the public for regular communication

14. What strategies would you implement to promote economic growth and job creation? In my experience best performing cities capture the tech impact investing in modernized infrastructure. Creating an innovation\ smart district with MU zoning startup incubators for small business. Tax incentives targeting growing industries with performance-based agreements to establish ROI.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I've managed to keep my name out of the negative media. Knowing the security risks of having a large social media presence I maintain minimal professional information to avoid scams.

Seddrick T. Hill, Sr.
Phone: 954-254-7526 • Email: thaddeus1033@gmail.com

December 12, 2024

Dear Search Committee:

Recently, I learned of your opportunity for the Senior Director of Multilateral Partnerships, Government and Multilateral Affairs which aligns perfectly with what I would like to do. I believe that my experience and my servant leadership style qualify me for this opportunity. It has been a dream to serve in this capacity abroad.

During my professional tenure, I have served in numerous multifaceted environments that have prepared me for this opportunity. Most recently, I serve as the City Manger for the City of Jonesboro, GA and the first African American City Manager for the City of Talladega, Al. I have also served as the Executive Director of Institutional Advancement and Executive Director of the Foundation for the Alabama Institute for the Deaf and Blind (AIDB) and Vice President for Institutional Advancement at Talladega College where, I supported the institute's initiatives, locally, statewide (while moving towards a global perspective), by providing strategic leadership and guidance to the campuses, community, and the stakeholders.

In both capacities, I reported to the President& CEO. In addition to my routine duties, I facilitated a fiscal budget, fundraised, grant/proposal writing and supervised/lead. Throughout my career, I have supervised innovative teams that includes the Sr. Director of Development, Alumni Affairs Director, Public Relations Director, Director of Special Events, Protocol and Logistics, Sponsored & Title III Federal Grant Programs, Administrative Assistant's, Accountants, Database managers, Grant Writers, Consultants, Lobbyist, finance, management, economic development and redevelopment, police, fire, water and sewer systems, budgeting, strategic planning, emergency management airport staff, Interns and the list goes on. Not only have I managed in a local format, I have had staff throughout the USA, Mexico and Canada focusing on diversity and inclusion with an intent to serve all populations.

My extensive diversified accomplishments and experiences, as well as on the job training, have equipped me for this opportunity. Most recently I served as the City Manager for the City of Jonesboro, GA and before that, the City of Talladega. I directed 14 departments, including an airport and over 300 staff members. This may seem small but if you think of a City that has the Talladega 500, you can imagine the influx of individuals. I was also able to take this city from $11 million in the bank to $23 million during my departure. Knowing the leadership that many of our cities currently needs, along with the transparency, places me in a unique position to show what we can do together. I've built partnerships with many in my past including Turks and Caicos, Tokyo, Japan and many more.

Attached is my resume that lists skills and attributes that humbly qualify me for this opportunity. Communicating effectively, being trustworthy, respectful, and ethical and possessing a good approachable character, the utmost integrity, and working as a team are essential assets needed in today's work environment. I am honored to say that I possess these characteristics. In addition, I have exceptional work ethic skills, I'm an active listener, servant leader, and most importantly very loyal! I would appreciate an opportunity to discuss how I can be an asset to you all. I will utilize critical thinking skills, lead personnel with respect, and lastly, manage the financial resources with 100% accountability.
Thank you for considering my inquiry.

Sincerely,
Seddrick T. Hill, Sr.

SEDDRICK T. HILL

1504 Villa Point Parkway
McDonough, GA 30253

thaddeus1033@gmail.com
(954)-254-7526

Citizenship: US | Veteran's Preference: N/A

PROFILE

Executive-level candidate with 15 years of non-profit direction and fundraising experience. Total amount raised career-wise is $60 million. Track record of developing strategy, setting goals, and redesigning / implementing successful programs. Identify, cultivate, and solicit annual gifts, while employing sound fiscal controls and management best practices. Serving as strategic advisor to senior leadership regarding public affairs activities. Make recommendations on pitches and content to increase organization visibility by securing and capitalizing on positive community, social, and traditional media opportunities.

Delivered impact that included raising of over $4 million in fiscal year 2019 / 2020 to date, as well as producing 21.2% increase in fundraising in one year. Ensure comprehensive acknowledgment process to ensure appropriate and timely recognition and continual appreciation of donations. Talents include planning, organizing, and coordinating flow of public information to community regarding organizational events, activities, and initiatives. Craft stories communicating importance and generate interest with community and stakeholders. Excel in pitching original story ideas and mitigating crisis situations using diverse range of media. Ensure adherence to risk and compliance guidelines and policies to facilitate favorable audit results.

Donor Development | Strategic Planning & Partnerships | Planned Giving | Public Speaking | Alumni Magazine Development | Annual Report Publication | Relationship Mapping | Social Media Engagement Strategies | Fundraising | Community Outreach | Membership Growth | Capital Campaigns | Financial Reporting | Press Releases Writing / Editing | Public Messaging Strategies | Public Information Campaigns | Speech & Presentation Drafting | Stakeholder Relationship Management | Proposal Draft Development | Special Event Planning | Staff Management | Community Partnerships | Public Affairs / External Affairs | Organizational Branding Campaigns | Newsletter Development | Coalition Meetings | Website Development Projects | Database Maintenance | Organizational Diversity | Budget Management | Board of Directors Interaction | Volunteer Management | Program Management | Microsoft (Word, Excel, PowerPoint)

PROFESSIONAL EXPERIENCE

City Manager
City of Jonesboro
1859 City Center Way
Jonesboro, GA 30236
$145,000 Annually

55-65 hours per week
02/19/2024 to 05/16/2024
Supervisor: City Council
Tel: 770-478-3800
shill@jonesboroga.com

The City Manager is responsible for coordinating, administering and supervising all decisions, regulations and policies of Mayor & Council. In addition, the City Manager develops operational objectives, policies and programs necessary for sound conduct of administrative operations. The City Manager authenticates by signature and serves as the custodian of Minutes, Resolutions, Ordinances and other official documents. The City Manger also handles all requests under the Georgia open Records Act. The City Manager serves as Superintendent of Elections for all City elections. The Office of City Manager also serves as the Personnel Administration office to include the responsibilities of employee recruitment, workers compensation & employee benefits administration. The City Manger oversees the preparation of business licenses, alcohol licenses, and oversees activities of accounts receivables, accounts payable, payroll and other tasks. In addition, the City manager serves as the Executive Director of the Jonesboro Downtown Development Authority.

Notable Contributions

- Worked with staff to launch the cities first Juneteenth Collaboration Event with the County
- Completed over 70 productive meetings with staff, businesses, non-profits, education system, legislatures, community and citizens in an effort to show dedication to transformation
- City received the Local Maintenance & Improvement Grant in 2022 which was out of compliance. Got this grant in compliance and executed in 30 days
- Local Maintenance & Improvement Grant received in 2023 - $100k for sidewalks - Got this grant in compliance and executed in 30 days
- Local Maintenance & Improvement Grant received - 100K LMIG for downtown parklets - Got this grant in compliance and executed in 30 days
- ARPA Funding reporting completed and submitted on time
- Successfully uploaded the approved budget into Tyler before deadline, which was about to be out of compliance with State Law
- Secured the first Congressional Direct Spending/Appropriations/Earmarks Win for City of Jonesboro, Enhancing Community Oriented Policing Initiatives Recipient - State: Senator Jon Ossoff, Georgia Project Purpose: To strengthen community engagement and promote public safety by purchasing additional law enforcement technology for $926,000
- Secured the first Congressional Direct Spending/Appropriations/Earmarks Win for City of Jonesboro to make pedestrian improvements in high-traffic areas, including the installment of sidewalk, adding pedestrian crosswalks, installment of ADA accessibility features, lighting, and turnup/turndown walls as required tying with existing grades for $3,288,359 – Congressman David Scott
- Secured the first Congressional Direct Spending/Appropriations/Earmarks for the City of Jonesboro to purchase safety equipment (New Police Fleet of Tahoe's) for $654,000 from Senator Raphael Warnock.
- Housing rehabilitation grant $200,000 – structure/life safety type repairs to houses, leaky roofs, handicap ramps, plumbing, electrical, HVAC, other structure repairs - Got this grant in compliance in executed in 30 days written in English and Spanish for residents
- Staffing – Hired the following within the first 60 days - Chief Code Enforcement, Public Works Assistant Director, Police Chief, Finance Director and IT Director.

- Aerotropolis Atlanta Alliance Board meetings to make sure Jonesboro is included in future planning
- Perry Learning Center judge for Black History month door contest. This is an alternative school where students need support and it's located next door to City Hall.
- Panelist for LTI United event which is one of the top 20 businesses in the City of Jonesboro
- Top 50 businesses of Jonesboro - began engagement plan for these businesses. City was not aware of its top revenue generating businesses
- Ribbon cutting for Knot average massage and Food Bank – Community and Business Engagement
- Ground Breaking for Rosenwald School Renovation to show the community a jewel that's across the street from City Hall. –The Rosenwald School project built more than 5,000 schools, shops, and teacher homes in the US primarily for the education of African-American children in the South during the early 20th century. The project was the product of the partnership of Julius Rosenwald, a Jewish-American clothier who became part owner and president of Sears, roebuck and Company and the African-American leader, educator, and philanthropist Booker T. Washington, who was president of the Tuskegee Institute.
- Recruited 3 developers for Economic Growth in new business and housing
- Did a Council retreat at Serenbe, which the council enjoyed and was brought up to speed in operations
- Started the first Community Workers Program implemented by the City Manager Office in partnership with the Clayton County Prison
- Hosted a Community Clean-up event where the City Manager did cleaning while also BBQing for all participants.
- Truist meeting about fraud, grant accounts federal grant accounts
- Verizon Wireless accounts and Phone systems internally were viewed and found to be on aged billing systems costing the city six figures
- Insurance meeting with Travelers to go over all items which would cause them to drop the City from coverage
- Started beginning stages of establishing a Human Resources Department

City Manager
City of Talladega
255 South Street W.
Talladega, AL 35160
$130,000 Annually

55-65 hours per week
05/01/2021 to 01/08/2024
Supervisor: City Council
Tel: 256-362-8775
Email: s.hill@talladega.com

The City Council appoints the City Manager. The City Manager is the Chief Executive Officer and head of the administrative branch of the City Government. The City Manager shall be responsible to the Council for the proper administration of all affairs of the City. The City Manager shall have the power and shall be required to:

- Enforce all laws and ordinances.
- Appoint and remove all officers and employees of the city, except as otherwise provided by law and except as the City Manager may authorize department heads to appoint and remove subordinates in their respective departments.
- Exercise administrative supervision and control over all officers, employees, offices, departments, boards, and agencies except those otherwise provided for by law.
- Prepare and submit the budget proposal and to administer it after its adoption.

To date, the City Manager has reviewed all departments and is working to put together a Master Plan for the City of Talladega to submit to the Council. All Department Head Directors asked to submit suggestions to the

City Manager to enhance their specific area of responsibility, i.e., money saving plans, employee programs, and any other suggestions that would help to better the City of Talladega for its citizens.

One of his chief priorities as City Manager is to restore a sense of pride in the community by making Talladega a better place to live, work and visit. Under his leadership, the city has initiated major capital improvement projects, reduced crime, implemented extensive cleaning and beautification programs, increased support for events that enrich the community and attract tourism dollars, expanded appropriations for organization that help improve the quality of life in Talladega, and adopted ordinances and resolutions that promote economic growth. He spearheaded the revival of the Talladega-Texaco Walk of Fame in Davey Allison Memorial Park and has been widely recognized for strengthening relationships between the business community and the city.

By forging partnerships with community leaders and working closely with Talladega City Council, city staff, and volunteers, Mr. Hill is helping to revitalize Talladega. The city recently applied for and was accepted into the highly competitive Main Street Alabama Program and named a Main Street Alabama Designated Community in June 2022. Governor Kay Ivey commended the City of Talladega for receiving this tremendous honor.

The city has developed a master plan for downtown and park redevelopment and received a $280,000 Safe Streets and Roads for All Grant. Additionally, construction of a downtown pocket park began in 2023. The city recently utilized a Community Development Block Grant to demolish 33 abandoned, dilapidated buildings in Talladega's Knoxville community, and began demolishing buildings in February 2023. Following this the city received an additional $400,000 to start in the community located next to Talladega College and the Alabama Institute for the Blind.

In 2021, under Mr. Hill's skillful guidance, the city hosted a Police Chief Hiring Community Forum and selected Police Chief Diane Thomas. Mr. Hill has worked closely with Chief Thomas and Talladega City Council to increase safety in the community. Murder rates dropped from eight in 2021 to five in 2022. Burglaries dropped from 121 in 2021 to 63 in 2022. Robberies dropped from ten in 2021 to three in 2022 and rapes dropped from eight in 2021 to four in 2022.

The City Manager continues to search out ways and grants to bring money in to support projects for the city, along with the Main Street Alabama Program and the Alabama Cities of Excellence Program connected to the State of Alabama.

<u>Notable Contributions</u>

- Goals given by the City Council met 100% two months before the allotted time frame.
- Working to secure additional grants and funds for the City of Talladega
- Was able to get the City of Talladega audits and bank reconciliations caught up from 3 years behind
- Secured the first federal earmark grant funds of $1.9 million for a walk-able community for the Alabama Institute for the Deaf and Blind, Talladega College, and the downtown community and $796,000 to extend the airport runway.
- Secured an additional $1.1 million grant for walk able City initiative
- Secured $7.5 Million from Alabama Department of Environmental Management to improve the Water Treatment Plant and the Waste Water Treatment Plants
- Secured a $3.8 million Federal Earmark for Emergency Services from Senator Katie Britt
- Refinanced bonds for Water Department to do over $19 million in water infrastructure improvements.
- Working to correct and make current all areas of the Finance Department through Payables and Receivables, recovering over a $1 million in outstanding bills
- Federal Earmarks and Grants totaling approximately $15 million dollars
- Decrease in crime rates (murders, burglaries, robberies, and rapes)

- Partnered with global entrepreneur Jeff Hoffman and NBA Legend Shaquille O'Neal to enrich the lives of youth (60 percent never left state of Alabama before). The two are revitalizing a school and a golf course.
- Recruited first new housing development (Timber Ridge housing development) for 220 new houses.
- Within 2 years completed $2.1 million in road paving project
- Established intensive internship program (College Students and High School Students)
- We applied for and received a $100K Innovate Alabama Grant/Smart City
- We applied for and received a $50K T-Mobile Grant to fund city's first fully accessible ADA public park.
- Walk of Fame Induction Ceremony at Davey Allison Memorial Park/honored Park founder Boyd McGehee and NASCAR driver Ryan Blaney, who went on to win big at Talladega Superspeedway
- Have risen over $120k for Christmas on the Square activities.
- Establishing local mural trail
- Expanded appropriations and held drive, coat drive, food drive, e-recycle drive to better serve and assist the community.
- Working with SAIN Associates to develop an ADA compliant city, walkable city (sidewalks study), and a public transportation plan.
- Caught the city's finances (i.e., audits and bank reconciliations) that were three years behind.
- City and Water Department officially operating in the Black by over $4 million

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Executive Director of Institutional Advancement And Community Relations
Alabama Institute for the Deaf and Blind
205 South Street E.
Talladega, AL 35160
$119,000 Annually

55-60 hours per week
11/01/2020 to 4/30/2021
Supervisor: Dr. John Mascia, President
Tel: 256-761-3200
Email: mascia.john@aidb.org

The Executive Director for the Institutional Advancement and Community Relations is responsible for developing, leading, and directing the overall development strategy and community engagement in support and advancement of the Alabama Institute for Deaf and Blind's (AIDB) Mission and fundraising strategic plan. Also, responsible for overseeing the annual, major and planned gift cultivation and solicitation, corporate and foundation support, comprehensive and capital campaigns, state and federal governmental support, as well as served as the principal liaison between community and industry leaders associated with all Institute interests. Ensured that supporting functions including, but not limited to, grant writing, research and gift processing, marketing, public relations, and donor programs are executed effectively.

In addition, ensured AIDB's Mission and Purpose is reinforced through cultivation, solicitation, and philanthropic support, from not only the immediate and statewide community, but also building an advancement program that places AIDB on a national stage.

Served as the President's Senior Administrative Staff as an advisor on all advancement related programs.

REQUIREMENTS FOR THIS POSITION INCLUDED:

- Excellent interpersonal skills to establish and maintain stellar working relationships with direct reports, colleagues, and external stakeholders.
- Proven ability to steward multiple funding relationships, secure grant funding, ongoing grant management and working with budgets.

- Exceptional writing and communication skills with experience in developing and presenting reports to a variety of audiences to include building a social media presence.
- Demonstrated ability to develop and execute multiple complex projects and prioritize competing deadlines.
- Proven ability to work with a high level of independence, prioritize assignments and departmental needs to meet deadlines.
- Ability to communicate and engage with both an effective individual interpersonal communication style and for effective small and large group presentation.
- Ability to work effectively and respectfully with a variety of constituencies representing diverse cultural, racial, ethnic, educational, and socioeconomic backgrounds.
- May be required to obtain a valid driver license and provide current auto insurance policy.
- A sign language proficiency level of SURVIVAL according to the AIDB evaluation system must be obtained within the first thirty (30) months of employment.

Notable Contributions

- Raised funds to support the deaf, blind and deaf/blind students and Adults for AIDB various programs.
- Searched out grants specifically for the deaf and blind to submit for possible funds in support of programs for the students of AIDB.
- Secured $2.2 Million in support in less than 7 months

Vice President of Institutional Advancement
Talladega College
627 W. Battle Street
Talladega, AL 35160
$125,000 Annually

55-60 hrs. per week
04/2018 to 10/30/20
Supervisor: Dr. Billy Hawkins, Pres.
Tel. 256-761-6200
Email: bhawkins@talladega.edu

Served as key member of Senior Administration Leadership team, reporting to president with accountability for providing leadership and direction through planning, organization, coordination, and implementation of college's Development Programs. Provide strategic leadership in areas of fundraising, resource development, estate planning, annual giving, alumni relations, and corporate and foundations relations programs. Manage and complete Capital Campaign, Annual Fund Drive, and Annual President's Report. Lead advancement team in carrying out goals and funding priorities as determined by college's mission and vision outlined in strategic plan. Assist faculty and staff in identifying and securing government funding sources such as NSF, DOE, HHS, and others.

Align and prioritize college's strategic plan with grant opportunities. Oversee grant proposal writing projects; work with faculty to capture meaningful data (including outcomes). Establish industry partners. Lead all stages of grant acquisition and administration. Provide grant proposal and budget resources for development, including workshops, handbooks, handouts, and information on external grant-writing workshops. Review and edit proposals. Oversee institution's external government funded programs and manage Title III programs.

Supervise, mentor, and evaluate direct reports that include director of development, alumni affairs director, public relations director, administrative assistant, grant writer, interns, and work study students. Manage lobbyist (federal, state, and local partnerships / funding).

Notable Contributions

- Raised more than $4 million to date during the current 2019 / 2020 fiscal year.
- Credited with increasing alumni engagement and giving 12% in fiscal year 2018 / 2019. Raised $2.37 million, representing 21.2% increase over 2017 / 2018 fiscal year.
- Developed plan that successfully funneled an average of $118,000 annually back into endowment.
- Led $4.1 million William R. Harvey Museum of Art Campaign, achieving 85% of goal to date.
- Launched a new naming rights campaign to off-set $26 million USDA loan that funded building of new residence hall and student center / arena.
- Coordinate all institution-wide communications involving COVID-19 response and preparedness. Serve on committee that secured over $7.1 million in relief funding.
- Led development and negotiation of partnership with Coca-Cola, securing $363,000 deal that included scholarship, products, sponsorships, scholarships, and arena digital scoreboards.
- Secured 5% increase in appropriations by forging and maintaining open communication relationships with congressman and state representatives to develop policy.
- Partnered with Public Relations to develop social media growth strategy that produced follower increases of 400% for Instagram, 73% for Facebook, and 133% for Twitter. Aligned with Public Relations to release over 120 stories and articles through various media and news outlets during 2018 / 2019 fiscal year.
- Oversaw release of department's first magazine in over 20 years.
- Directed Opportunity Zones project, projected to infuse $31 million into community development project involving land donated to institution.
- Negotiated school logo branding agreements with Walmart (glass entrance), a local banking institution (branch walls), and the Quintard Mall (entire mall section for institution advertisements).
- Assist in establishing process and direction of philanthropy for college's diversifying revenue efforts through revenue gained from programs that include school license plates and campus vending machines, credited with generating $50,000 annually.
- Oversaw documentation submission efforts that led to securing $550,000 grant from National Parks Service to revitalize oldest building on campus.
- Negotiated in-kind residents from Alabama Institute for the Deaf and Blind, saving institution over $350,000.
- Lead team that secured Center of Excellence for Department of Defense in cyber security. Secured minimum of $1 million in annual funding.
- Secured grants that include $550,000 from NPS and $350,000 Campus Consortium Technology grant.
- Provided leadership that led to institution being named School of the Month by Tom Joyner Foundation for first time in 8 years (March 2019).
- Received Major gift from Bill O'Reilly to launch Bill O'Reilly Scholars.
- Initiated contract negotiations with Nike to include all institution athletics.
- Won $150,000 grant for use in funding educational trip to Tokyo, Japan for 23 students and 5 chaperones.
- Lead Institutional Advancement Team (senior director of development, alumni affairs director, public relations director, director of special events, protocol and logistics, and administrative assistant).

National Director of Alumni Engagement & External Affairs – USA, Mexico, and Canada
INROADS, Inc.
260 Peachtree St., #400
Atlanta, GA 30303
$99,600 Annually
fharper@inroads.org

55-65 hrs. per week
11/2015 to 03/2018
Supervisor: Forest Harper
President & CEO
Tel: 917-238-0187
Email: mailto:fharper@inroads.org

Managed alumni development associate and alumni coordinator accountable for performance of database manager and up to 10 market managers, while serving as key member of leadership team those crafts strategic direction for organization's Alumni Engagement & External Affairs department. Managed 28 alumni chapters nationally and collaborated with INROADS Alumni Association (IAA) to develop and implement strategies to strengthen relationships with 28,000+ alumni network. Served as key member of the leadership team. Actively participated in crafting of strategic direction for alumni engagement and external affairs. Oversaw external affairs and cultivated relationships with alumni who represented corporate and foundation sponsors, as well as other organizations aligned with INROADS mission and vision.

Worked with leadership to plan and implement alumni programs, support alumni chapter development and design and implement new alumni services. Engaged INROADS alumni nationwide through volunteerism, stewardship, and service. Developed strategies to support national, regional, local and corporate alumni association chapters. Established new chapters. Conducted prospect research on corporations, foundations, and individuals to build prospective partnerships. Cultivated and transitioned intern employees to active alumni status.

Developed and maintained budgets for alumni cultivation initiatives. Implemented alumni relations communication plans and coordinated extraordinary events targeting alumni community; coordinated with regional directors and IAA to ensure execution across all 10 INROADS regions. Led coordination and execution of all high net worth fundraising events. Developed and executed annual development plans and strategies to support organization's fundraising campaign through alumni's philanthropic strategy. Created, generated, and reviewed internal reports that tracked and measured career progress and alumni achievements.

Developed proposals and grants to corporations and foundations aligned with the organization's mission and vision. Oversaw development / dissemination of 5-6 print and digital alumni magazines and managed database. Developed website and revised information. Provided direction and management of INROADS National Event; collaborated with committees, identified / negotiated with contract vendors, and coordinated with Marketing and Communications Department. Published Harris Connect alumni directory. Prepared prospect research for CEO meetings with Fortune 100 and Fortune 500 CEOs and CDOs.

Notable Contributions

- Credited with increasing revenue 222% by improving execution of annual giving, major gifts solicitation, and planned giving campaigns.
- Hosted Sale diversity recruitment events targeting Fortune 100 and Fortune 500 companies. Exceeded alumni cultivation events sales quotas by 50%, with packages ranging from $25,000 to $300,000.
- Built partnership with Talladega College, Oakwood University, and Tougaloo College through United Negro College Career Pathway grant through The Lilly Foundation.
- Led research project that successfully identified and reached all alumni with net worth of over $1 million.
- Developed and actively maintained a comprehensive alumni outreach campaign and alumni database tracking system.

- Prepared alumni benchmark-driven reports on alumni activities and fundraising events for dissemination at board meeting and in annual reports.
- Partnered with Changing our World to conduct research on alumni, which identified numerous high net worth alumni worldwide.
- Published mandatory philanthropy curriculum for interns around the country enrolled in INROADS, Inc.
- Added 28 new partnerships in 2 years.
- Co-Chaired national events (Learning Summits, Benefit Gala, Golf Tournament), with events operating events at surplus for first time in over 5 years.

Director of Institutional Advancement
Georgia Piedmont Technical College
495 N. Indian Creek Dr.
Clarkston, GA 30021

55-65 hrs. per week
11/2013 to 11/2015
Supervisor: Judy Taylor, VP of Institutional Advancement / Exec. Director of GPTC Foundation
Tel: 706-346-4458
Email: jl_taylor@bellsouth.net

Coordinated development of GPTC Foundation budget, as well as annual fund, major gifts, and planned giving campaigns. Created and maintained high-performance environment characterized by positive leadership and team collaboration, with work planned and organized work to meet institution's mission, vision, and goals. Supervised Institutional Advancement employees. Cultivated federal, corporate, and private foundations to secure major gifts and endowments. Developed and maintained working relationships with Board of Trustees and external partners to promote GPTC and coordinated activities with Board of Trustees. Secured partnerships and scholarships faith organizations,

Developed, implemented, and maintained comprehensive internal and external resource development plan. Tracked current trends.

Notable Contributions

- Orchestrated re-launch of GPTC Alumni Association, as well as relaunch of GPTA Annual Giving Program after successful completion of alumni research project.
- Increased all foundation grants by a total of 39%. Revamped entire foundation budget, cutting costs by 29% and increasing revenue by 48%.
- Collaborated with Shaquille O'Neal to put on community event partnering with entities such as Sunkist, Great Clips, Feed the Children, Local Fire Rescue, and numerous others, securing in-kind gifts totaling $180,000.
- Received largest-ever broadcast engineering gift, used to launch new program.
- Received largest individual gift to start scholarship endowment ($25,000).
- Integrated use of Raisers Edge fundraising database into daily operations.
- Lead institution's Scholarship Committee.

Director of Alumni Affairs and Planned Giving
Shaw University
118 E. South St.
Raleigh, NC 27601
$50,000 Annually

60 hrs. per week
12/2011 to 11/2013
Supervisor: Dr. Dorothy C. Yancy, President
Tel: 704-575-8045
Email: dcyancy@bellsouth.net

Accountable for gifts of estates, trusts, and various other and financial venues that reflected financial planning and deferred giving opportunities. Served as fundraising liaison to several university areas and prepared written materials. Trained and supported other staff members working with donors on deferred and planned gifts such as trusts, charitable annuities, life insurance, wills, and bequests. Assisted Admissions Office in supporting alumni recruitment of students during regional meetings across the US. Prepared annual reports for alumni relations and monitored application of funds budgeted. Served as liaison between alumni (28 alumni chapters) and university community.

Ensured integration of gift planning into all facets of fundraising. Identified and cultivated planned gift prospects. Set solicitation strategies and trained alumni, staff, and volunteers. Collaborated with president and executive committee of National Alumni Association on event planning. Collaborated with vice president, director of development / public relations and development writer in designing and implementing multi-year planning cycle for maximizing the annual relations value and fundraising impact of reunion and annual programming. Established short and long-range goals regarding planned giving objectives.

Coordinated, supported, and monitored alumni office collaboration with institutional advancement staff in execution of reunion and annual giving programs. Conducted site visits to select alumni and alumni chapters nationally for cultivation purposes.

Notable Contributions

- Co-chaired Quality Enhancement Plan (Q.E.P.) Marketing Committee.
- Increased alumni giving percentage from 4% to 32%, representing highest in institution's history.
- Orchestrated eight planned gifts ranging from $10,000 to $25,000.
- Served as Interim Title III activities director. Managed budget, outcomes, data, and governmental reporting.
- Served as event planning chair and collaborated with Institutional Advancement staff and National Alumni Association for all university events such as homecoming and reunion activities.
- Launched alumni recruitment model nationwide, credited with slashing admissions recruiting budget by recommended 35%, with 10-year re-accreditation.
- Organized, planned, and executed bi-annual university phon-a-thon.
- Relaunched institution's dormant alumni directory.
- Served in roles that included senior class advisor, pre-alumni council advisor, and Collegiate 100 Black Men of America advisor (first chartered line).
- Assisted editor with relaunch, publication, and dissemination of university's alumni publication (The Shaw Gazette). Received Special Merit Award from Council for Advancement and Support of Education (CASE) for efforts.
- Oversaw activities for annual Shaw Days, a day each year where houses of worship across the country donate to the university.
- Launched e-newsletter, with cross-platform linking to all social media channels.

Director of Alumni Affairs/Development
Talladega College
627 W. Battle Street
Talladega, AL 35160
Annually

55-60 hrs. per week
11/2009 to 10/30/2010
Supervisor: Barbara Dunn-Harrington
Interim Vice President of Institutional Advancement – Tel: 334-728-2795
Email: dunn426@gmail.com
$38,000

Provided leadership and strategic direction for alumni relations to develop and implement programs and initiatives that engage Talladega College alumni and constituents. Facilitated comprehensive program of alumni / development activities that supported college's initiatives among nationwide networks. Managed staff of professionals and served as university citizen, providing strategic planning and effectively managing / recruiting volunteers.

Scheduled and attended evening and weekend events, including college fairs, high school visits, networking events, and potential donor functions. Created on engagement opportunities such as campus and regional events and programming, alumni education opportunities, alumni travel programs, career services, reunions, class programs, alumni / parent / student outreach, and collaboration with other critical campus partners. Maintained / updated database material and communicated with alumni via web-based applications. Oversaw recruiting and training; served as liaison with alumni volunteers.

Notable Contributions

- Increased alumni giving from 2% to 13% during first year in role.
- Conducted two annual reunion weekends fundraising events, collecting over $200,000.
- Coordinated highly successful Founder's Day and Commencement Weekend events.
- Ideated and launched personalized brick project, successful in raising over $50,000.
- Led effort to enroll student recognized as one of Lost Boys of Sudan, a name given to a group of over 20,000 boys of the Nuer and Dinka ethnic groups displaced or orphaned during the Second Sudanese Civil War. Secured enrollment with all expenses paid.
- Led tornado relief effort that raised $8,000 in funds and in-kind gifts from Walgreens.
- Led Foster Hall renovation project, which included providing room naming opportunities for alumni in lieu of donations.
- Created Institution's first online bookstore.
- Developed and designed Talladega College 2010 Alumni Directory.
- Formed Alumni Mentoring Program.
- Launched e-newsletter, with cross-platform linking to institution's social media channels.

Assistant Coordinator of Basketball Operations
Talladega College
627 W. Battle Street
Talladega, AL 35160
$25,000 Annually

50 hrs. per week
02/2008 to 11/2009
Supervisor: Dr. Floretta James-Dortch, Director of Admissions and the Registrar
Tel: 256-622-2009
Email: fdortch@gmail.com

Assisted head coach with performance analysis and player instruction on game strategies and techniques in preparation for athletic competition. Instructed in areas of deficiency and determined strategies against opposing teams. Observed players and noted areas for team and individual improvement. Assisted with player conditioning.

Notable Contributions

- Contributed to team winning back-to-back men's USCAA National Basketball championship (2008-2009 and 2009-2010).

Assistant Counselor / Recruiter **50 hrs. per week**
Talladega College **02/2008 to 11/2009**
627 W. Battle Street **Supervisor: Dr. Floretta James-Dortch,**
627 W. Battle Street **Director of Admissions and the Registrar**
Talladega, AL 35160 **Tel: 256-622-2009**
$25,000 Annually **Email: fdortch@gmail.com**

Assisted in development and implementation of recruitment plan to coordinate institution's student recruitment strategies. Collaborated with Marketing and Public Relations Department to plan recruitment events and develop recruitment publications. Coordinated and attended college and career programs, scholarship awards programs, and graduation programs. Served as primary point of contact for current and prospective students. Created and maintained student database system. Entered student enrollment documents and established correspondence with prospective students. Served as liaison for students with Offices of Financial Aid, Registrar, and Admissions. Organized and conducted campus tours. Represented college at career fairs and student-centered events. Produced marketing materials. Recruited basketball student athletes and ensured eligibility. Secured volunteers nationwide to attend and assist with fairs.

Notable Contributions

- Instrumental in school reaching its largest enrollment in a decade, driving 106% enrollment increase.
- Conducted hundreds of college tours during tenure.
- Created and maintained a new student database.
- Launched first electronic newsletter. Linked newsletter with all social media channels.
- Facilitated production and printing of brochures as in-kind contribution.

EDUCATION

Pursuing Ph.D. in Educational Management
Hampton University – Hampton, VA | Candidate

- GPA: 3.8

Certification, Philanthropy and Fundraising
NYU George H. Heyman, Jr. Center for Philanthropy and Fundraising – New York, NY | May 2013

- GPA: 3.8

Master of Science in Public Administration (minor in Criminal Justice)
Jacksonville State University – Jacksonville, AL | August 2009

Bachelor of Arts in Public Administration (minor in Criminal Justice)
Talladega College – Talladega, AL | August 2006

High School Diploma
Coral Springs Charter High School – Coral Springs, FL | June 2002

ADDITIONAL TRAINING

- Courses: The Art of the Ask, Online and Mobile Fundraising, Planned Giving, Annual Appeal, Analyzing and Understanding Non-Profits, Financial Statements, Ethics and Laws of Non-profits
- Certificate of Participation, 14th Annual Hampton University Executive Leadership Summit-On the Road to The Presidency: Pursuing the Dream
- Certified Mentor,100 Black Men of America, Inc.
- The Association of Fundraising Professionals Diversity Fellows/Mentoring Program
- H.E.L.F. Higher Education Leadership Foundation Fellow-Cohort 9
- ICMA Professional Development Academy
- ICMA Leading on Purpose
- Alabama City County Management Association
- National League of Cities
- International City/County Management Association
- Georgia Municipal Association
- Georgia City County Management Association

PROFESSIONAL ORGANIZATIONS

- Member, Council for Advancement and Support of Education - CASE
- Member, Council for Resource Development
- Member, Omega Psi Phi Fraternity, Inc.
- Member, Association of Fundraising Professionals - AFP
- Outstanding Young Alumni Award Recipient, United Negro College Fund National Alumni Council
- The Association of Fundraising Professionals Diversity Fellows/Mentoring Program
- International City/County Management Association - ICMA
- Alabama City/County Management Association (Board Member) ACCMA
- National Forum for Black Public Administrators (NFBPA)

SPEAKING ENGAGEMENTS

- Keynote Speaker, Black History Month Program
- Keynote Speaker, CONFAB – Shaw University National Alumni Association
- Keynote Speaker, Graduation Weekend Gala, Talladega College
- Diversity and Inclusion panelist, INROADS, Inc.

VOLUNTEER ORGANIZATIONS

- PBS Atlanta
- United Negro College Fund
- INROADS, Inc.
- Sickle Cell Leadership Team
- Human Rights Campaign
- Omega Psi Phi Fraternity, Inc.
- Talladega College National Alumni Association

Full Application

changes recorded Sat Dec 14 2024 at 22:25:08 GMT-0600 (Central Standard Time)
by SEDDRICK HILL (thaddeus1033@gmail.com)

APPLICANT INFORMATION

First Name
SEDDRICK

Middle Initial
T

Last Name
HILL

Address
114 Cottage Lane

City
Sterrett

State
ALABAMA

Zip Code
35147

Phone Number
9542547526

Email Address
thaddeus1033@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
BLACK

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
Yes

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
No

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
ALABAMA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
10855332

EXPIRATION DATE
7/24/2028

List any restrictions and/or endorsements that you have.
n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
NOT A VETERAN

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
n/a

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Hampton University

College City
Hampton

College State
Virginia

Select your degree level.
PHD

What did you major in?
Education Management

Did you graduate?
No

Please include any relevant details.
Still on Chapter 3 of dissertation

COLLEGE INSTITUTION 2

College Name
New York University

College City
New York

College State
New York

Select your degree level.
n/a

What did you major in?
Philanthropy and Fundraising

Did you graduate?
Yes

Please include any relevant details.
Certification in Philanthropy and Fundraising

COLLEGE INSTITUTION 3

College Name
Jacksonville State University

College City
Jacksonville

College State
Alabama

Select your degree level.
MASTERS DEGREE

What did you major in?
Public Administration

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 4

College Name
Talladega College

College City
Talladega

College State
Alabama

Select your degree level.
BACHELORS DEGREE

What did you major in?
Public Administration

Did you graduate?
Yes

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
Coral Springs Charter School

High School City
Coral Springs

High School State
Florida

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
2/19/2024

End Date
5/16/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
City of Jonesboro

Employer City

Employer State

Employer Phone Number

Position Title

Jonesboro

GEORGIA

7704783800

City Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$145,000

Number of Employees Supervised
70

Position Duties
The City Manager is responsible for coordinating, administering and supervising all decisions, regulations and policies of Mayor & Council. In addition, the City Manager develops operational objectives, policies and programs necessary for sound conduct of administrative operations. The City Manager authenticates by signature and serves as the custodian of Minutes, Resolutions, Ordinances and other official documents. The City Manger also handles all requests under the Georgia open Records Act. The City Manager serves as Superintendent of Elections for all City elections. The Office of City Manager also serves as the Personnel Administration office to include the responsibilities of employee recruitment, workers compensation & employee benefits administration. The City Manger oversees the preparation of business licenses, alcohol licenses, and oversees activities of accounts receivables, accounts payable, payroll and other tasks. In addition, the City manager serves as the Executive Director of the Jonesboro Downtown Development Authority.

Reason for Leaving
Resignation

Supervisor Name
City Council

Contact Email
dsartor@jonesboroga.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
This was my last place of employment before going back to my consulting business.

EMPLOYMENT INFORMATION 2

Start Date
5/1/2021

End Date
1/8/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
City of Talladega

Employer City
Talladega

Employer State
ALABAMA

Employer Phone Number
2563628775

Position Title
City Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$130,000

Number of Employees Supervised
300

Position Duties
The City Council appoints the City Manager. The City Manager is the Chief Executive Officer and head of the administrative branch of the City Government. The City Manager shall be responsible to the Council for the proper administration of all affairs of the City. The City Manager shall have the power and shall be required to: • Enforce all

Reason for Leaving
Termination

be required to. "Enforce all laws and ordinances. • Appoint and remove all officers and employees of the city, except as otherwise provided by law and except as the City Manager may authorize department heads to appoint and remove subordinates in their respective departments. • Exercise administrative supervision and control over all officers, employees, offices, departments, boards, and agencies except those otherwise provided for by law. • Prepare and submit the budget proposal and to administer it after its adoption. To date, the City Manager has reviewed all departments and is working to put together a Master Plan for the City of Talladega to submit to the Council. All Department Head Directors asked to submit suggestions to the City Manager to enhance their specific area of responsibility, i.e., money saving plans, employee programs, and any other suggestions that would help to better the City of Talladega for its citizens.

Supervisor Name
City Council

Contact Email
hr@talladega.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 3

Start Date
11/1/2020

End Date
4/30/2021

Status - Full Time or Part Time
FULL TIME

Employer Name
Alabama Institute for the Deaf and Blind

Employer City
Talladega

Employer State
ALABAMA

Employer Phone Number
2567613200

Position Title
Executive Director

Final Salary (Whole Numbers Only - No Decimals/Commas)
$119,000

Number of Employees Supervised
7

Position Duties
The Executive Director for the Institutional Advancement and Community Relations is responsible for developing, leading, and directing the overall development strategy and community engagement in support and advancement of the Alabama Institute for Deaf and Blind's (AIDB) Mission and fundraising strategic plan. Also, responsible for overseeing the annual, major and planned gift cultivation and solicitation, corporate and foundation support, comprehensive and capital campaigns, state and federal governmental support, as well as served as the principal

Reason for Leaving
Resignation

liaison between community and industry leaders associated with all Institute interests. Ensured that supporting functions including, but not limited to, grant writing, research and gift processing, marketing, public relations, and donor programs are executed effectively. In addition, ensured AIDB's Mission and Purpose is reinforced through cultivation, solicitation, and philanthropic support, from not only the immediate and statewide community, but also building an advancement program that places AIDB on a national stage. Served as the President's Senior Administrative Staff as an advisor on all advancement related programs.

Supervisor Name
Dr. John Mascia

Contact Email
mascia.john@aidb.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 4

Start Date
4/1/2018

End Date
10/30/2020

Status - Full Time or Part Time
FULL TIME

Employer Name
Talladega College

Employer City
Talladega

Employer State
ALABAMA

Employer Phone Number
2567616200

Position Title
Vice President

Final Salary (Whole Numbers Only - No Decimals/Commas)
$0

Number of Employees Supervised
10

Position Duties
Served as key member of Senior Administration Leadership team, reporting to president with accountability for providing leadership and direction through planning, organization, coordination, and implementation of college's Development Programs. Provide strategic leadership in areas of fundraising, resource development, estate planning, annual giving, alumni relations, and corporate and foundations relations programs. Manage and complete Capital Campaign, Annual Fund Drive, and Annual President's Report. Lead advancement team in carrying out goals and funding priorities as determined by college's mission and vision outlined in strategic plan. Assist faculty and staff in identifying and securing government funding sources such as NSF, DOE, HHS, and others. Align and prioritize college's strategic plan with grant opportunities. Oversee

Reason for Leaving
Resignation

grant proposal writing projects; work with faculty to capture meaningful data (including outcomes). Establish industry partners. Lead all stages of grant acquisition and administration. Provide grant proposal and budget resources for development, including workshops, handbooks, handouts, and information on external grant-writing workshops. Review and edit proposals. Oversee institution's external government funded programs and manage Title III programs. Supervise, mentor, and evaluate direct reports that include director of development, alumni affairs director, public relations director, administrative assistant, grant writer, interns, and work study students. Manage lobbyist (federal, state, and local partnerships / funding).

Supervisor Name
Dr. Billy C. Hawkins

Contact Email
bhawkins@talladega.edu

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 5

Start Date
11/1/2015

End Date
3/1/2018

Status - Full Time or Part Time
FULL TIME

Employer Name
INROADS, INC.

Employer City
Atlanta

Employer State
GEORGIA

Employer Phone Number
9172380187

Position Title
National Director

Final Salary (Whole Numbers Only - No Decimals/Commas)
$0

Number of Employees Supervised
0

Position Duties
Managed alumni development associate and alumni coordinator accountable for performance of database manager and up to 10 market managers, while serving as key member of leadership team those crafts strategic direction for organization's Alumni Engagement & External Affairs department. Managed 28 alumni chapters nationally and collaborated with INROADS Alumni Association (IAA) to develop and implement strategies to strengthen relationships with 28,000+ alumni network. Served as key member of the leadership team. Actively participated in crafting of strategic direction for alumni engagement and external affairs. Oversaw external affairs and cultivated relationships with alumni who

Reason for Leaving
Resignation

represented corporate and foundation sponsors, as well as other organizations aligned with INROADS mission and vision. Worked with leadership to plan and implement alumni programs, support alumni chapter development and design and implement new alumni services. Engaged INROADS alumni nationwide through volunteerism, stewardship, and service. Developed strategies to support national, regional, local and corporate alumni association chapters. Established new chapters. Conducted prospect research on corporations, foundations, and individuals to build prospective partnerships. Cultivated and transitioned intern employees to active alumni status. Developed and maintained budgets for alumni cultivation initiatives. Implemented alumni relations communication plans and coordinated extraordinary events targeting alumni community; coordinated with regional directors and IAA to ensure execution across all 10 INROADS regions. Led coordination and execution of all high net worth fundraising events. Developed and executed annual development plans and strategies to support organization's fundraising campaign through alumni's philanthropic strategy. Created, generated, and reviewed internal reports that tracked and measured career progress and alumni achievements. Developed proposals and grants to corporations and foundations aligned with the organization's mission and vision. Oversaw development / dissemination of 5-6 print and digital alumni magazines and managed database. Developed website and revised information. Provided direction and management of INROADS National Event; collaborated with committees, identified / negotiated with contract vendors, and coordinated with Marketing and Communications Department. Published Harris Connect alumni directory. Prepared prospect research for CEO meetings with Fortune 100 and Fortune 500 CEOs and CDOs.

Supervisor Name
Forest Harper

Contact Email
fharper@inroads.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name
Mayor Tim Ragland

Occupation
Government

Phone Number
2563753435

Email Address
tragland@talladega.com

PROFESSIONAL REFERENCE 2

Reference Name
Joe Power

Occupation
Retired VP of Bank

Phone Number
2565211766

Email Address
joepower4ward3@msn.com

PERSONAL REFERENCE

Reference Name
Andre Lee

Occupation
Executive Director/CEO

Phone Number
6159434470

Email Address
andre.lee@mycareerlife.org

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
No

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

COVER LETTER

FILE ATTACHMENT (PDF or JPEG)
CoverLetter.docx

RESUME

FILE ATTACHMENT (PDF or JPEG)
STHILL Resume (1).pdf

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

Do you currently reside in or are you willing to move into City Limits?

Yes

Do you have a bachelor's degree of higher?

Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

Yes

PROFESSIONAL EXPERIENCE

Comprehensive Professional Experience

1. Employment History

a.) 02/19/2024 to 05/16/2024
b.) City Manager - City of Jonesboro
c.) Reported to: Mayor/City Council
d.) Salary: $145,000
e.) Community Population: 5,000
f.) Total Employees in Organization: 70+
g.) Number of Employees Supervised: 8+
h.) Total Budget Oversight: $6 million

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a.) 05/01/2021 to 01/08/2024
b.) City Manager - Talladega
c.) Reported to: City Council
d.) Salary: $130,000
e.) Community Population: 16,000
f.) Total Employees in Organization: 300
g.) Number of Employees Supervised: 15+
h.) Total Budget Oversight: $17 million

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a.) 11/01/2020 to 04/30/2021
b.) Executive Director of Institutional Advancement, Community Relations and Foundation – Alabama Institute for the Deaf and Blind
c.) Reported to: President/CEO
d.) Salary: $116,000
e.) Population Served: 5,143,030 (Alabama Population)
f.) Total Employees in Organization: 1,500+
g.) Number of Employees Supervised: 7+
h.) Total Budget Oversight: $129.7 million

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a.) 04/2018 to 10/30/2020
b.) Vice President of Institutional Advancement – Talladega College
c.) Reported to: President/CEO
d.) Salary: $125,000
e.) Community Population: 16,000
f.) Total Employees in Organization: 200+
g.) Number of Employees Supervised: 10+
h.) Total Budget Oversight: $25 million

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a.) 11/2015 to 03/2018
b.) National Director, Alumni Engagement & External Affairs – USA, Mexico, and Canada – INROADS, Inc.
c.) Reported to: President/CEO
d.) Salary: $99,600
e.) Population Served: 326.68 million (USA), 126.19 million (Mexico), 37.05 million (Canada)
f.) Total Employees in Organization: 75+
g.) Number of Employees Supervised: 5+
h.) Total Budget Oversight: $22 million

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a.) 11/2013 to 11/2015
b.) Director of Institutional Advancement – Georgia Piedmont Technical College
c.) Reported to: Vice President of Institutional Advancement/Executive Director of Foundation
d.) Salary: $60,000
e.) Population Served: 759,297 (Dekalb County, GA), 111,744 (Newton County, GA)
f.) Total Employees in Organization: 542
g.) Number of Employees Supervised: 4+
h.) Total Budget Oversight: $30+ million

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a.) 12/2011 to 11/2013
b.) Director of Alumni Affairs and Planned Giving – Shaw University
c.) Reported to: Vice President of Institutional Advancement w/ a dotted line to the President for Planned Giving
d.) Salary: $50,000
e.) Population Served: 9,752,073 (North Carolina Population)
f.) Total Employees in Organization: 308
g.) Number of Employees Supervised: 4+
h.) Total Budget Oversight: $42+ million

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

"I’m excited about this opportunity because it allows me to give back to my home state and community. I was born and raised in Ft. Lauderdale, FL, and as a first-generation graduate, I’ve always valued the importance of hard work and perseverance. I have vivid memories of driving through Ft. Pierce on the way to visit my grandfather in Orlando. Despite having only a third-grade education, he led the team responsible for underground wiring and cables at EPCOT, which always inspired me and shaped my understanding of what can be accomplished with vision and dedication.

When I researched this position, what stood out to me was the chance to help lead Ft. Pierce into its next phase of growth. The balance of a small-town atmosphere with easy access to larger metropolitan areas is something I deeply value. I’ve seen how the city has transformed, and I’m excited by the potential to contribute to its continued development.

While my career has taken me across the country, raising significant funding and working with diverse communities, I believe it’s time to return home. I want to invest my professional experience, volunteer time, and network in helping Ft. Pierce thrive. I also want my children to experience the state that shaped me, with the hope of one day retiring here myself.

What I bring to the table is a deep passion for philanthropy, a strong servant leadership approach, and a commitment to doing what’s right. I believe in empowering people, whether that’s the citizens of Ft. Pierce or the city staff, and finding innovative solutions to support the community's growth. I’m particularly excited about the opportunity to raise funds in creative ways, reducing reliance on taxpayer dollars, and contributing to a sustainable future for the city."

3.) How would you describe your management style?

"My management style is rooted in servant leadership. I believe in empowering Department Heads to lead their teams while holding them accountable for their performance. I trust their expertise but also offer guidance and support when necessary.

I maintain an open-door policy, though I encourage staff to go through their Department Heads first. However, I want everyone to feel comfortable approaching me if they have concerns or suggestions. It's important that my team feels heard and supported, and I want City Hall to be a place where open dialogue is encouraged.

Recognizing and appreciating my staff is a priority. I make it a point to send birthday, get-well, and work anniversary cards to everyone. Acknowledging milestones and achievements builds morale and fosters a positive, connected culture.

I also believe in clear, direct communication. I host all-staff meetings at least twice a year so that staff can hear from me and the Council directly, rather than just through formal council meetings or the media. I want to ensure everyone feels informed and engaged.

While I generally empower my team, I'm not afraid to take a more hands-on approach in critical areas. For example, in a previous role, I worked closely with the Public Works department to address significant community appearance issues, such as overgrown grass and abandoned vehicles. Additionally, when the city was facing a shortage of police officers and lacked a Chief of Police, I remained very involved to ensure the department functioned smoothly during that transition.

Another instance where I took a more micro-management approach was with the Finance Department. When I came into a city that was three years behind on audits, bank reconciliations, and had no reserve funds, I needed to take a more direct role in stabilizing the financial operations. I worked closely with the team to catch up on outstanding audits, get bank reconciliations back on track, and begin building a reserve for the city's future financial health.

Finally, I believe in leading by example. I make it a point to regularly visit city departments and drive through neighborhoods to stay connected with the community and the staff. This helps me stay informed and ensures I'm not just relying on reports. I want to support my team, understand their challenges firsthand, and help drive continuous improvement as we work together to build a stronger Ft. Pierce."

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

"My approach to managing personnel issues, including hiring, discipline, ethical violations, labor relations, and performance evaluations, is guided by fairness, transparency, consistency and inclusiveness. Here's how I handle each of these areas:

1. Hiring: I believe in hiring the right person for the job, which involves a thorough and transparent recruitment process. I focus on selecting candidates who align with the organization's values, vision, and culture. I involve department heads in the interview process to ensure we're selecting candidates who not only have the right skills but also fit within the team dynamic. Once hired, I make sure new employees have the support and resources they need to succeed from the start. Trust is Key when hiring department heads, and allowing department heads to choose their team is also key, as long as performance is remaining up to par.

2. Discipline: When it comes to discipline, I take a proactive and fair approach. I believe in addressing issues early and clearly communicating expectations to avoid misunderstandings. If discipline is required, I ensure it is based on objective facts and follows established policies. I prioritize consistency to avoid perceptions of favoritism and always aim to correct behavior while maintaining respect for the individual. We must make sure that discipline is not so

punitive but more constructive feedback, which can help staff identify areas for improvement to support their professional growth.

3. Ethical Violations: Ethical behavior is non-negotiable. If an ethical violation arises, I handle it swiftly and with full transparency. I ensure that any investigation is fair and unbiased, and I communicate the outcome to the appropriate parties. I also emphasize ongoing training and education for staff to prevent violations and ensure everyone understands the organization's ethical standards. Being one that has been accused of ethical violations and it all being dropped by the Ethical Board at the State Capital; I understand the value in fairness, unbiased behaviors and through investigations.

4. Labor Relations: I believe in fostering a positive relationship with labor unions and staff representatives. Open communication, mutual respect, and transparency are key in maintaining healthy labor relations. I work to address concerns early and collaboratively, seeking win-win solutions where possible. I recognize the value of workers' rights and always aim to negotiate in good faith, balancing the needs of the workforce with the goals of the organization. Lastly, we must make sure that Labor Boards are also fair, lack nepotism and again, work for win-win solutions.

5. Performance Evaluations: I view performance evaluations as an opportunity for growth, not just assessment. I focus on constructive feedback, setting clear expectations, and creating a development plan for employees. These evaluations should be a two-way conversation, where employees feel heard and can share their own perspectives. I believe in regular check-ins rather than waiting for the annual review to ensure that performance is on track and employees are supported in their development. One cannot just put numbers on a piece of paper without clear feedback and a plan going forward that both parties sign and agree to.

Overall, I approach personnel management with empathy, fairness, and transparency. My goal is to foster a workplace environment where everyone is treated with respect, has the resources to succeed, and understands that accountability is key to the success of the organization."

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

"Dealing with budget constraints requires a careful, strategic approach that balances fiscal responsibility with the needs of the community, as well as the wants of staff, council, and commissions. The first step is to prioritize spending and align the budget with the city's long-term goals. This involves evaluating each department's needs, identifying essential services, and pinpointing areas where we can streamline operations or eliminate inefficiencies. I strongly believe in involving department heads and key staff members in this process. They often have valuable insights into where we can make cost-effective improvements, and there should be no reason for a Department Head or any other key staff member to be left out of the budgeting conversation.

I would also dive deep into the city's existing revenue streams to identify areas where we might be underutilizing resources or not maximizing potential. This could involve reviewing existing fee structures to ensure they reflect actual costs, as well as considering adjustments to tax rates where appropriate to better align with the city's needs. The "we've always done it this way" mentality has often cost cities significantly in lost revenue opportunities, and we must be open to new ways of doing things.

In addition to controlling expenses, identifying new revenue sources is crucial. One avenue is grants and federal funding. Many government agencies offer funding for specific projects, from infrastructure improvements to community development, and I have experience identifying and applying for these opportunities. Another untapped resource is our citizens and businesses. Encouraging them to consider the city in their estate plans—whether through finances, land, or facilities—can provide long-term benefits that are often overlooked.

Another important strategy is public-private partnerships (PPPs). These can be a great way to fund large-scale projects without overburdening the city's budget. For example, we could partner with local businesses or developers on projects that enhance economic development, such as business incubators, workforce development, or tourism enhancements.

I also believe in leveraging the city's assets. This could involve evaluating how city-owned properties or facilities can generate revenue, whether through leasing, selling surplus property, or offering new revenue-generating services. Additionally, exploring tourism and event-based revenues can be particularly beneficial for a city like Ft. Pierce with its unique local attractions. Investing in marketing and public relations is key, but we must also ensure that we address any challenges, such as crime rates. Research indicates that Ft. Pierce's crime rates are higher than those of cities of similar size, as well as above the national and state averages. Addressing this issue head-on, as I've done in previous cities, can significantly increase a city's bottom line by boosting safety and attracting new residents and businesses.

Finally, community engagement is vital in the budgeting process. I believe that the citizens should have a voice, particularly through focus groups, to ensure transparency and help build trust. Their involvement can open doors to creative ideas for revenue generation that the community is willing to support.

Overall, my approach is to maximize existing resources, identify new revenue opportunities, and make tough but necessary decisions to ensure the city can continue providing high-quality services without overburdening taxpayers. For example, if there's a backhoe in the Water Department that could be transferred to Public Works, why not make that transfer? If there are in-kind gifts or equipment available, let's take full advantage of them. If additional training can reduce our insurance rates, why not pursue it? Innovation is important, but sometimes it's the wisdom of making the most of what we already have that makes the biggest impact."

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

Prioritizing competing demands for city resources requires a balanced, transparent, and data-driven approach. A mentor once illustrated the importance of objectivity by holding up a $20 bill and asking us to read the words above the White House. She would say, “In God We Trust, and the rest is data.” This principle underlines my belief in aligning all resource allocation decisions with the city’s strategic goals and long-term vision. Doing so ensures that limited resources are directed toward initiatives that maximize community well-being, promote economic development, and enhance sustainability—all while supporting competitive wages for staff.

The process begins with a clear understanding and evaluation of needs versus wants. Urgent priorities, such as public safety or infrastructure repairs, often require immediate attention, while other important demands can be deferred or adjusted to align with resource availability. Decision-making should focus on impact rather than just urgency. Engaging key stakeholders, including department heads, council members, and community leaders, ensures that choices are informed, collaborative, and reflective of the city's overall priorities. Additionally, encouraging staff to pursue grants and proposal writing can help offset many resource needs.

Conducting a cost-benefit analysis is a critical step in evaluating competing demands. For example, when comparing a public safety initiative with a beautification project, it is essential to assess the impact of each on the community’s quality of life, safety, and long-term value. Recognizing that blighted areas often invite more crime, solutions are rarely an "either/or" proposition. Often, phased or scalable approaches allow resources to be allocated effectively over time, or departments can collaborate to present joint solutions to the City Manager.

Maintaining open communication with the community is another cornerstone of my approach. Engaging residents and local businesses helps clarify their priorities and fosters a sense of inclusion in decision-making. This transparency builds trust and helps manage expectations when tough trade-offs are necessary. Collaboration and partnerships are equally important. Exploring opportunities like public-private partnerships or securing state and federal grants can alleviate budget pressures and achieve multiple goals. For example, partnerships with local businesses can promote

economic development, while grants can fund infrastructure projects more efficiently. Similarly, delegating certain responsibilities to external entities capable of faster execution can further stretch municipal resources.

Finally, I believe flexibility is key to effective resource management. Circumstances change, whether through new funding opportunities, shifts in workforce dynamics, or evolving community priorities. Being adaptable and willing to revisit decisions ensures resources are allocated where they are most needed. I have no hesitation in returning to decision-makers to request budget adjustments when circumstances demand it.

In summary, my approach to prioritizing competing demands emphasizes strategic alignment, data-driven evaluation, stakeholder engagement, and innovative collaboration. By ensuring every dollar spent delivers maximum value, this approach supports the long-term success of the city and its residents.

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

One Talladega: It's So Easy to Do What's Right!

In 2021, I was honored to be appointed as the first African-American City Manager for the City of Talladega. This historic appointment was met with both excitement and challenges, but it fueled my determination to unite the diverse community under a common vision: One Talladega. My goal was to foster collaboration and pride among all residents, while leveraging the city's unique assets to create a brighter future.

Talladega is home to a Historical Black College/University (HBCU) with a $17 million economic impact, the Alabama Institute for the Deaf and Blind (AIDB) with an even greater economic influence, and the iconic Talladega Superspeedway—the fastest NASCAR track in the world. Each of these institutions represents an essential piece of our city's identity, and I sought to create synergy among them while addressing the needs of our citizens.

Public Safety
I prioritized public safety by addressing systemic issues in the Police Department. Through budget restructuring, grants, and in-kind donations, I

increased officer pay from $15/hour to nearly $24/hour over three years. We procured new laptops, firearms, uniforms, vests, vehicles, and additional training. I also hired a new police chief, which helped resolve a 26-officer shortage and restore morale and efficiency within the department.

Minority Community Revitalization
In historically underserved neighborhoods, we cleaned up blighted areas, removed abandoned cars and used needles, addressed slumlord properties, and repaired unpaved roads. We added security cameras, conducted neighborhood focus groups, and collaborated with Crime Stoppers to address community concerns, ultimately reducing crime and improving quality of life.

Citizen Engagement and Quality of Life
To enhance community pride, we launched public-private partnerships like First Saturdays on the Square and free Christmas activities. We also paved roads, produced a city magazine, balanced the budget, and implemented an open-door policy to encourage public input. These efforts fostered a sense of pride among residents and contributed to a noticeable decline in crime.

Alabama Institute for the Deaf and Blind (AIDB)
I secured a $1.9 million grant and a $1.2 million grant for a walkable, accessible community with features like talking crosswalks and ADA-compliant sidewalks. These initiatives reinforced our commitment to inclusivity and accessibility for all residents. We also got a grant from T-Mobile for fully accessible playground.

Talladega College (HBCU)
We paved roads surrounding the campus, hired 25 students as interns (some of whom transitioned to full-time roles), and held the State of the City address on campus to strengthen ties between the college and the city.

Muscogee Nation Collaboration
In a historic first, we welcomed back the Muscogee Native American Tribe, raised their flag, and began working on meaningful partnerships after years of displacement due to the Trail of Tears.

Business Development and Economic Growth
To support local businesses, we created relief funds, launched Main Street Alabama, and promoted businesses through interviews and commercials.

These efforts, combined with a reduction in crime, revitalized the business community.

NASCAR and Cultural Initiatives
I relaunched the dormant NASCAR Walk of Fame, drawing race fans back into the city and boosting local spending. Additionally, we created a mural honoring our first African-American Police Chief alongside NASCAR legend Davey Allison, showcasing the city's rich history.

Parks and Recreation
To make recreational activities more inclusive, I diversified department staffing and reduced fees, increasing access for residents across all demographics.

Through intentionality and collaboration, we created a melting pot of unity that transformed Talladega into a community where residents came together to celebrate their shared identity. The success of "One Talladega: It's So Easy to Do What's Right!" stands as a testament to the power of vision, leadership, and community engagement.

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

During my tenure, I faced a significant crisis involving the Water Department. One winter, extremely cold temperatures caused widespread pipe leaks and breaks, leading to alarmingly low water levels. I was informed of the issue by the Department Head but was disappointed to learn that there was no plan in place to address the situation. Trusting initially that the Department Head would formulate a solution, I waited—but by morning, some residents were already without water.

Recognizing the urgency of the situation, I took immediate action. First, I informed all City Council members about the situation and the steps I intended to take to mitigate the crisis. I then took direct control of the response efforts. I coordinated with the Public Relations Director, city engineers, and the Mayor of a neighboring city to implement an emergency solution. We tapped into the neighboring city's water system to restore flow to our residents.

Simultaneously, I ordered two 18-wheelers of bottled water, setting up distribution points for residents to collect water. For those who were unable to come to the distribution points—such as the disabled, elderly, and members of the deaf and blind community—we organized home deliveries. To further support residents, we opened Parks and Recreation facilities to provide access to showers and coordinated with law enforcement to ensure safety at these sites.

Throughout the crisis, communication was key. I directed the Public Relations team to provide constant updates via social media, news outlets, the city's website, and local churches to keep residents informed and reassured. Despite hearing resistance with phrases like, "We've never done it this way before," I was determined to take swift, decisive action to ensure no resident went without water longer than necessary.

This situation taught me the importance of proactive leadership, clear communication, and adaptability in times of crisis. While it was a challenging experience, it reinforced my commitment to prioritizing the well-being of the community and taking decisive action when the circumstances demand it.

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

This question takes me back to question four in some aspects, so please charge it to my head and not my heart if some items are redundant. Ensuring transparency and accountability in city operations is critical to building trust with the community and maintaining the integrity of government processes. I prioritize this by taking a multifaceted approach that integrates clear communication, stakeholder involvement, and rigorous oversight, along with helping staff council/commissioners know that giving direct orders that a contrary to operations causes lack of order, trust, communication and transparency.

1. Open Communication and Public Access:
   Transparency begins with clear and consistent communication. I ensure that residents have access to city information through multiple channels, such as social media, the city website, newsletters, and public meetings. For example, I've implemented live-streamed

council meetings and town halls to ensure that residents can stay informed and participate, even if they cannot attend in person.

2. Stakeholder Engagement:
   Engaging stakeholders—residents, businesses, and community organizations—ensures that everyone has a voice in decision-making. I encourage public feedback through surveys, focus groups, and open forums, making it clear how their input influences decisions. This fosters a sense of shared responsibility and accountability.

3. Transparent Budgeting:
   I emphasize a transparent budgeting process by providing easily understandable summaries of the city's finances, including revenues, expenditures, and how funds are allocated to different initiatives. Public budget workshops and open access to financial reports ensure residents can see exactly how their tax dollars are being spent. Sometimes, council/commissioners don't understand the budget also, so I think it's extremely important to include a budget narrative and historical data where necessary.

4. Data-Driven Decision-Making:
   I rely on data and metrics to inform city operations and share this data with the public whenever possible. Whether it's crime statistics, infrastructure updates, or economic development benchmarks, making data accessible helps demonstrate the rationale behind decisions and the progress being made. However, I do know you can do all of this and still get public push back; therefore you continue to do what you know is best for the communities best interest. You can't be afraid to make a decision. If you have never failed, you have never tried anything new.

5. Performance Management Systems:
   I implement systems to track and evaluate the performance of city departments and initiatives. Regular reporting and public dashboards highlight progress, identify challenges, and ensure accountability for meeting established goals. Some call them Key Performance Indicators (KPIs) and others use SWOT Analysis.

6. Code of Ethics and Training:
   A strong code of ethics, supported by regular training for staff and officials, helps create a culture of accountability. I also make it clear that ethical behavior is non-negotiable and that any violations will be addressed promptly and transparently. However, training is mandatory. You don't know what you don't know!

7. Audit and Oversight Mechanisms:
   Independent audits and internal controls are vital to ensuring fiscal responsibility and operational integrity. I encourage regular reviews of city operations and ensure audit findings are made public, with corrective actions implemented as needed. Transparency is key! No one is expected to be perfect, but we should not make the same mistakes multiple times.

8. Open-Door Policy:
   I maintain an open-door policy for residents, employees, and elected officials, encouraging them to share concerns through emails, suggestion boxes, my assistant or if you see me in the public. This helps me stay connected to issues on the ground and address them proactively with staff.

In summary, transparency and accountability are embedded in how I operate, from open communication and stakeholder involvement to robust oversight and ethical governance. These steps not only improve city operations but also build trust and confidence among residents, ensuring that city government is truly working in their best interests.

10.) Please describe your experience working with unions.

In one city where I worked, I had significant experience engaging with a civil service board, which functioned similarly to a union in representing the interests of employees. This board, however, was composed of individuals who had personal connections to City Council members and city staff, which occasionally created challenging dynamics. Despite these challenges, I approached the situation with integrity and a steadfast commitment to doing what was right, regardless of the outcome.

There were instances where I won and others where I did not, but my focus was always on upholding fairness and ensuring decisions were made in the best interest of the community and city operations. I gained the respect of the board and staff by consistently demonstrating my commitment to ethical standards. I would clearly state during discussions, "If this action happens again, we will be right before you again," emphasizing accountability and the importance of rectifying inappropriate behavior.

The staff and the board came to understand that I would not back down from addressing actions that harmed our citizens or colleagues. My approach was not adversarial but centered on collaboration and fostering mutual respect. I prioritized solutions that aligned with the long-term safety and well-being of the community while reminding the board members and staff of the oaths they took and the responsibilities they carried.

This experience taught me the value of patience, open communication, and maintaining professionalism in all interactions. While I wouldn’t describe my experience with the civil service board as negative, it required continuous learning and growth to navigate sensitive issues effectively and build trust. Ultimately, my ability to work through these challenges strengthened relationships and reinforced a shared commitment to serving the community with integrity and fairness.

11.) Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

I have significant experience managing and overseeing police departments, and my role has been to provide strategic leadership, ensure accountability, and support the department in achieving its mission of public safety. A notable example of this was during my tenure when I led efforts to transform a struggling police department into a more effective and trusted organization.

One of my first priorities was to hire the best possible Chief of Police. To ensure community involvement, I hosted a Police Chief Hiring Community Forum, allowing residents to voice their concerns and priorities. The process culminated in the selection of a new police chief who brought strong leadership and a vision for progress to the department. She was the first African American Female Police Chief for the City.

Under this new leadership, the department achieved remarkable results. In 2022 alone, murder rates dropped by 62.5%, burglaries decreased by 58%, robberies fell by 30%, and rapes were reduced by 50%. Citations issued increased from 407 in 2021 to 2,068 in 2022, reflecting a renewed focus on proactive enforcement and community policing.

Addressing systemic issues within the department was key to these successes. I restructured the budget, secured grants, and leveraged in-kind donations to raise officer pay from $15/hour to nearly $24/hour over three years. Special signing bonuses were implemented to recruit and retain officers, resolving a critical 26-officer shortage and significantly improving morale. Additionally, we upgraded essential equipment, including laptops, firearms, uniforms, vests, and vehicles, while enhancing training opportunities for the force.

I worked closely with the Police Chief, empowering her to lead the department effectively without unnecessary disruption from my office. However, I maintained regular communication, stepping in as needed to provide resources, guidance, and support. Together, we traveled to meet with legislators and made congressional asks for public safety funding, securing additional resources to further strengthen the department.

Partnerships were another key focus of my leadership. I fostered collaborations with community groups, residents, and other stakeholders to rebuild trust and improve public safety. For instance, I supported initiatives such as neighborhood focus groups, increased deployment of security

cameras in high-crime areas, and partnerships with Crime Stoppers to engage the public in crime reduction efforts.

Ultimately, my role as City Manager is to hire the best Chief of Police, provide the department with the tools and resources needed for success, and maintain a collaborative relationship to ensure public safety goals are met. By prioritizing accountability, transparency, and community engagement, I was able to support the police department in achieving transformative results for the city.

12.) How will you ensure that the city's services meet the needs of all its citizens?

Ensuring that city services meet the needs of all citizens requires a proactive, inclusive, and strategic approach that prioritizes equity, transparency, and continuous improvement. My strategy begins with actively engaging the community to understand its diverse needs and priorities. This includes hosting public forums, conducting surveys, and maintaining open lines of communication with residents, businesses, and other stakeholders. Such efforts not only allow me to gather valuable insights but also foster trust and a sense of shared responsibility in the decision-making process.

I believe in creating systems that promote accountability and data-driven decision-making. For example, I have implemented performance management systems, such as Key Performance Indicators (KPIs), to evaluate the effectiveness of city services and identify areas for improvement. Regular reporting and public dashboards enable residents to see how services are performing, which enhances transparency and ensures accountability. Additionally, I frequently visit neighborhoods and engage with community members to stay connected to their experiences and address issues directly.

Equity is at the heart of my leadership approach. I am committed to ensuring that underserved communities receive the resources and attention they need to thrive. This includes addressing infrastructure disparities, enhancing public safety, and creating accessible recreational and educational opportunities. For instance, in my previous role, I secured significant grants to develop walkable and ADA-compliant infrastructure, ensuring inclusivity for all residents, including those with disabilities.

Collaboration is another cornerstone of my approach. I work closely with department heads and city staff to ensure that resources are allocated efficiently and that all departments are aligned with the city's strategic goals. I also prioritize cross-departmental collaboration to tackle multifaceted challenges effectively. For example, addressing blight and crime in underserved neighborhoods often requires the coordinated efforts of public safety, public works, and community engagement teams.

Furthermore, I emphasize the importance of training and development for city employees to ensure they are equipped to deliver high-quality services. By fostering a culture of innovation and professional growth, I empower city staff to take ownership of their roles and contribute meaningfully to the community.

In summary, I ensure that city services meet the needs of all citizens by actively engaging the community, promoting transparency and accountability, prioritizing equity, fostering collaboration, and investing in staff development. These efforts ensure that every resident has access to the resources and opportunities needed to thrive, creating a stronger, more inclusive community for all.

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

Building trust with citizens and stakeholders is essential for fostering long-term relationships and ensuring the sustainability of any mission-driven organization. To achieve this, I prioritize transparency and accountability by openly sharing financial reports, progress updates, and measurable outcomes to demonstrate fiscal responsibility and the tangible impact of initiatives. Strong relationships are cultivated through personalized engagement, expressing gratitude, and creating opportunities for citizens to see the results of their support firsthand, such as through events or success stories. Equally important is demonstrating impact by sharing compelling narratives paired with data, showcasing both immediate achievements and long-term systemic improvements. I also foster two-way communication by actively seeking feedback, engaging in open dialogue, and involving citizens in strategic decisions, ensuring they feel valued and heard. Ethical standards guide all activities, with a commitment to maintaining the highest levels of integrity

and transparency. Additionally, I work to strengthen the organization's reputation by highlighting impactful programs, leveraging partnerships, and promoting the expertise of leadership. Utilizing technology, such as management systems and online dashboards, further enhances transparency and engagement. By focusing on these strategies, I aim to cultivate a deep and enduring sense of trust and partnership with citizens and stakeholders, empowering them to feel like integral parts of Ft. Pierce mission and success.

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

Promoting economic growth and job development is a multifaceted endeavor that requires leveraging existing resources, accessing available funding opportunities, and aligning strategies with key priorities to build a thriving and sustainable community. My approach would be centered on identifying and implementing programs that address core infrastructure needs, enhance workforce development, and foster innovation while promoting equity and inclusion.

One of the primary strategies I would implement involves leveraging federal and state funding programs to support essential infrastructure and economic development projects. Programs such as the Low-No Emissions Grant Program and Airport Terminal Program, for example, can be utilized to modernize public transit and airport facilities, which are critical for connectivity and attracting business investments. Similarly, programs like Safe Streets and Roads for All (SS4A) can be used to reduce roadway fatalities and improve transportation safety, creating an environment conducive to economic activity.

To stimulate job creation, I would prioritize initiatives that support workforce development and small business growth. Programs like the U.S. Economic Development Administration's (EDA) investment policies focus on establishing foundations for sustainable job growth by targeting key economic drivers. Additionally, grants aimed at technical assistance and training, such as the LTA program, are instrumental in supporting small and emerging businesses in rural areas, enabling them to thrive and create employment opportunities.

Another critical component of economic growth is enhancing community infrastructure. Programs such as the Appalachian Regional Commission (ARC) Area Development funding and the Recreational Trails Program (RTP) provide resources to build and improve infrastructure, increasing connectivity, accessibility, and quality of life. Investments in these areas not only attract businesses but also encourage residents to remain in or move to the community.

Furthermore, I would focus on strengthening public safety and emergency services, as these are foundational to economic stability. Programs like the Staffing for Adequate Fire and Emergency Response (SAFER) and the Assistance to Firefighters Grant (AFG) can be leveraged to enhance emergency response capabilities, ensuring that businesses and residents feel secure. Law enforcement-focused initiatives, such as those supporting mental health wellness and violence prevention, also contribute to creating a safe and stable environment for economic growth.

Finally, fostering partnerships between local governments, non-profits, and private organizations is critical for success. Collaborative efforts to integrate arts, culture, and design into community projects—supported by programs such as those targeting creative placemaking—can strengthen communities socially and economically.

By thoughtfully aligning these strategies with local priorities, utilizing competitive grant opportunities, and addressing gaps in planning and development, I believe we can create a vibrant economy that not only generates jobs but also improves the overall quality of life for residents. Through a comprehensive, inclusive, and data-driven approach, I am confident in our ability to foster sustainable economic growth and job development

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?

If you were to conduct an online search about me, you would find a mix of information reflecting my professional accomplishments, challenges, and the lessons I've learned along the way. These experiences have shaped me into a resilient and principled leader, committed to ethical decision-making and public service.

First, let me highlight the positives. You'd find a record of significant achievements, made possible by strong teams, effective leadership, and a steadfast commitment to serving the community. From transformative projects to fostering organizational success, I've been fortunate to work with great people and to deliver results I am proud of. I attribute much of this success to teamwork and the guidance of a higher power.

However, serving in leadership roles, particularly as a City Manager, has also exposed me to challenges and scrutiny. You might encounter adverse or critical reports, as well as damaging social media posts. For example, during my tenure, I faced racially motivated attacks, such as slurs, inappropriate images, and even the public posting of my home address and vehicle information, which led to vandalism. Despite these personal attacks, I remained focused on my responsibilities and values.

You might also come across media coverage of ethics charges or forensic audits, which could raise questions. I want to emphasize that every ethics charge was thoroughly investigated and dismissed with zero findings, and a $76,000 forensic audit found no issues. Unfortunately, follow-up coverage correcting these inaccuracies was rarely published. Similarly, decisions I made—such as refusing to sign improper contracts or addressing harassment—were sometimes mischaracterized in the media. These decisions, though difficult, were rooted in legality and integrity.

These experiences taught me invaluable lessons about resilience, accountability, and the importance of transparency. They also highlight the need to evaluate candidates holistically. Media narratives can be one-sided,

but true understanding comes from direct engagement, thoughtful interviews, and reference checks.

I encourage anyone evaluating my candidacy to look beyond headlines and focus on my track record of leadership and service. I stand by the values I've carried throughout my career—integrity, accountability, and doing what's right, even when it's not easy. Those principles have guided me through challenges and will continue to guide me in the future. I welcome any further questions or discussions about my record and values because I believe they truly reflect the leader I strive to be."

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) Keuroglian 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

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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 ballet 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)
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Todd Leopold, MPA (Known for 3 years) Colleague
Colorado Department of Local Affairs
Regional Manager-Central Division (Covers Georgetown CO)
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Jon Cain (Regional Colleagues for 4 years)
Town Administrator Nederland CO
Former Assistant City Administrator City of Idaho Springs, CO
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Matthew Gordon (Co-Workers and Known for 4 years)
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Tom Acre (Regional Colleagues for 4 years)
Public Works Supervisor City of Fort Morgan
Former Town Administrator Town of Wiggins, CO
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Kevin Blankenship (Regional Colleagues for 3 years)
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References from Augusta GA

David Watkins (Known for 12 years)
Retired Chief Judge, State Court
Augusta Richmond County GA
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Matt Aitken (Known for 16 years)
(Former District One Richmond County Commissioner)
Commercial real-estate agent
Sherman and Hemstreet, Augusta GA
706-267-0107
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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 2020Executive 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

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

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

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 meauring 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

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

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 negotating 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

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 meeting 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 Mammas 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

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.

William Lawrence

lbrlawrence@aol.com

To Mayor Linda Hudson and Commissioners:

I am thrilled to present my credentials for the City Manager position for the City of Fort Pierce. Enclosed, please find my resume and references.

With over 37 years of dedicated service in municipal and county government, I have traversed various roles from police officer to police chief, culminating in 11 years of successful tenure as town manager. Throughout my career, I have remained committed to fostering a better quality of life for residents and making a tangible difference in their everyday life.

My extensive experience has honed my problem-solving abilities, with a core emphasis on relationship-building. I have adeptly negotiated labor contracts with essential departments such as Police, Fire and Public Works, while also collaborating with county, state and federal agencies to address local challenges effectively.

Possessing a deep understanding of public administration, I am an active member of FCCMA and the Florida League of Cities. My fiscal conservatism is balanced by a commitment to maintain high quality of services within budgetary constraints. Moreover, my communication skills have consistently fostered positive community relations, and my leadership style prioritizes transparency and full engagement with elected officials.

As a strategic thinker and innovator, I am passionate about forging and sustaining effective relationships with staff, elected representatives, business, and community organizations. I firmly believe that the City Manager should be deeply embedded in the community fabric.

I am eagerly anticipating the opportunity to meet with you and delve into how my experience and insights can benefit the City of Palm Coast.

Thank you for considering my application. I look forward to discussing how we can work together to propel Fort Pierce toward a brighter future.

Warm Regards,

William (Bill) Lawrence

Mobile: **E-Mail: lbrlawrence@aol.com**

https://www.linkedin.com/in/william-lawrence-3a0904b3

Summary: Accomplished municipal manager with a proven track record of driving positive change and enhancing community well-being. A visionary, innovator, and creative problem solver dedicated to serving the public and improving quality of life. Extensive experience in budget management, economic development, grant administration, and personnel management.

Accomplishments:

- Increased law enforcement clearance rate from 9% to 47%
- Decreased crime rate by 15%
- Established successful community policing programs
- Implemented budget management strategies resulting in significant savings and revenue increases
- Led initiatives resulting in job creation and community engagement events
- Successfully managed various grant-funded projects and infrastructure improvements
- Negotiated labor contracts with unions across multiple departments
- Experienced in emergency management and disaster response
- Played key roles in economic development projects and revitalization efforts

EXPERIENCE:

04/2021 to present: **Town Manager of Lady Lake, Fl. Population 16,000 Salary $172,500**

- Operating Budget $40,000,000
- Full-service municipality with 120 full-time employees
- Experience in Growth Management – Currently 4 housing projects in the planning stages.
- Police Union Negotiations

Reason for Leaving: While I have enjoyed my time in Lady Lake and am grateful for the opportunities it provided; I am excited about the prospect of new challenges and opportunities for growth in the City of Fort Pierce, FL.

04/2019 to 04/2021: **City Manager of Bowling Green, Fl. Salary $73,000**

- Prepare & Present Operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new wastewater plant
- SRF Funding for a new Nano System water plant

Mobile: **E-Mail: lbrlawrence@aol.com**

- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for $247,000 for Pyatt Park Improvements

Reason for Leaving: While my tenure as City Manager in Bowling Green has been fulfilling, I have come to realize that the professional challenges here do not align with my expectations for growth and complexity. I am seeking opportunities that offer a more varied and stimulating environment within a vibrant community.

06/2016 – 03/2019: **Town Manager for the Town of Warren, Me. Salary $70,000**

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director -Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors
- Grant writer currently received DOT Bridge grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million value in past 12 months.
- New Personnel Policy

Reason for Leaving: My decision to leave Warren was primarily driven by the desire to relocate closer to family in Florida. I am proud to have contributed to the town's progress and am confident that it is in better shape now than when I first arrived.

07/2015 – 6/2016: **Town Manager for the Town of Howland, Me**. **Salary $58,500**

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allows the Atlantic Salmon to migrate up the river.

Mobile: **E-Mail: lbrlawrence@aol.com**

- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in $375,000 in revenue.

Reason for Leaving: Howland sought me out based on my reputation in budgets and economic development. After successfully accomplishing these objectives, I was presented with an opportunity in a larger community that offered greater compensation. I am pleased to note that Howland was left in a better condition than when I assumed the role.

07/14 – 6/2015: **Town Manager for the Town of White Springs, FL. Salary $49,000**

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Ass.
- I & I study on our sewer system with Mittauer Ass.
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

Reason for Leaving: Due to personal circumstances involving our house not selling in Maine and the need to support my sick father-in-law, my family and I made the decision to relocate to Florida. Unfortunately, he passed away. During this time, the Town of Howland reached out to me and offered a more lucrative opportunity to return to Maine. I am proud to have contributed to Howland's progress and to leave it in a better state than when I initially joined.

04/2011 – 07/2014 **Police Chief/Town Manager for the Town of Lincoln, Me. Salary $71,500**

- Manage the day to day operations of a full-service municipality**.** Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.

Mobile: **E-Mail: lbrlawrence@aol.com**

- Written State & Federal grants and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father-in-law fell ill in Florida, prompting our family to prioritize his care and support. Consequently, I accepted a position in Florida to be closer to him. Family has always been our top priority, and this decision was made in their best interest. I'm pleased to report that Lincoln was left in an improved condition compared to when I first assumed the role.

02/2003 – 04/2011 **City of Bangor Maine Police Department Salary $50,000**

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

02/1996 – 2/2003 **Lieutenant Patrol, Penobscot County Sheriff's Office. Salary $40,000**

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

High Lights of Skills:

- Creative problem solver and strategic thinker
- Strong budget and fiscal management expertise
- Proven track record in economic development and grant administration
- Effective communicator and public speaker
- Skilled in personnel management and labor negotiations
- Experienced in government relations and community engagement
- Proficient in project management and grant writing

Education:

- University of Maine: Degree in Criminal Justice
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.

Mobile: **E-Mail: lbrlawrence@aol.com**

Awards:

- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- FCCMA Special Recognition for 5 years of Leadership Service as Town Manager

Memberships:

- International City Manager Association (ICMA)
- Florida League of Cities
- Lake County League of Cities
- Florida City & County Management Association

References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941
- *Carmen Silva, Former City Clerk, 863-245-8509*
- *Sherry Howard, Town Manager, 207-975-5441*
- *Roger Peabody, Warren Maine, Town Select Chair, 207-542-3637*

Mobile: **E-Mail: lbrlawrence@aol.com**

Candidate Questionnaire

Candidate Name: William Lawrence

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.

    04.2021 to present - Town Manager Town of Lady Lake FL.- Mayor Freeman $172,500 - Population 20,000 - Employees 120 - 11 Direct supervision - Indirectly 109- $42 million 04/01/2019 to 04/01/201 - City Manager City of Bowling Green FL.- Mayor Steve Spinks _ $73,000 - Population 3,000 - Employees 25 - Direct Supervision 5 Indirect 20 - $4 million 06/2016 - 03/2019 Town Manager Warren Maine - Select Chair Roger Peabody - $72,000 Population 5,000 - Employees 38 - Direct Supervision 6 - Indirect 32 - 4 million budget 07/2015 to 6/2015 Town Manager Town of Howland Maine, Selecct Chair Glenn Braun- $58,000 population 1,500- Employees 36, Direct Supervision 6 - Indirect 30 Population 1,500 Budget 2.7 million. 07/2014 to 6/2015 Town Manager Town of White Springs, FL.Mayor Helen Miller, $58,000 _ Population 1,000 - Employees 18 - Direct Supervision of 6 - Indirect 12 - Budget 2 million. 04/2011 to 07/2014 Town Manager, Town Of Lincoln Maine. Population 5,300 - Council Chair Steve Clay $73,000 Employees 52 - Direct Supervision 7- Indirect 45 Budget 5.4 million. See Resume for futher detail

2. Why are you interested in pursuing this position? I am excited about this position because I am seeking new challenges that align with my expereince and skill set. My goal is to bring prosperity to the City of Fort Pierce transfoorming it into a thriving community. I believe that when the community prosperous, it will attrack visitors, businesses, and residents, while still preserving the small-town atmosphere that ameks Fort Pierce unique.

3. How would you describe your management style? My management style has been highly successful throughout my career. I continuously study successful leaders across sports, government, and business and have identified common traits that contribute to their success. I adopt a coaching management style, leading by example and emphasizing the importance of team building. I believe that understanding each team member's strengths and weaknesses allows me to place them in roles where they can excel, which in turn drives organizational success. The key to achieving this is hiring the right people and ensuring they are in the right positions to contribute to the team's overall goals.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to managing personnel issues is grounded in accountability, transparency, and clear communication. I hold department managers accountable by requiring weekly reports that are posted on the website—feel free to view mine at www.ladylakefl.gov. Additionally, I conduct weekly department manager meetings to foster team building and mutual accountability. When it comes to hiring, I look beyond just the application and interviews, conducting thorough background checks to ensure we hire the right person for the role. In my experience, successful hiring is key to building a strong team. Discipline, for me, is about correcting behavior rather than punishment. I've handled multiple personnel investigations and pre-termination hearings, always ensuring that decisions are based on facts and free from bias. This approach has resulted in several terminations without any lawsuits. For ethical violations, I take them seriously and always report them to the Florida Commission on Ethics. As for labor relations, I have successfully negotiated 10 contracts with the Teamsters and the PBA (Police), consistently keeping the commission informed of the progress. In these negotiations, identifying and addressing the "hot button" issues and

finding common ground is essential. Regarding performance evaluations, I view them as an opportunity to highlight both strengths and areas for improvement. I use these evaluations as teachable moments to help employees improve and increase productivity.".

5. How would you deal with city budget constraints and identify new revenue sources? Throughout my career, I have worked in towns with budget constraints, and I have always managed to work within the approved budgets, even when faced with unforeseen expenses. The key is closely monitoring the monthly expense reports to identify areas where costs can be reduced and efficiencies can be gained. I also focus on finding new revenue streams, such as leveraging grants, pursuing legislative appropriations, and identifying other funding opportunities. One example of successfully managing budget constraints was when I consolidated departments to reduce overhead costs while maintaining essential services. By fostering a culture of fiscal responsibility and being proactive about securing new revenue sources, we were able to meet financial challenges while continuing to serve the community effectively.

6. How will you prioritize competing demands for resources within the city? When prioritizing competing demands for resources within the city, I always focus on the long-term goal of making the city thriving and prosperous. My priorities are: Public Safety: Ensuring the safety of residents and visitors is the foundation of any thriving city. People will not move to, visit, or invest in a city that is not safe. Beautification Projects: These initiatives not only improve the city's appearance but also reduce crime and attract residents and businesses. A well-kept city draws people and makes them feel proud to be part of the community. Infrastructure: Developing infrastructure to support growth and address critical issues like stormwater management is essential for accommodating future development and maintaining the city's livability. Community Events: Hosting events creates an active, engaged atmosphere that attracts people to the city. A vibrant community fosters a sense of belonging, which is key to maintaining the small-town feel while encouraging growth. Departments such as Finance, IT, Clerks, and Communications provide essential supporting roles to ensure that these primary objectives are achieved effectively."

7. Describe a successful initiative you have led as a City Manager. One successful initiative I led as city manager involved addressing the significant growing pains the Town of Lady Lake was experiencing, particularly the lack of office space. We initially considered expanding Town Hall, but I sought a more cost-effective solution. We discovered that the second floor of the library was largely unused, serving primarily as storage. After researching the costs and potential benefits, we developed a plan to renovate the second floor to create office space for the IT Department while also expanding the Children's Library. The current Children's Library space would be repurposed for our Growth Management Division. This reorganization allowed us to free up space at Town Hall for departments such as Finance, Communications, Water/Sewer Billing, and HR. The total cost of this renovation project was $5 million, which was the same amount it would have cost to only expand Town Hall to accommodate the Growth Management Division. Additionally, we were able to secure a $1 million grant from the Lake County Library Systems to support the expansion of the Children's Library. Construction is currently underway, and this initiative is a great example of how creative solutions and collaboration can address space challenges while supporting the growth and needs of the community..

8. Describe a time when you had to manage a crisis situation in a city setting. One of the most challenging crisis situations I managed occurred in the Town of Lincoln, Maine. The town had long been reliant on a paper mill as the primary employer and tax base. However, as paper mills across Maine began closing, communities like Lincoln faced population declines and the threat of becoming 'ghost towns. The situation became even more dire when a boiler explosion shut down the mill, signaling that it might never reopen. To address the immediate needs, I quickly coordinated with county, state, and federal agencies to establish unemployment benefits for displaced workers and sign them up for retraining programs. In response to the loss of the mill and its tax base, we also had to implement a budget reduction. Rather than focusing solely on the negative impact, we rebranded the town as an outdoor destination, capitalizing on our 14 lakes. This new identity became central to our efforts, and we actively sought to attract new businesses that aligned with this vision, including retail stores and restaurants. As a result of these efforts, the town not only stabilized but also saw a modest population increase from 5,200 to 5,500. The rebranding and economic diversification continue to play a key role in the town's ongoing

growth and recovery. The town's new identity as an outdoor destination is still prominently featured on the Lincoln, Maine website today."

9. What steps do you take to ensure transparency and accountability in city operations. To ensure transparency and accountability in city operations, I prioritize open communication and clear expectations. I set the tone for accountability by being accountable to the department managers myself. I require each department manager to submit weekly reports, which are then published on the city's website (www.ladylakefl.gov under Town Manager). This makes it easy for both staff and the public to stay informed about the progress of various initiatives and activities. In addition to the weekly reports, I hold regular department managers meetings to discuss updates, challenges, and solutions. These meetings promote collaboration, ensure alignment with the city's goals, and reinforce a culture of accountability across all levels of city operations. By maintaining this structure, I create an environment where both leadership and staff are responsible for their actions and decisions, fostering a transparent and accountable city government."

10. Please describe your experience working with unions. I have extensive experience working with unions, having negotiated multiple contracts and handled various labor relations issues. I negotiated six contracts with the Teamsters Union for the Police and Public Works Departments. In Lady Lake, I negotiated two contracts with the Police Benevolent Association (PBA) for the police department. Additionally, I negotiated two contracts with the International Association of Fire Fighters (IAFF) for the Lincoln Fire Department. Throughout my career, I have been involved in disciplinary actions, ensuring that they were fair and consistent. I worked closely with union business agents to address concerns and resolve issues in a collaborative manner, always striving to maintain positive and productive relationships with the unions.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have 27 years of experience in law enforcement, starting as a police officer and advancing through the ranks to Detective, Sergeant, Lieutenant, and eventually Chief. During my career, I also obtained certification as a Maine Chief. I am not a micro-manager but have a deep understanding of policing and the challenges faced by law enforcement. My role in guiding the police department is to

provide clear leadership, foster a positive culture, and ensure effective communication throughout the department. If issues arise, I'm not afraid to roll up my sleeves and get involved to address the situation. I've taken the necessary steps in the past to remove ineffective leadership and promote a culture of transparency and accountability. I firmly believe that having the right people in the right positions is key to a high-functioning department. My focus is always on empowering officers and leaders to do their jobs effectively while providing the support they need.

12. How will you ensure that the city's services meet the needs of all its citizens? Ensuring that the city's services meet the needs of all its citizens begins with active listening. One of the most important skills I've developed is the ability to truly listen to the concerns and feedback of the community. To do this, I would engage citizens through surveys and leverage social media platforms to reach a broader audience. I would also work closely with the communications department to develop creative and effective ways to engage more citizens, ensuring that everyone has the opportunity to voice their opinions and needs. By fostering open lines of communication and staying responsive to community input, we can continuously improve city services and ensure they are aligned with the needs of all residents.

13. What strategies will you use to build relationships with stakeholders in the community? Building strong relationships with stakeholders in the community starts with being an active and visible member of that community. As City Manager, I would prioritize attending local events and engaging with community groups such as the Chamber of Commerce. By attending their meetings and participating in community activities, I can foster strong, personal connections and demonstrate my commitment to the city's success. Equally important is building relationships with regional stakeholders, including county officials and neighboring communities. Attending regional managers' meetings would be an effective way to network, share insights, and collaborate on common challenges. These connections provide valuable opportunities to learn from others and to reach out for support when addressing complex issues, ultimately fostering a collaborative environment for solving problems and advancing shared goals.

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, we must first focus on the factors that attract people to our community. These include: 1. Public Safety: Ensuring a low crime rate is critical for attracting both residents and businesses. 2.Beautification: Well-maintained streetscapes and parks create an inviting environment and enhance the city's appeal. 3. Community Events: Hosting events fosters a sense of connection and draws visitors, contributing to the local economy. Health & Fitness: Promoting health and wellness initiatives attracts families and individuals looking for a healthy lifestyle. 5. Infrastructure: A strong infrastructure base is essential for supporting growth, especially in areas like transportation and utilities. To highlight these strengths, I would work closely with the Communications Department to launch a media campaign that promotes why Fort Pierce is a great place to live, work, and do business. Additionally, I have developed strong relationships with developers over the years and would reach out to them to discuss potential opportunities for investment and growth in Fort Pierce. Given some of the negative publicity Fort Pierce has experienced, it's essential to control the narrative. By working with the Communications Department, we can reshape perceptions and create a positive image of the city. If selected, you are not only hiring me but also my established network of contacts, which can help bring valuable opportunities to the city.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I have no concerns about any adverse or critical statements regarding me in print or online media. A search of my name would reflect the same positive attributes that I've demonstrated in my resume, cover letter, and responses to this questionnaire. I believe that my professional record, which includes my leadership and achievements, speaks for itself. If I were hiring myself as a City Manager, I would want to know that I bring a wealth of experience, a strong track record of successful leadership, and a commitment to transparency and community engagement. I am confident that I would be a great fit for the position and can contribute significantly to the success of your city."

Andrew Linko

Madeira Beach, FL 33708
linknet24ps5jd_y9j@indeedemail.com
+1 734 752 0820

Professional Summary

Request position as an Electrician.

Work Experience

Township Supervisor

Charter Township of Brownstown-Brownstown, MI
December 2008 to April 2022

Supervisor is elected, term is 4 years. Voting member of Township board. Supervise daily Township business. Moderates board and annual meetings. Chief assessing officer (if certified). Secretary to board of review. Voting member for poverty relief. Township's legal agent. Must maintain records of supervisor's office. Develops Township budget. Appoints some commission members. May call special meetings. May appoint a deputy. Officer of election committee. Caretaker of township assets.

Journeyman Electrician

FORD MOTOR COMPANY-Woodhaven, MI
May 1996 to October 2021

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic systems and equipment on stamping presses, automation, robots, PLC's.

Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and

PLC's. Run conduit and feeder circuits.

Construction Electrician

U.S. NAVAL RESERVE-Vienna, OH
August 1993 to August 2001

Supervise E-1, E-2, and E-3's. Install, maintain, repair telephone, high and low voltage electrical power distribution systems, street lighting, fire alarm, public address, interior wiring, erect poles, string wire and install transformers. Appointed Unit 23 clerk/messenger for unit communications, correspondence. Computerized, updated personnel record, evaluation for ms.

Journeyman General Electrician

ALCOA, INC-Cleveland, OH
August 1994 to May 1996

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic, fluidic, pyrometric, and combustion control systems and equipment.

Operated transportation equipment and material handling as required. Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and PLC's.

Journeyman Electrician

CSC INDUSTRIES, INC.-Warren, OH
August 1978 to August 1994

Inspect, repair, replace, troubleshoot, and maintain electrical equipment throughout the plant. Interpret blueprints, wiring diagrams, and sketches. Passed written and practical exam for Journeyman level. Transferred from Chem lab. Use AB PLC’s.

Education

MBA in Leadership Studies
Baker College - Flint, MI
September 1999 to June 2002

Public Speaking and Human Relations
Dale Carnegie
April 1994

BSAS in AAS, Electrical Engineering Technology, Labor and Technology
Youngstown State University - Youngstown, OH
June 1985 to December 1992

Skills

- Programmable Logic Controllers
- Stamping Press
- Electrical Experience
- Low Voltage
- Blueprint Reading
- Schematics
- Troubleshooting
- Fabrication
- Equipment Repair
- Cabling
- Computer Networking
- HVAC
- Communication skills
- Budgeting
- Programmable logic controllers
- Schematics
- Leadership
- Industrial equipment
- Quality control
- Manufacturing
- Construction
- Customer service
- Profit & loss

- Blueprint reading
- Computer networking
- Human resources
- Mechanical knowledge
- Maintenance
- Plumbing
- DocuSign
- Electrical systems
- Supervising experience
- Report writing
- Organizational skills
- Compliance management
- NEC
- Industrial electrician experience
- High voltage
- Electrical wiring
- Sensors
- Commercial electrician experience

Certifications and Licenses

Journeyman Electrician

Driver's LicL520018591420ense
March 2022 to April 2030

Driver's License
March 2021 to Present

Electrician Apprentice

Candidate Questionnaire

Candidate Name: Andrew T Linko

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.

    December 2008, Tresurer for one year, then Township Supervisor for 13 years, until April 2021. I directly reported to the Township Board, 1 Treasurer, 1 Clerk, 3 Trustees, and the citizens of the Charter Township of Michigan. The Township had a total of 239 employees, with a full time Police and Fire/EMT departments, serving neighboring communities in a mutual-aid agreement. The Management team at the Township consisted of seven Department heads. The Township's annual budget is now $30 million

2. Why are you interested in pursuing this position? I have always believed that local government is the best form of government, close to serving the needs of it's citizens, ability to truly foster small business growth and health, and implement changes to maintain strategic growth while maintaining a small community, neighborhood feel.

3. How would you describe your management style? Participatory,we set an annual budget, 5-year budget, and goals for planning, departmental goals. I never micro-managed the

Departments, but still tried to maintain accountability to the goals set forth and presented to the public.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I always helped and encouraged our Department heads to document personnel issues, recognize outstanding employees, maintained a good relationship with the five bargaining units representing the employees. We as other public and private entities faced discipline issues, and could not stress the importance to supervisors, and Managers to document all discipline issues to prevent lawsuits and discuss those issues with the bargaining representatives.

5. How would you deal with city budget constraints and identify new revenue sources? In my first year as Township Supervisor, we faced a twenty-five percent reduction in State revenue sharing. We met and agreed to reduce departmental expenditures 20% across the board. Then immediately entered into new agreements with vendors. We agreed to a IT contract with our School District helping the education system, while allowing both entities to receive other revneues for inter-governmental agreements. Sometimes tough choices have to be implemented, and some services reduced.

6. How will you prioritize competing demands for resources within the city? The Safety services receive immediate priority. There are several reason for this, one the safety of your residents, protecing Commerce, and an overlooked benefit is the ability to reduce homeowner, and auto insurance by reducing response times, and reducing crime by being pro-active. We started a program within the schools to mentot leaders to prevent any 'gang' recruitment and it was very successful. Ensuring we provide our employees the resources, and training to achieve being the very best. Also, very important is mainting relationships with the local Chamber of Commerce, small business community, and being partners for their needs.

7. Describe a successful initiative you have led as a City Manager. In fourteen years, we had successful balanced budgets, without reducing services. Renegotiating vendor contracts, negotiating new healthcare packages for employees, implementing inter-governmental agreements were an integral part of being able to do this.

8. Describe a time when you had to manage a crisis situation in a city setting. Two examples af adversarial times we faced and managed through. First was after 911, we had a Muslim community and a Hindu community and nationwide these citizens were facing adversity. The neighborhood Mosque, knowing the area had limited play areas, allowed the nighborhood children to play ball there. One day a child hit a ball through the Mosque window and it was called in to our Police. Of course, the local TV media listening to Police scanners, heard the call and tried to turn it into an attack. Our Police Chief and I met with the leaders and held a press conference letting them know the real story and how the Mosque was an excellent neighbor in our community. Then I held a 'Town Hall' with all regious denominations to promote unity, community, and how we will not let others tell our community what is the truth.

9.

10. What steps do you take to ensure transparency and accountability in city operations. Always meet in public, unless it is a personnel issue. Keep the Mayor, Board, and all Department heads informed of any changes positive or negative. It is always beeter to 'innoculate' and have a plan for any issue than wait and allow it to control.

11. Please describe your experience working with unions. I have been a union Electrician at Ford Motor Company, and as Township Supervisor, I developed a positive relationship with five different bargaining units representing employee groups. Even our Department Administrators were union, represented by Teamsters, who formed a union in 1996 only to stop Board nepotism.

12. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Police Departments are regimental, have stricter personnel rules, and I had maintained an excellent relationship with our Police Department. I worked with 3 Police Chiefs, and a Safety Service Director, mostly interacting for monetary/budget issues, and helping the department interact with other levels of government to help our community. We maintained and exceellent relationship

with our District Court system, which was very improtant in reforming non-violent offenders.

13. How will you ensure that the city's services meet the needs of all its citizens? Information is the key to ensuring citizens, businesses, and the employees/managers know what services are provided, what limitations the City may have. Local government does not romote itself enough, town halls, community events with businsses are all ways to promote city services.

14. What strategies will you use to build relationships with stakeholders in the community? As I have done in the past, I tired to develop professional relationships with all preasonnel, but also try and develop personal relationships. Today, we are quick to make judgements by what or who we are instead fo talking to each other to really discover, we all want the same thing for our family, our community, and those we interact with.

15. What strategies would you implement to promote economic growth and job creation? Attending Chamber of Commerce meetings, having regular meetings with businesses, try to find our what need small busineses have. We discovered at the Township, many of our small businesses were performing commerce with other suppliers outside of the State. We had a small business expo, and allowed each business to share their needs, they discovered much of the purchasing they needed to do, was right in their community, or neighboring communites

16. 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? Not that I can recall. Before I became Supervisor, there were many recalls of officials. I was elected and expected the elected Board to read their board packets, become informed, so they were knowledgeable about issues or problems. This made a difference as the Board meeting attendance increased, but less adversity to new ideas.

TERRENCE LUCKETT

2789 SE EAGLE DRIVE. PORT SAINT LUCIE, FLORIDA 34984

https://www.linkedin.com/in/terrenceluckett/

772-301-9762 terryluckett@comcast.net

SENIOR OPERATIONS MANAGEMENT PROFESSIONAL

Senior Operations Professional with 20+ years of diverse experience leading operations in manufacturing across multiple disciplines within a high-volume manufacturing environment. Track record of customer service & operations management excellence while leading teams of 20+ to streamline operations, optimize performance and continually monitor and enhance productivity. Recognized as an analytical problem solver dedicated in exceeding customer satisfaction and profit goals. Trained in Lean 6-Sigma focused on waste elimination and ergonomic improvements.

AREAS OF EXPERTISE

- Lean Manufacturing
- Employee Development
- Logistics Management
- Business Continuity Recovery
- Cost Control & P&L Responsibility
- Project Management
- Operations Management
- Safety Operations Oversight
- New Product Introductions
- Change Management
- Continuous Improvement
- Core Process Leadership
- Problem Resolution
- Strategic Planning
- Risk Management

PROFESSIONAL EXPERIENCE

EDWARDS VACUUM, HILLSBORO, OR. 05/2022 – PRESENT

US SERVICE OPERATIONS MANAGER

- RESPONSIBLE FOR $1.5 MILLION IN REVENUE PER MONTH ACROSS ALL US DOMESTIC SERVICE SITES.
- Manage all aspects of Field and Onsite Service in the US Region through a network of Service Managers, Supervisors and Team Leaders.
- Foster a Safety-first culture within Service Operations
- Consistently achieve high levels of customer satisfaction and to identify opportunities to develop and promote Field and Onsite Service capabilities to meet evolving customer needs.
- Manage and reduce operational costs effectively and to ensure that commercial controls for service are in place.
- Collaborate with regional Sales and Remanufacturing operations teams to ensure that service capability and execution is aligned with broader business goals.
- Support operational decisions to meet financial targets to achieve regional and global division objectives.
- Drive improvement in EHS and Quality performance in Field and Onsite service operations through visible leadership and the management of appropriate controls.
- Act as a senior member of the North America VSS Service Management Team and contribute to the development of business strategies and supporting activities.
- Manage and minimize warranty and support costs of Edwards equipment.
- Manage Field and Onsite Service inventory effectively to support regional business objectives and customer-specific contractual commitments.
- Establish and monitor operational performance measures.

ENTEGRIS, HILLSBORO, OR. 06/2019 – 05/2022
SENIOR MANUFACTURING OPERATIONS MANAGER

- I provide Core Leadership for my team of 3 Supervisors and their teams 34 Operation Associates.
- I ensure all safety programs and procedures were followed by my teams 100% OSHA compliance.
- I developed & integrated "Lean" green to green improvements to increase tool availability.
- I led high-quality improvements to reduce pad stretching and divot reduction
- I oversee staffing of core personnel to maximize output capability.
- I integrated "leader standard work" for the daily/weekly/monthly into operations for my team.
- I made priority changes in maximizing pad throughput by dedicating module equipment per process
- I work daily with stakeholders & peers to assure upgrade requests and daily maintenance procedures are executed.
- I led & facilitated continuous improvement projects within my team.
- I led coordination for my teams technical & safety training
- I meet my responsibility for controlling my budget (OT management & discretionary spending) & P&L.

ASML AMERICA, HILLSBORO, OR. 08/2015 – 6/2019
SENIOR CUSTOMER SERVICE MANAGER

- Core Leadership for EUV Lithography Product Line.
- Built a team that managed service operations at Intel's Hillsboro D1X Ronlar Acres Site.
    - Team consisted of 4 Group Leaders and 40 Customer Service Engineers
- Responsible for ensuring a safe, high quality and efficient customer service organization
- Successfully ramped install base of 3 EUV systems to 10 EUV systems within a 3-year period
- Established priorities for the customer service organization leading customer service engineers and system engineering teams.
- Successfully attained a multi-year parts & service contract for ASML's 1st installed EUV tool worth $1 million per year
- Monitored service performance real time to make priority changes as appropriate to meet and exceed customer expectations.
- Scheduled & integrated various factory upgrade requests into current system configurations.
- Coordinated with my international resources to ensure ASMLs continuous improvement needs were met and delivered.
- Responsible for maintaining a perfect safety record at Intel with zero recordable safety incidents
- Responsible for training coordination for my customer support engineers to meet all of Intel's expectations
- Responsible for controlling budget (OT management & Travel) without any overages.

INTEL CORPORATION, HILLSBORO, OR. 02/2005 – 8/2015
***SHIFT OPERATIONS MANAGER* (DEC. 2014 – AUG. 2015)**

- Core Process Leadership at the new Intel Mask Operations Factory
- Led the initial process qualification process with our sister factory in Santa Clara by coordinating and initiating all qualifications for the new factory.
- Ensured a safe, high quality and high velocity factory operation daily
- Staffed all technicians appropriately for efficient shift operations

- Established all shift priorities by working with customer service, engineering and planning teams
- Monitor factory performance real time & made priority shifts as appropriate to meet factory commits
- Integrated various factory downtime requests to create an efficient factory operation plan that improved throughput and cycle time.
- Coordinate with the Santa Clara Mask Operations to ensure Intel's mask needs are met and delivered
- Deal with unplanned staffing needs and other factory events

***OPERATIONS MANAGER* AFO'S DIE PREP OPERATIONS (JUN 2011 – DEC. 2014)**

- Led 21 team members in a high-volume assembly and test manufacturing semiconductor facility
- Earned my "Lean/Six Sigma Green Belt for a "RIL" (Rapid Integrated Lean) project I facilitated
    - Project included major gains in "system tool efficiency" and "throughput" gains.
- Maximized productivity and quality while ensuring adherence to all safety goals daily
- Spearheaded operational improvements in collaboration with cross-functional teams
- Worked with organizational development to identify and implement training needs for personnel
- Executed leadership for ERT program, including planning safety fairs and annual evacuation drills
- Created area-specific budget details, including travel, training, employee relocation, and overtime
- Earned promotion to the next grade level of Shift Operations Manager for outstanding leadership and project management

***SUBFAB FACILITIES GROUP LEADER* – AFO CAMPUS (MAY 2008 – JUNE 2011)**

- Selected to lead 16-member team of technicians to boost facility infrastructure of 3 factories
- Oversaw operation of facilities bulk chemical, gas delivery, vacuum & abatement and life safety systems
- Implemented business vision and leadership for developing & supporting programs to be executed consistently across 3 factory sites
- Ensured adherence to all company-wide policies & procedures in addition to leading managerial tasks such as office administration, documentation, reporting and problem resolution
- Reviewed and drafted all budget issues, including consumables spending, service contracts and any other discretionary & non-discretionary spending issues
- Recognized for leadership and earned promotion to Operations Manager

***OPERATIONS MANAGER* AFOS C4 OPERATIONS (FEB. 2005 – MAY 2008)**

- Managed a 34-member team in high-volume manufacturing fabrication semiconductor facility
- Boosted productivity and overall quality assurance while ensuring safe operating conditions
- Identified processes in need of improvement and executed plans to resolve any waste or limitations
- Oversaw various projects while delegating duties and maintaining strong leadership with team
- Assisted with the execution of team training in a variety of topics including safety and processes
- Coordinated ERT program, including planning safety fairs and holding annual evacuation drills
- Conducted annual performance evaluations with personnel in addition to other administrative duties
- I was on Aloha Business Continuity Control Team. I assured all emergency backup plans were kept up to date by saving the plans BKMs on backup storage media and auditing those plans every 6 months.

Tokyo Electron America August 1996 – May 2004

West Region Service Manager

- Managed a team of 3 service supervisors and 30 field service engineers across 6-state territory.
- Generated post-warranty revenue for TEA's Etch product line.
    - Successfully negotiated a multi-year service contract at Micron for parts & labor worth $2 Million/Year over 3 years via TEA's Service Advantage Program
- Coordinated all aspects of after-service sales management for company's Etch product line.
- Ensured reliability metrics were met or exceeded.

- Oversaw customer and supplier relationships, holding monthly meetings with clients to review equipment reliability and other issues.
- Developed and maintained service budget.
- Directed training and development functions for field service engineers.
- Conducted employee performance reviews.
- Served on TEA's Hillsboro Safety Committee.

EDUCATION & TRAINING

Master of Science, Management in Science & Technology
Oregon Health and Science University, Portland, Or.

Bachelor of Science, Business Management, with Honors
University of Phoenix, Hillsboro, Or.

Associate of Applied Science, Electronic Engineering Technology
Kentucky College of Technology, Louisville, Ky.

USCG Merchant Mariner Credential Holder
USCG OUPV Licensed - 50 Ton Master

PROFESSIONAL DISTINCTIONS

- Completed "Jim Hurd New Venture Business Plan Presentation" 6 Month Capstone (OHSU)
- Lean Six-Sigma Green Belt Project Training (Intel University)

Candidate Questionnaire

Candidate Name: Terrence F Luckett

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.

    I have been a managerial leader since 1996 to present. All of my experience has been in the Semiconductor Indusry in the roles of Service Manager, Operations Manager and Sr. Operations Manager.I have reported into Manufacturing Managers and VP's throughout my career. My current salary in my current role is $175,000 per year. I currently have 12 direct reports consisting of service managers, training managers and safety professionals along with numerous project and program managers and some individual contributors. My number of inderect reports include ~125 engineers and project leaders reporting into my organization. My revenue generated from my team in 2024 was about $14 million in service revenue and I have responsibility of my orginizations P&L as I manage all the costs of the individual cost centers I manage throughout my responsibility in the United States. My accounts span a broad domestic scope of customers throughout the United States.

2. Why are you interested in pursuing this position? More than anything, I would love to serve my community in a positive responsible way. This role would serve a commitment

to maintaining public trust and confidence in local government, achieving equity and social justice for all in the community, affirming dignity for every citizen, and improving the quality of life for all.

3. How would you describe your management style? My management style is very collaborative. I prioritize communication, consensus building, and strategic decision-making while remaining accountable to my management, often requiring a balance between providing direction and empowering individual departments to operate efficiently.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. The best approach to managing a hiring process involves clearly defining job requirements, creating a strong employer brand, utilizing diverse recruitment channels like employee referrals, conducting thorough interviews, prioritizing candidate experience, and using an Applicant Tracking System (ATS) to streamline the process, all while ensuring a quick and efficient timeline. Managing the discipline process involves clearly outlining company policies regarding unacceptable employee behavior, conducting thorough investigations when issues arise, documenting every step of the process, applying disciplinary actions consistently and fairly, and providing opportunities for employees to improve their behavior through corrective measures, often following a progressive discipline approach. Managing ethical violations consists of several steps: Create a code of conduct, establish a formal code of conduct and reporting system. Set and monitor responsible goals. Enforce the code: Enforce the code of ethics and ensure compliance. Be transparent, embrace transparency as a core value. Foster integrity, Foster integrity in every aspect of the organization. Build a culture of accountability. Cultivate respect in the workplace. Ensure fairness in every decision. Manage ethics as a process-oriented activity that requires time and constant assessment. Focus on behavior, avoid problems. Be open and honest. Integrate ethics and accept there is going to be a learning curve.

5. How would you deal with city budget constraints and identify new revenue sources? To deal with a city's budget restraint's, I would focus on prioritizing spending based on community needs and explore revenue-generating options like increased fees or taxes, implement cost-saving measures across departments, leverage technology for efficiency, engage with the community for input, and carefully plan for future budget challenges

through financial forecasting and strategic budgeting; all while considering the impact of any changes on the city's residents and services provided.

6. How will you prioritize competing demands for resources within the city? A structured apporoach would suggest identifying critical needs through data analysis, establishing clear prioritization criteria based on factors like urgency, impact, cost-effectiveness, and community input, then allocating resources accordingly while considering long-term sustainability and potential future needs.

7. Describe a successful initiative you have led as a City Manager. In my career, I have mainly driven initiatives focussed on maximizing revenue by controlling costs but that is in the semiconductor industry. As a successful city manager I would implement initiatives focused on improving city infrastructure, enhancing community engagement, optimizing budget allocation, promoting economic development, and utilizing technology to streamline operations, all while prioritizing citizen needs and collaborating effectively with the city council.

8. Describe a time when you had to manage a crisis situation in a city setting. In my numerous roles in the semiconductor industry, I have worked with local emrgency management agencies in my local community of Hillsboro, Oregon to address toxic gas alarm related situations at the semiconductor plants I have worked at. I also was responsible for Intel's business continuity plan for the Aloha, Oregon Factory Operations in case of a natural disaster. As the city manager of Ft. Pierce, an example of utilizing crisis management would be during a major natural disaster like a hurricane, where there would need to be a coordinated emergency response effort, communicate effectively with residents, manage resource allocation, and oversee recovery operations, all while navigating potential public panic and misinformation.

9. What steps do you take to ensure transparency and accountability in city operations. Key steps to ensure transparency & accountability in city Operations by a city manager would include: Sharing information, by making information available to the public about what the government is doing. Encouraging feedback by inviting people to share their thoughts on topics and initiatives, and to attend city council meetings. Respond to questions and concerns that people raise on social media. Make sure the roles and responsibilities of those in government are clear and publicly known. Set clear goals and objectives for the

city. Keep track of progress and report on it. Address issues and potential conflicts early on. Consider having the city subscribe to an integrity pledge, which is a commitment to acting with more integrity in local affairs.

10. Please describe your experience working with unions. When I have worked with a third-party union vendors in my pas, we have hired staffing agency's that specializes in unionized workers to fill temporary positions, outsourcing employee benefits administration to a union-focused provider, utilizing a third-party company to manage union contract negotiations, or contracting with a vendor to conduct union-specific training programs for managers; essentially, any situation where a company leverages an external entity to handle union-related activities or workforce management that requires adherence to union agreements.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Although I have not directly managed or was in charge of overseeing a police department, I would consider the following priorities: Work with police department leadershi to provide quality services to citizens and ensure a safe community. Ensure efficient operations, including public safety, and ensure they operate efficiently and in line with city policies. Communicate clearly. To be effective communicators, both in person and in writing, to convey thoughts clearly, provide instructions, and coordinate between departments. Address citizen concerns: City managers address and respond to emergencies. Develop a long-term vision for the community that provides a framework for policy development and goal-setting. Managing budgets and finances. Manage staff, recruit, hire, and supervise the local government workforce, including key department heads.

12. How will you ensure that the city's services meet the needs of all its citizens? To ensure city services meet the needs of all citizens, a city should prioritize inclusive planning and engagement, actively gather feedback from diverse communities, consider accessibility for all abilities, allocate resources equitably across neighborhoods, and implement policies that address specific needs of vulnerable populations while regularly evaluating service delivery and adapting to changing demographics

13. What strategies will you use to build relationships with stakeholders in the community? To build strong relationships with community stakeholders, key strategies should include

actively listening and understanding their needs, engaging in open and transparent communication, actively participating in community events, seeking feedback regularly, demonstrating responsiveness to concerns, building trust through consistent actions, and fostering collaboration through inclusive initiatives; essentially, making yourself present, accessible, and genuinely invested in the community's well-being.

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, key strategies should include fostering entrepreneurship and business innovation, investing in infrastructure, supporting local businesses, promoting education and skill development, encouraging technological advancement, diversifying industries, and facilitating access to capital for new ventures, particularly for small and medium-sized businesses.

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

Ellen Perry ("Ellie") Marshall
561-346-1239
ellie@perrymarshall.consulting
LinkedIn: ElliePerryMarshall

C-Suite Executive

Strategic Planning Visionary

Special Initiatives Implementor

Operational Oversight Expert

Superior Written & Verbal Communicator

High-level of Emotional Intelligence

Seasoned Team Builder

Proven Leadership

Principal, *Perry Marshall Consulting, LLC* (2008-Present)

Offering businesses of all sizes help in navigating their biggest challenges through:

- Fractional CEO/COO
- Executive Leadership Coaching
- Merger and Start-Up Operations
- Strategic Initiatives
- Project Management
- Organizational Restructuring
- Business Development
- Operational Policies & Procedures
- Business Ethics
- Public Policy Research
- Ai, social media, and CRMs implementation liaising

- Start-up and acquisitions of multiple small businesses (planning, proper documentation, organizational structure and executive coaching.)
- Consulted energy and agricultural titans as they navigated false narratives regarding environmental concerns in a region by collaborating, coalition building and educating the public on nature and economic impacts.
- Researched and collaborated to understand the challenges of mobility (The Palm Beach Mobility Initiative) and presented formal recommendations for short- and long-term resolution.
- Liaised with multiple businesses (large, small, non-or for-profit) on incorporation of Ai, 3-gen social media, cyber security and CRM automation into their businesses. Bridging the divide between old-school fears and thought processes and new opportunities.
- Owner's Representative on multi-million-dollar construction project(s) needing collaboration with municipalities, engineers, architects, urban planners, general contractors, financing institutions, and designers.

Partial List of Clients:
Economic Council of Palm Beach County
Palm International Agricultural Summit
Florida Power & Light
Bailey Engineering
Building Science Environmental Services
Indian River State College, Corporate & Community Training Institute
Florida Atlantic University, Institute for Design and Construction.
Love Serving Autism
Perry International Capital Group

Chief Operating Officer, *The Arc of Palm Beach County* (1/2020 – 11/2024) www.arcpbc.org

- Executive operational lead for $21m non-profit in IDD community.
- Managed all operational aspects of triple merger of sister organizations into The Arc, resulting in organizational growth from $8m to $21m in 1.5 years.
- Implemented new, post-merger operational vision, strategic, and business plans. Executed all new operational functions for all 13 campus locations, 260 team members, 21 programs, 2 schools, and 5 ancillary/administrative departments.
- Analyzed and executed new agency Key Performance Indicators, evaluated data for planning and strategic improvement opportunities. Implemented MRI Work Speed, and internally developed tools for measuring. Resulting in 95% accuracy of annual operations and capital budgets under my purview.
- Administered, researched, authored, and maintained new, post-merger agency's policies, procedures and processes, while adhering to State mandates, funder compliance, and donor expectations.
- Lead business development collaborations with community and business partners as they related to: ESG (environmental, social, and governance) and CSR (corporate social responsibility), resulting in partnerships with 17 different company-client work contracts.
- Capital construction, external affairs and owner's representation executive on $7.5m worth of capital construction & development projects, and $12.3m of real estate sales or acquisitions, spread over 5 locations owned by The Arc, by collaborating with:
    - State governments on policy, zoning, and funding sources; Federal compliance agencies; County governments on land rights, deeds, zoning, and tax structures, Municipal governments on permits, zoning & building, utility infrastructure.
    - Private funders on grant allocations, potential donor presentations, and project updates. o Architects, urban planners, civil/ structural, environmental and mechanical engineers.
    - Professional consultants on legal, financial and policy matters.
- Executive Liaison for The Arc on all State, Federal and Local government laws, bills, procedural writing and interpretational needs, including new State Appropriations for programs, capital projects, APD regulations, DoE/VR regulations, FDOT regulations. *('23 SoF increased Medwaiver reimbursements 15%.)*
- Executive-in-Charge of all Information Technology, Database Management, new Systems Implementation for The Arc.
    - Liaised with departments/team members and IT vendors on cyber security, HPPA compliance, State-compliance databases & reporting, grant/funder reporting requirements, client-record updates, payroll, AR/billing interfaces.
    - Conceptualized and built Florida's ONLY single-source IDD client tracking system that uses biometric facial scanning to determine the whereabouts and timing (down to the minute) of all 400 Arc clients and creates reports for all downstream users of data.
- Operational Executive-in-Charge of all:
    - 13 campuses & 22 buildings for facility maintenance, improvements, prevention opportunities.
    - Transportation & Fleet management efforts: staging, maintenance, routing, driver training, safety, and compliance of55 vehicles and 60 drivers.
    - Agency's Safety & Health Taskforce, including Emergency and Disaster & Recovery Planning.
    - The Arc's Micro-Enterprises:
        - TJ's Café ($200,000 annual income)
        - The Arc Thrift Store ($270,000 annual income)
        - Artisan Pop-Ups ($60,000 annual income)

Executive Vice President, *Perry Marshall Builders, Inc*. (2014-2020) www.perrymarshallbuilders.com

Executed all administrative operations for the company, including contracting, estimating, human resources, customer service, community collaboration, engineering and urban designing, financing, and business development. Liaise for all custom home-building operations, owners' representative for design and project management.

Vice President of Operations – *LiveOps, Inc.* (2002-2004) www.LiveOps.com

Directed $20 million+ web-based tele-services company. Helped manage the company through successful merger. Directed 7000+ home-based, remote 1099 tele-services contractors and their management team.

Adjunct Professor *Indian River State College / Colorado Christian Univ.* ('11-'20)

Curriculum: Ethics; Classical Philosophy; Humanities; World History; Writing; Literature.

Vice President -*Building Science Environmental Services, LLC*

Led Business Development and Operations for environmentally oriented, specialty construction company.

Member & Editor, *Florida Professional Coalition on Chinese Drywall* (www.ChineseDrywallProtocol.org).

Guest Instructor/Curriculum Designer on Chinese Drywall Remediation for: Indian River State College, Corporate & Community Training Inst; and Florida Atlantic University, Institute for Design & Construction.

Senior Project Manager - *Kemper Insurance Companies*

Directed Medical, STD, LTD and Managed Care data for managed care division of Kemper insurance, including database interfaces for two separate $3 million projects.

Founder/Owner/President - *Go van Gogh, Inc.* ('04-'15)

Conceptualized, built, funded and managed an interactive art studio specializing in ceramics, acrylics, sculpture, and mosaics for over 11 years. Located in Palm Beach County.

Other Positions:

- **Sr. Intergovernmental Affairs Officer - *United States Department of Labor***
- **Director of Special Events - *The White House, Conference on Aging***
- **Senior Event Coordinator - *The Education & Leadership Forum***
- **Legislative Assistant- *US House of Representatives*** (House Select Committee on Aging)

EDUCATION:

- ***The George Washington University (Washington, DC)***
  - Master of Arts
  - Major: Philosophy & Social Policy – Emphasis on Business Ethics
- ***The Florida State University (Tallahassee, FL)***
  - Bachelor of Arts, Cum Laude
  - Major: Political Science; Minor: Creative Writing
  - Intercollegiate Volleyball Player (Red Shirt)
- ***Clemson University (Clemson, SC)***
  - Full Scholarship, Intercollegiate Volleyball Player

COMMUNITY INVOLVEMENT:

- Youth sports volleyball coach (30 years)
- Marginalized, minority and hardship student/athlete mentorship programs.
- Life Coaching & Mentorship – Refuge Ranch for Women
- Love Serving Autism – volunteer business consultant
- Jupiter Lighthouse & Museum – Luminary

Candidate Questionnaire

Candidate Name: Ellie Marshall

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.

    January 6, 2020 - December 15, 2024
    Chief Operating Officer, The Arc of Palm Beach County
    Reported to: Pamela Payne, President & CEO
    Ending Salary: $161,400
    Population of community served: 3,600
    Employees in Organization: 289
    Employees supervised: 289
    Budget: $21 million

    2014-2020
    Perry Marshall Builders, Inc.
    Executive Vice President
    Reported to: Self

Ending Salary: $156,000
Population of cummunity served: Residential and commercial clients seeking custom construction.
Employees in Organization: 5
Employees supervised: 2
Budget: $10 million

2008-Present
Principal, Perry Marshall Consulting
Reported to CLIENT BASE : US Sugar, Floridal Power & Light, Economic Council of Palm Beach County, Bailey Engineering, PICP, LLC, and others.
Ending Salary: $165/Hour
Population of Community Served: Project specific
Employees in Organization: 0
Employees supervised: 0
Budget: Project Specific - Range from $500k to $5 million

2. Why are you interested in pursuing this position? I am interested in being the City Manager for the City of Fort Pierce because it has remarkable similarities to the diverse work that I have done in the past 15 years. As a Chief Operating Officer, Executive Vice President of a large construction firm, and a principal consultant to organizations like US Sugar and FPL, I have had incredible experience in: project oversight, exeutive leadership, strategic planning, budget forecasting, community collaboration, State & Federal liaising, private-public partnering, success measuring, and capital development.

3. How would you describe your management style? The management style I am most aligned with is analogous to competative team building. It is understood that everyone comes to the team with a unique skill set yet a common purpose -- to win and meet a goal. How the team gets across the finish line and accomplishes that goal in first place is the challenge. Focus must be on process not the prize. In focusing on the process together, the effect will be reaching the goal and winning. Every team member has stengths and weaknesses that must first be understood and then either honed or built-up. Each team member has the

ability to assist their team mates in their respective personal growth -- all with the intent of together winning the challenge of the day and achieving the goal. If a team member is either ill-suited to the challenge of not only improving their own skill sets, but also not willing to assist in the growth of their teammates, they are likely ill-suited to being on the team at all. Together with my teammates, we have successfully implemented this method time and time again.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Human Resource policies must be written and adhered to. Period. If the policies are not written, they don't exist and chaos ensues. Those policies must be fully supported by the leadership, and they must be fully understood by the team members. Should modifications to the policy be required, then they must be done clearly. These policies will cover the basics of HR: hiring, ethical violations, labor relations and performance evaluations. While staying within the boundaries of the law, precedent, personnel experience and City of Fort Pierce's current standards, my management style is formal and allows for no deviation of the policies as written. It is when policies are muddied, that problems most frequently arise.

5. How would you deal with city budget constraints and identify new revenue sources? Budget contraints are everywhere -- and well, they should be. Organizations, especially those with socioeconomic obligations like governments and non-profits, should not be able to simply run amuck with the funds they have been asked to steward. The constraints must be placed in the operating budgets and adhered to as policy obligations are understood and appropriated by committee. As threats of a deficit arise, reources should be identified from County, State, Federal and private opportunities. Private-public partnerships are instrumental in growth opportunities for municiple governements. A partnership with Brightline, CSX Railroads, FDOT, Florida Power & Light, and so many other organizations is crirtical to the eminent growth of the City of Fort Pierce and the region as a whole. Fort Pierce has some of the only reasonably affordable land on the East coast of Florida. It will be fought for and supported by many interested parties. How these relationships are built, maintained and utilized is critically important for the future of the City and the State.

6. How will you prioritize competing demands for resources within the city? Safety, contractual obligations, expectation maangement and growth. Usually in that order. As basic as that sounds, it has generally served the organizations with which I have worked well.

7. Describe a successful initiative you have led as a City Manager. I have not. I have never been a City Manager. However, my work with The Arc of Palm Beach County including working with many municipalities. The renovation of The Arc's Headquarters in the City of Riviera Beach included working with the School District of Palm Beach County because of property sits on school district land. The Headquarters and the school are llocated on the same property and together represent only one of 13 campuses for The Arc. The politics of school district's Charter School language, annual budgets, private funders, City of riviera Beach Building and Zoning, media, and elected officials taking credit for things going right and avoiding things that went wrong, was a full-time job that I performed over 2 years time with 5% of my time.

8. Describe a time when you had to manage a crisis situation in a city setting. The Arc of Palm Beach County acquired 10 acres of land from a floundering sister organation that was County owned and gifted in 1968. The land had to be re-deeded to The Arc in order for any renovation, construction, re-purposing or utilization changes could be realized. Working with the County Administrator, the State of Florida Agency for Persons with Disabilities, the State of Florida Department of Transportation, urban planners, architects, engineers, contractors, and funders was just the start of the effort. The end result was the SoF Appropriations of $2.5 million to convert 30,000 SF of the campus to a Community Arts & Culture Center that doubles as a Hurricane Shelter on land that was re-gifted to The Arc indefinitely.

9. What steps do you take to ensure transparency and accountability in city operations. Monthly, Quarterly and Annual reporting, meetings and presentation are critical. Regular internal and mandated audits are also critical. Keeping all means of accountability update.

10. Please describe your experience working with unions. I have little recent hands on experience with unions; however, being approved for Federal funding for capital

construction does require union affiliated subcontractors. I have been involved in projects whereby these standards had to be met and the reporting for each of these subcontractors vigorously maintained. You may also find it interesting to note that earlier in my career I was a Senior Intergovernmental Affairs Officer at the U.S. Department of Labor in Washington D.C., where I was regularly in communication with unions and their advocacy concerns on such issues as cross-boarder transporation logistics and wage standards of non-citizen transporters.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have no experience in this capacity.

12. How will you ensure that the city's services meet the needs of all its citizens? Open door policy for citizen advocacy is an important and consistent requirement to assuring that the needs of the community are being met. Doing so also allows for a stage where expectation management can be more consistently realized. Keeping lines of communication open through social media, town halls, and open topic-matter specific think groups, has been proven be effective in many municipalities.

13. What strategies will you use to build relationships with stakeholders in the community? Open door policy. Regular outreach to community leaders and citizen groups. Small conferences.

14. What strategies would you implement to promote economic growth and job creation? Economic Development growth meetings, conferences and large summits with developers, employers, Brightline leadership, real estate brokers, etc, all working toward promoting the City of Fort Pierce as the next-best investment in Florida. It is prime for growth! Working closely with an economic council and business development board to this end is critical.

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? None whatsoever that I am aware of.

John Mascaro

CITY MANAGER

(252) 305-5337 | Bettiepearl1124@outlook.com | Elephant Butte, nm 87935

Energetically led as City Manager/Fire Chief at City of Elephant Butte, pioneering infrastructure and sustainability initiatives. Demonstrated exceptional leadership and strategic planning skills across multiple roles, notably enhancing community engagement and urban development. Skilled in financial analysis and performance measurement, consistently delivering results and fostering team motivation. I received over 10 million dollars in grants for the city.multiple capitol outlay projects.

SKILLS

- Sustainability Initiatives
- Financial Analysis
- Getting the job done
- Infrastructure Planning
- Performance Measurement

EXPERIENCE

CITY MANAGER / FIRE CHIEF **Elephant Butte, NM**
City of Elephant Butte *May 2022 - February 2024*

- Initiated innovative solutions to address infrastructure challenges such as traffic congestion or water conservation.
- Proficient in developing long-term plans for urban development and zoning regulations.
- Spearheaded efforts to increase citizen engagement through community outreach activities.

FIRE CHIEF **duck, NC**
town of duck *October 2005 - April 2006*

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Participated in high-level meetings regarding policy changes or updates that would affect operations.

FIRE CHIEF **olympia gardens, ILL**
olympia gardens fire district *April 1984 - June 2004*

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Provided guidance to subordinates during emergency situations ensuring proper protocols were followed.

EDUCATION

FIRE SCIENCE IN ALL *Jun 1999*
Illinois fire service institute, **champaign ill**

FIRE SERVICE IN FIRE SCIENCE *Feb 1988*

prairie state college, **chug hts ill**

REFERENCES

Stephen Archuleta — SAC
Retired County Manager / Consultant ***Friend***
(575) 779-1680
Stephen.archuleta@cityofeb.com

Bryce Lunsford — 1st Choice Realty
Owner Real Estate Company ***Friend***
(540) 849-6496
bryce1954@gmail.com

Mike Williams — Mikew
Retired Sheriff Deputy / Current City Councilman
C ***Professional / Friend***
(505) 980-8844
nmcops@aol.com

Candidate Questionnaire

Candidate Name: John Mascaro

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.

    a. May 10, 2022 to Feb 1, 2024
    b. City Manager/Fire Chief - City of Elephant Butte, NM
    c. City Council
    d. 100,500
    e. 2000
    f. 22
    e. 22
    h. 10 million

2. Why are you interested in pursuing this position? I enjoy serving the community and its constiguents. Working with the community to expand and resolve community concerns.

3. How would you describe your management style? Lead by example and allowing employees to utilize their skillset with support and guidance.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I follow the policies established by council and ensure that is conveyed to all personnel. With a team approach, I ensure that all personnel issues are addreesed in a professional and timely manner in order to ensure that all policy and procedures are followed.

5. How would you deal with city budget constraints and identify new revenue sources? In regards to the city budget constraints and deficits, I would look for alternative revenues and restructure departments to address the constraints. As to new revenue, it is vital to look at grants, capital outlay and community donations.

6. How will you prioritize competing demands for resources within the city? Look at each department individually and make decisions based on their needs that will benefit the community,

7. Describe a successful initiative you have led as a City Manager. An initiative that I pursued was securing funds for water mains, fire hydrants and preventive maitenance for city water system and received over 19 million in funding.

8. Describe a time when you had to manage a crisis situation in a city setting. During my time as the city manager, one of the our water wells went down and had to have a water well installed immediately in order to maintain a water source to the city. Working with multiple companies in order to ensure that the well was properly installed and providing water to in a tinely mannter.

9. What steps do you take to ensure transparency and accountability in city operations. Communication is the key to ensure transparency within the entire city workforce. It is vital that all parties involved are informed and kept up to date on progress and decisions being made. Accountability is essential in order for the city to operate effectively and efficiently.

10. Please describe your experience working with unions. I have 38 years of fire department and local government experience.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? An effective police chief is the key to overseeing a police department. My job is to trust the police chief to oversee the police department and my job would to ensure that the Police department has the resoureces and the funding to operate an effective department that serves the community. with trust and dignity.

12. How will you ensure that the city's services meet the needs of all its citizens? Making sure that all services has the funding and resources to run effectively to meet the needs of the citizens in the community.

13. What strategies will you use to build relationships with stakeholders in the community? Building relationships with integrity, honesty and listening to the community needs with follow through.

14. What strategies would you implement to promote economic growth and job creation? Promoting the city and its ability to meet the needs of the area in regards to workforce and employment needs. Utilzing the educational system to promote the youth to transition to the work force.

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? Upon completion of a online search, one would find that I am a victim of an over aggressive Mayor who had a different opinion of how a city should be ran.

BENJAMIN WAYNE MINUS II

Manhattan, KS 66503

Elminus1@gmail.com | my LinkedIn profile | ☎ +1 (210) 952-8385

Monday, 18 November 2024

With 22+ years of experience in the United States Air Force - current rank of Major - serving as the Assistant Director of Operations and Air Liaison Officer of the 10th Air Support Operations Squadron at Fort Riley Army Interoperability Network in Kansas. As a Weapons System Officer of a Nuclear Certified five-person crew, $84MMAll-Weather, high-altitude precision bomber responsible for launching air-launched cruise missiles, I stand ready to execute upon Presidential Order and prepared to deploy at a moment's notice anywhere in the world.

During my service, I completed four tours as an Air Liaison Officer/Air Component primary representative to the tactical ground force commander and advising the Division Commander, his subordinate Brigade Commanders, and associated battle staff on full-spectrum air and space capabilities. I also assist in planning, coordinating, and accomplishing squadron participation in support of joint and combined real-world contingencies and operational warfighting exercises. A member of the elite branch Special Warfare Airmen, 10th Air Support Operations Squadron, I am considered one of the most highly skilled Joint Terminal Attack Controller qualified Air Liaison Officers ready to Advise, Assist, and Control at a moments notice any time any place.

As a leader, I believe it is my responsibility to set the standard, be the standard, and live the standard to ensure my people are trained and knowledgeable to foster an environment conducive to growth and continuous improvement. By holding all members of the organization accountable to the standards set, I believe we exceed goals, increase productivity, and make working hard contagious. In building relationships throughout my career, I have always been professional, approachable, and more than happy to oblige and provide training and information. My peers, staff, and superiors have described me as responsible, organized, disciplined, reliable, thorough, observant, listener, confident, ethical, and humble.

My career achievement is complemented by a **Master of Public Administration**, a **Bachelor of Science in Public Administration**, and membership in the International City/County Management Association (ICMA), Florida City and County Management Association (FCCMA), and a Top Secret/SCI Security Clearance (Active). While not at work, I enjoy fishing, hunting, watching/coaching football, weight lifting, working on my truck, and gardening.

As a result-oriented professional I welcome the opportunity to meet with you to discuss how my previous experience, education, and skill set would be of benefit to your organization.

Thank you for your time and consideration.

Sincerely

Benjamin Minus II

Benjamin Wayne Minus II

INCLUSIVE SERVANT LEADER - WORKFORCE AUTHORITY

Organizational Management | Resource Management | Project Management

BENJAMIN WAYNE MINUS II

Manhattan, KS 66503

Elminus1@gmail.com my LinkedIn profile ☎ +1 (210) 952-8385

Asset Management | Budget Management | Change Management | Continuous Improvement | Contract Negotiation
Personnel Evaluations | Cost Control | Customer Service | Employee Training | Leadership Development | NextGen Systems

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Relationship Building
Collaboration
Understand Differences
Issue Resolution
Expectation Setting
Confidentiality
Active listening
Critical Thinking
Integrity
Realistic Goal-Setting
Teamwork
Recognizing/Rewarding

Having directly supervised 30 Officers, 210 Airmen, and numerous Navigators on the navigation of the B52 and the programming of munitions, as an Air Liaison Officer I have mentored countless US Army Staff members and provided expertise on the use of lethal and non-lethal effects. As a Joint Terminal Attack Controller, I have provided mentorship to numerous Army Officers and Ground Commanders on the use of Air Force aviation and munitions.

As a leader, I believe it is my responsibility to set the standard, be the standard, and live the standard to ensure my people are trained and knowledgeable to foster an environment conducive to growth and continuous improvement. By holding all members of the organization accountable to the standards set, I believe we exceed goals, increase productivity, and make efficiency contagious. In building relationships throughout my career, I have always been professional, approachable, and more than happy to oblige and provide training and information. My peers, staff, and superiors have described me as responsible, organized, disciplined, reliable, thorough, observant, listener, confident, ethical, and humble.

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"Major Minus worked tirelessly to ensure all-inclusive use of multi-service capabilities were utilized within 1st Infantry Division fires. He spent numerous hours training with the staff to ensure Air Force capabilities were synchronized between combat arms staff sections, conducting weekly training showcasing clearance of fires with integrated CAS and Air Interdiction. A combat-proven leader who flourished in a liaison role advising NATO and joint personnel. Hand-picked EUCOM deployer to fill critical role in the defense of NATO's eastern flank, advising 1st Infantry Division as a fixed wing SME".
Timothy H. Hood, Colonel, USAF

SELECTED PROFESSIONAL ACHIEVEMENTS

- Trained joint integration with the Army Staff, increasing interoperability and ability to request CAS at all Echelons of the Army, including NATO Partners. He created an iterative process for developing and assessing the correct effects and capabilities for CAS Support, enabling Army Staff to request Air and meet the Commander's intent precisely.
- As the Deputy Exercises, Plans, and Programs Director for the 50-member Hurricane Evacuation team, I secured a haven for ten aircraft and 78 Airmen and sheltered $1.4B of strategic assets.
- As Lead Planner for Combined Forces-Jordan J35, Exercise Eager Lion, I facilitated training for 12,000 Soldiers from 17 nations.
- Coordinated Naval Surface Fires training and enabled live training for four destroyers, 7500 Sailors, 70 pilots, and 6 Joint Terminal Attack Controllers, as well as having the carrier group certified for deployment.
- As a Wing Staff Agency Director with an Operations Support Squadron, I ensured the combat and inspection readiness of 5,000 military personnel.

UNITED STATES AIRFORCE 2011- Present

ASSISTANT DIRECTOR OF OPERATIONS/ AIR LIAISON OFFICER

10th Air Support Operations Squadron **03/2021 - Present**

- Lead Commander's Support Staff (CSS) Airmen in providing evaluation quality control on-time submission, in-out processing, admin updates, record management, and Squadron readiness.
- Provide clerical advice and support to 143 Air Force Special Warfare Airmen and liaise with supporting geographically Military Personnel Flight to specific personnel actions.
- Oversee 15 programs and synchs with 20+ Army and Air Force Agencies on administration, pay, and duty updates for Air Force personnel across 11 Air Force Specialty Codes.
- Lead Airmen on job status reporting and record management for 65 Tactical Air Control Party Airmen and 34 Support Personnel, ensuring 100% mission readiness.
- Coordinated a safety awareness project with the local Police Department and developed a DUI brief for a squadron of 220 Airmen informing them of the fatal/financial risks of driving under the influence and relevant State and local Laws.

SUBJECT MATTER EXPERT at COMBINED RESOLVE 21

In March 2022, I was selected by the 93 Air Ground Operations Wing Commander, my boss's boss - a Colonel - to lead a team of 40 Joint Terminal Attack Controllers in support of a contingency deployment in Eastern Europe in the European Command/NATO area of responsibility (the last time a contingency deployment of this magnitude was in 1999 to Kosovo). After Russia invaded Ukraine, my team and I had just seven days to hastily mobilize to East Europe to enable the 1st Infantry Division for peacekeeping operations in Eastern Europe.

Actions taken to address the situation:

- Within seven days, we mobilized 40 Airmen, 16 vehicles, 4 Containers, tactical equipment, and firearms and developed a personnel and equipment laydown area, assigning Airmen to echelons within the 1st Infantry Division.
- Additionally, based on the laydown of Airmen and equipment, a Joint Air Targeting Cycle/Airspace/Fires based on NATO's current planning cycle (Communication Network for requesting Air Support) will be established.
- Trained an inexperienced 1st Infantry Division Staff of 340 Army Officers on the application of Air Force munitions, aircraft, lethal and non-lethal effects, and the process for requesting support.

Impact: As Subject Matter Expert of Air Force fixed-wing and Air-Ground munitions capabilities, I trained NATO Allies/partners and represented the 1st Infantry Division Fires enterprise at COMBINED RESOLVE 21, a major European readiness exercise designed to prepare and ensure NATO units and partners' readiness.

- Trained the 11th Polish Mechanized Division on the use of air interdiction, clearance of fires, and airspace management in Large Scale Combat Operations and the 1st Infantry Division on joint integration as an Army Staff, increasing interoperability and the ability to request Close Air Support at all Echelons of the Army, including NATO Partners.
- Created an iterative process for developing and assessing the correct effects and capabilities for Close Air Support to enable Army Staff to precisely request Air Support, meeting the Commander's intent to ensure all-inclusive use of multi-service capabilities were utilized within 1st Infantry Division fires.
- The 1st Infantry Division's standard targeting methodology was revolutionized to meet the United States European Comm while balancing lethal efforts with planning toward exercises and building partnership capacity with NATO and its partners. Over the course of the deployment, it enabled the 1st Infantry Division to place effects on the battlefield and capitalize on the projection of non-lethal effects.

CHIEF OF WING PLANS AND PROGRAMS

2d Bomb Wing Plans and Programs **10/2018 - 03/2021**

- Accountable for ensuring the combat readiness and inspection of 5,000 2d Bomb Wing Airmen.
- Led plans & programs and supervised programs to assess Wing capabilities and shortfalls in conventional and nuclear readiness.
- Review Wing Support Plans to all tasked OPLANS. Additionally, I formulated Wing programs to perform conventional/nuclear operations and exercises.
- Built and implemented base-wide strategic planning processes to affect operations at Air Force Global Strike Command worldwide dual Designated Operational Capability mission.

DIRECTOR OF OPERATIONS/SUPPORT

7th Air Support Operations Squadron, Fort Bliss, TX **2011/13 - 2010/18**

- Accountable for providing combat-ready Tactical Air Control Party and Air Support Operations Center personnel and controlled close air support assets for 14,000+ soldiers of the 1st Armored Division and all three Brigade Combat Teams.
- Advised Army Commanding General and staff on US/Allied air/space power warfighting doctrine and capabilities.
- Integrated Close Air Support, Electronic Warfare, Air Interdiction, and reconnaissance air assets into joint battle plans.
- Directed operations and combat mission-ready training for 130 Tactical Air Control Party and 27 Air Support Operations Center Airmen, execution of a $590K operating budget, weapon systems, and communications equipment valued at $13MM.

CHIEF OF WING SCHEDULING/FLIGHT COMMANDER/RADAR NAVIGATOR

2nd Operations Support Squadron, Barksdale AFB, LA **2010/09 - 2011/13**

- Instrumental in the maintenance, programming, and scheduling of B-52 flight hours for 3 Squadrons, 36 Aircraft, and 350 Aircrew.
- The flying hour program comprised 7,512 hours and 1,089 sorties valued at $195MM.
- Managed the scheduling of challenging and realistic aircrew training, airfield services, operations, life support, egress training, and survival/evasion/resistance/escape.
- These are essential tasks in the 2nd Operations Support Squadron, which is the foundation of the 2nd Bomb Wing nuclear and conventional combat capability, which enables global exercises, nuclear, and contingency tasks.

DIVISION AIR LIAISON OFFICER/CHIEF OF TRAINING

9th Air Support Operations Squadron, Fort Hood, TX **10/2006 - 2010**

- Advised the Commander and Director of Operations of daily Close Air Support scheduled execution and operations training programs and currency for the Squadron.
- Programmed, maintained, and ensured Electronic Warfare, Close Air Support, air-to-ground integration, and small arms training for 65 Battlefield Airmen performing duties in support of the 1st Calvary Division and four Combat Brigades.
- Advised Army Commander and battle staff on Air and Space asset employment in order to gain desired battlefield effects.

WEAPONS & TACTICS B-52 RADAR NAVIGATOR

23rd Bomb Squadron, Minot AFB, ND **2008/04 to 2010/06**

- Navigation officer of a five-person crew/multimillion-dollar strategic bomber.
- Accountable for precise timing and navigation to deliver all B-52 offensive nuclear and conventional weapons.
- Member of an elite branch in the 23rd Bomb Squadron, which consists of only the most highly skilled B-52 tactical employment instructors and crewmembers.
- Developed, coordinated, and conducted weapons and tactics qualification and continuation training programs to prepare 125 aviators to effectively execute nuclear and conventional combat taskings of the 5th Bomb Wing.

B-52 NAVIGATOR STUDENT

11th Bomb Squadron, Barksdale AFB, LA **2012/03 to 2008/04**

- Completed the B-52 Navigator Initial Qualification Course for the duration of 118 training days, consisting of academics and flight training in the B-52 and associated simulators.
- Cumulatively, the course consisted of 283.5 academic hours, four significant tests, a flight phase composed of 108.9 flight hours in the B-52, and 138 simulator hours in the Weapons System Trainer and Offensive System Mission Trainer.

UNDERGRADUATE NAVIGATOR TRAINING

562 Flying Training Squadron, Randolph AFB, TX **2011/02 to 2012/03**

- Completed and was *winged* following a 53-week Joint Undergraduate Navigator Training pipeline.
- Learned and mastered aviation weather, flight planning, mission planning, high altitude and low altitude navigation, time control, fix to-fix, approach procedures, Instrument Flight Rules, and FAA and Air Force Flight Regulations.

FORMAL EDUCATION

Master of Public Administration, University of Missouri-Columbia, Missouri (2002)
Bachelor of Science - Public Administration, Talladega College, Alabama, (2000)

MILITARY EDUCATION and TRAINING

Air Command Staff College, Air University, Alabama (2013) **Squadron Officer School**, Air University, Alabama (2010)
Air Liaison Qualification Course, Nellis AFB, Nevada (2006) **B-52 Initial Qualification Course**, Barksdale AFB, Louisiana (2004)
Undergraduate Navigator Training Course, Randolph AFB, Texas (2003) **Aero Space Basic Course**, Air University, Alabama (2002)

CERTIFICATION

Security Clearance - Top Secret/SCI (Active)
B-52 Radar Navigator - AFGSC
Air Liaison Officer - ACC
Joint Terminal Air Controller – ACC
Realtor, State of Kansas (2021)

HONORS - AWARDS

Bronze Star Medal
Meritorious Service Medal, 5OLC
Joint Service Commendation Medal
Air Force Commendation Medal, 3OLC
Army Commendation Medal, 2 OLC
Eagle Scout (Life Member) / Boy Scout Volunteer

MEMBERSHIPS

International City/County Management Association (ICMA)
Florida City and County Management Association (FCCMA)
Tactical Air Control Party Association (TACP)

TOP 40 SKILLS AND COMPETENCIES

Active Top Secret/SCI Security Clearance
Asset Management
Budget Management
Change Management
Communications Plans
Complex Programs
Concept of Operations
Continuous Improvement
Contract Negotiation
Cost Control
Customer Service
Demand Planning
Disaster Relief
Employee Training
Equipment Maintenance
Event Management
Fast-Paced Environments
Government Liaison
Innovation
Workforce Management
Leadership Development
Logistics Management
Needs Assessment
NextGen Systems
Non-compliance Mitigation
Operational Effectiveness
Personnel Evaluations
Problem-Solving
Productivity Improvement
Program Management
Project Management
Quality Assurance
Requirements Management
Resource Allocation/Management
Strategic Communications
Strategic Planning
Supply Chain Management
Team Leadership
Time Compliance

Software: Windows-based Computers, Windows 10 (Microsoft 365), Outlook, Word, Publisher, Excel, PowerPoint, Access, Teams, One Note, Edge, Chrome. Windows, iOS, Adobe Acrobat, Slack, Joint Mission Planning System - JMPS

Hardware:

Wideband Networking Handheld Radio AN-PRC-152, Wideband HF/VHF Manpack AN-PRC-160

Multiband Networking Manpack Radio AN/PRC-117G, Multi-channel Handheld Radio AN/PRC-163

ROVER 6S Transceiver Handheld, Type 163 Target Designator with Laser Rangefinder

Social Media: LinkedIn

Candidate Questionnaire

Candidate Name: Benjamin Wayne Minus II

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.

    a. 07/2002 start and end 02/2025
    b. Air Liaison Officer / United States Air Force
    c. Lt. Col Ademyi Fakunle / Lt Col Steven Raspet
    d. $120K
    e. United States of America
    f. 200
    g. 57 directly / 143 indirectly
    h. $14 Million

2. Why are you interested in pursuing this position? Every since I was a young man I had an affinity for helping people and my community. Growing up in Fort Pierce as a young man I volunteered many years in the Boy Scouts of America and Police Explorers. While in the Boy Scouts I participated in many habitat for humanity projects, county and city park renovations, lawn care and rennovations for the elderly, and food and clothing drives

benefiting the Salvation Army. While in the Police Explorers I participated in a variety of activites and training geared towards learning about law enforcement and helping the community. Training/Career exploration, learned about physical fitness, organizational communication, clerical skills and gained exposure to criminal justice and how law enforcement enables a peaceful crimefree community. Overall my participation in both Boy Scouts and the Police Explorer program allowed me to build self-confidence, character through teamwork through challenging experiences and ultimately created a way for me to give back to my community and grow a love for public administration

3. How would you describe your management style? My Management style is a combination of both Transformational and Mentorship. As a Transformational leader I focus on the people and what behaviors they display or need to adapt in order to make the organizaiton successful for the longterm. Part two as a good leader you must mentor. As a mentor my focus is on the development of my staff while at the same time providing guidance and the support needed to help all employees reach their full potiential. Then finally I merge those management styles in with an open door policy. By intergrating the open door policy I want to be an available servant leader to my employees. I want to be available to them for communication when issues arise either work related or personal. By being a leader with a open door transformation management style I effectively communicate and take care of my employees. As a result of taking care of my employees, my employees will take care of the citizens of the City.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. When managing people I always put the people of my organization first. Without those people working hard and doing the mssion of the organization nothing will happen or be accomplished. I then couple that with an open door policy. If issues are impacting my organization, personnel, or processes I want to know about it so that I can solve or help solve the problem. When it comes to disciple, ethical violations, and performance evaluations in an organization the behavior, performance, and culture is a direct reflection of the leaderhip. As a leader it is your duty to be the standard, live the standard, and enforce the standard. As a leader (City Manager) you have a involuntary influence on the behavior of your employees. If your employees see you coming in late and not doing your job. Over time the effect of your not doing your

job will cause your employees to exhibit the same behavior. So as a leader you must convey your expectations via policy and day to day behavior around the organization, but you must be a living & breathing example of it everyday. Make no mistake you are being watched (be the standard). As a leader your behaviors are admisable and reflect your character 24/7 on and off the job. How you behave at home, in public, and in your private life effect the organization and the way your procieved by the employees at the organization (live the standard). Finally, after communication of standards via policy and day to day actions of the organizations leadership this is where I then enforce the standard. Live the standard, be the standard, and enforce that standard all go hand in hand and require consistant presence of one another inorder for this methodology to maintain good order, discipline and professional behavior from employees in the organization. Bottomline, if I ask my employee to work hard and show up ontime as their leader (City Manager) they can expect me to be doing the same.

5. How would you deal with city budget constraints and identify new revenue sources? When dealing with budget constraints I will start by first meeting with my team (City Department Heads). Then hold a meeting with the Mayor and City Council. Throughout the process I will fight as a servant to my community to never deprive the citizens of the City of those basic services needed for survival (water, sewer, electricity, gas, law enforcement, fire/rescue). Anytime your dealing with budget, especially budget constraints it is imparative that all echlons on the City are synched, share the same mental model, and know and understand the way forward (plan). After meeting with my team and developed a plan. I would then present the budget cuts (non essential services) to City Council and the Mayor for execution or refinement. In terms of indentifying new revenue sources, I would brainstorm with my staff and examine existing assets, services, and city owned ventures for refinement of fees or taxes based on local use and need. I would also have my team look at new economic development opportunities, City and County Partnerships, business initiative strategies like advertising and data analytics from social media to identify untapped revenue streams in the City. Once my team and I have identified new revenue plans we would present those plans to the Mayor and City Council for approval.

6. How will you prioritize competing demands for resources within the city? As stated in my answer to the previous question, as servant to my community it is my goal to never deprive

the citizens of the City of those basic services needed for survival (water, sewer, electricity, gas, law enforcement, fire/rescue). Furthermore, when prioritizing competing demands it is important to identify or frame the problem you are trying to solve first as a leader. Once you have framed the problem, then conviene a meeting with your staff with their evidence, concerns, and solutions for solving the problem. During the meeting with my staff as a team we would prioritized those competing demands for resources logically, so that all requirements for those resources are satisfied. The goal at the end of the day is to ensure that all employees get what they need to forfill their duties and make the City successful.

7. Describe a successful initiative you have led as a City Manager. I have never led an initiative as a City Manager. However, on 03/15/2022 I was notified that I had to deploy myself, 100 Airmen, necessary tactical equiment, vehicles, and coordinate life support for an indefinite about of time with only 7 days notice to Eastern Europe. This initiative took a clear communication between myself and my team. Clear understanding of the problem, what tasks needed to be accomplished, by whom, when, and what deliverables are due based on timeline. An initiative like this is influenced by a lot of dynamic variables that you can not always plan for or anticipate, as a leader you have to be flexible and have open commuication with your team. I accomplished this initiative by backwards planning from boots on the ground in Eastern Europe to the day of notification. I layed out a timeline with my team with milestones where updates would be due and tasks were required to be accomplished in order to get myself and deployers to Eastern Europe on time. Communications and complete understanding to the mission amongst all involved is crucial when tackling any initiative.

8. Describe a time when you had to manage a crisis situation in a city setting. I have never managed crisis in city setting, however I have done it a lot during my tenure in the military. One tool or technique that I have found to be very useful is having a Emergency Action Plan or Play Book for crisis repsonse. The Emergency Action Plan is a living document of plans that outline immedate and longterm actions that are to be taken in the event of crisis in the City. The Emergency Action Plan outlines responses and actions to be taken in the event of fire. flood, hurricane, employee death, mass casualty, chemical spills, etc. In addition, the Emergency Action Plan is designed to bring the Cities government together and go thru steps outlined in the plan step by step as well as address dynamic variables

associated with the crisis that are not addressed in the Emergency Action Plan. Additionally, communicate with outside agencies if assistance is going to required from Federal, State, or local government for additional resources.

9. What steps do you take to ensure transparency and accountability in city operations. In order to establish transparency with employees. Maintaing and communicating an Open door policy with all employees in your organization is crucial. An open door policy fosters communication and trust between you as the leader and the men and women of your organization. An open door policy shows that you care about your people and you are present and avaible to help 24/7. If the people of your organization feel that you are there for them and they can trust you, they will work hard and take care of the citizens of the City. Another facit of transparency as a leader, always reward in public and make sure all employees are is aware of expectations. At no time should a leader ever reward an employee behind close doors. Rewards and praise should be held in a public venue in a City Council meeting or a Department meeting where all employees are invited. Another way I will ensure transparency is make sure my team, the Mayor, and Council are all aware of my decisions as a City Manager. Before I make a decision or receive information, I alsways ask myself, "I know who else needs to know". When making those decisions use email, City Council Meetings, and Special Meetings as much as possible to document those decisions, collaberations, and correspondance that led up to that decision being made. Finally, maintain accountability as a leader by using the followin motto, "Be the standard, live the standard, and enforce the standard".

10. Please describe your experience working with unions. I have no experience of working with a union in my professional career.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have no experience managing or overseeing a police department. However I feel my role as a City Manager in the guiding of the police department would be to ensure that department recieves proper funding, equipment, training, and mission aligns/supports the needs and culture of the City.

12. How will you ensure that the city's services meet the needs of all its citizens? When it comes to making all city services meet the needs of all citizens it comes down to the following, "Are the services accessible, available, and are they useable". As a City Manager it is your duty to make sure all servies are accessible, available, and useable. Meaning there are no barriers (language, technology, financial, etc) blocking the accessibility, usability, and availability. When accessing accessibility there is no one way to examine the problem, because it is dynamic and it must be examined from multiple angles. One way a city could stay on top of accessibility is keeping track of census data Census date would give you a starting point for determining the demographic of your city. Another way to examine accessible, available, and are they useable would make it easy for users to provide feedback about city city services. Finally, hold focus groups every so often to find out if what the city offers in regards to services are sufficient or how services could be improved.

13. What strategies will you use to build relationships with stakeholders in the community? When building relationships with stateholders in your community focus groups are an excellent way to meet face to face with the public to gain direct feedback, insight, and perspective. In the process of conducting focus groups you learn the culture, network, and build relationships by spending time with citizens. Another way to build community relationship with stakeholders is by way of invitation. It simple invite stakeholders from the community to City Council meetings, ground breakings,and awards ceremony. As as result of inviting community stakeholders to city functions, it will give them a feeling of inclusion and that they are apart of the City. The same is true in regards to receiving an invitation as a City leader. City leaders should accept invitions from stakeholders when they invite City Leaders to community events. Accepting invitations from stakeholders allows City leaders to get a feel for the Community Culture at the sametime it shows that the City leaders care about citizens.

14. What strategies would you implement to promote economic growth and job creation? Since a city's primary source of revenue is taxes and collection of revenue for services, promotion of economic growth is imparaative to a financially secure metropolitian. One thing I would do to promote economic growth is market the City to Corporations to bring jobs in exchange for tax incentives. Another option would be to capitalize on economic grants.

An economic development grant is a way for government to fund ideas and programs designed to spur the economy. Federal and state grants can help local governments finance economic development projects, particularly those that support the construction or rehabilitation of public infrastructure and facilities that are conducive to commerce. A city can use an economic grant to improve infrastructure on city owned land to make it attractive to businees and corporations to relocate to city limits. Another options for cities to promote economic growth is the rehabilitation of blighted areas. The blighted area can be advertised to corporations, local business, or potential home owners so that they can be purchased, used, and contribute to the tax base of the city again. Bottomline, cities have to look at opportunities available and opportunities to promote economic development and commerce.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I have no known or unknow adverse or critical statement about me in print, online media, social media, or any other related form.

Dear Members of the City Commission,

I am excited to apply for the City Manager position in Fort Pierce. With over two decades of leadership experience spanning public safety, municipal operations, home building and development, and risk management, I am confident in my ability to lead Fort Pierce toward sustainable growth and enhanced community engagement.

My career began in public service as a Firefighter and EMT for the Fort Lee Fire Department, later transitioning into law enforcement. These roles equipped me with a strong foundation in public safety, emergency response, and community engagement. Building on this experience, I entered the home building and development industry, where I have successfully overseen the construction of projects exceeding $2.2 billion in value, managed large-scale initiatives, and led teams that ranged from 2 to 145 individuals. Complementing these experiences is my expertise in risk management, developed through my insurance licensure and professional work in mitigating liabilities and protecting organizational interests. This blend of skills uniquely positions me to balance public service, economic development, and community well-being.

Key qualifications that align with your requirements include:

- **Extensive Development Experience:** My tenure in the home building and development industry includes leadership roles at JNS Homes/Shoreham Capital, Ryan Homes, and Toll Brothers. I have worked on Build-to-Rent (BTR) and Single-Family Rental (SFR) developments, overseeing production, affordable dwelling units, and luxury home construction. This background ensures a thorough understanding of land use planning, zoning, and the infrastructure needs of growing communities.
- **Public Safety and Crisis Management:** My early career in emergency services and law enforcement has provided me with critical skills in public safety, crisis management, and fostering a secure community environment.
- **Risk Management Expertise:** As a licensed insurance professional, I have an in-depth understanding of risk identification, mitigation strategies, and regulatory compliance. This knowledge allows me to proactively address challenges and develop effective policies that safeguard the city's resources and reputation.
- **Strategic and Fiscal Leadership:** I have successfully prepared and managed multi-million-dollar budgets, streamlined operational processes, and implemented cost-saving measures. My ability to interpret technical reports and make data-driven decisions has been instrumental in delivering impactful results.
- **Municipal and Community Leadership:** My work with Habitat for Humanity and disaster relief efforts reflects my commitment to community development and social responsibility. As a small business owner in Wellington, my wife Amanda and I are actively engaged in supporting local charities, further demonstrating my passion for strengthening communities.

- **Team Building and Collaboration:** Whether leading diverse teams in home building projects or unifying municipal departments, I excel at fostering collaboration, driving efficiency, and ensuring alignment toward shared goals.

Fort Pierce's vibrant community is not without its challenges. One pressing issue is the city's ongoing struggle with stormwater management and flooding, particularly in its low-lying areas. This not only threatens infrastructure but also disrupts residents' lives. If selected as City Manager, I would work to establish a robust stormwater management plan, incorporating green infrastructure solutions such as permeable pavement, bioswales, and enhanced drainage systems. These measures, coupled with seeking grants and partnerships with state and federal agencies, would help mitigate flooding risks while preserving Fort Pierce's natural beauty.

Fort Pierce's rich cultural heritage, thriving waterfront, and potential for continued growth resonate deeply with me. My combined experience in municipal operations, public safety, home building, and risk management positions me to address the unique challenges and opportunities facing the city head-on.

I would welcome the opportunity to discuss how my background and vision align with the needs of Fort Pierce. Please feel free to contact me at 703-307-6261 or romero12191@gmail.com to schedule an interview. Thank you for considering my application. I look forward to the possibility of serving the residents of Fort Pierce as their City Manager.

Sincerely,
Rudy Romero

RODOLFO “RUDY” ROMERO

Sales & Operations Executive

703-307-6261

romero12191@gmail.com

West Palm Beach, FL

Profile

Over 15 years of proven success in driving business growth, managing large teams, and overseeing multi-million-dollar projects & organizations in construction, real estate development, retail & risk managment space. Adept at leading sales initiatives that close high-value deals, enhancing operational efficiency, and implementing strategic cost-control measures. Known for cutting costs by up to 35%, improving project timelines, and boosting profitability. Demonstrates ability to align cross-functional departments, optimize resource allocation, and deliver exceptional customer satisfaction while consistently exceeding sales and performance targets.

Education

B.B.A in Business Management
Liberty University
2018-2019

A.A.S in Criminal Justice & Political Science
Bergen Communiy College
2009 - 2012

Licenses & Certifications & Honors

- Real Estate License | Florida
- 2-20 P&C License | USA
- Effective Negotiation, Influence, and Conflict Resolution | Ryan Homes
- Emotional Intelligence and Leadership | Ryan Homes
- OSHA 10 | 2014
- Critical Incident Stress Management | NOVA CJTA
- Magna Cum Laude | Liberty University
- Distinguished Builder | Ryan Homes X3
- Regional MVP | Ryan Homes X2
- Division MVP | Ryan Homes
- *Additional credentials available upon request*

EXECUTIVE SUMMARY

Expertise

- **Leadership & Team Development:** Extensive experience leading teams of varying sizes (2 to 212 people), focusing on effective management, team cohesion, and driving high performance.
- **Homebuilding & Real Estate Development:** Over 3,000 homes built and experience with production home, build to rent (BTR) and single Family rental (SFR) projects, luxury homes (UHNW), and commercial projects.
- **Operations & Process Optimization:** Strong background in streamlining operations within homebuilding, emergency services, and small - midsize businesses, with a focus on increasing efficiency and maximizing resources.
- **Business Expansion & Strategic Planning**: Proven track record in developing business plans for expansion, including market growth across Florida, Virginia, South Carolina, North Carolina, and Texas. Growing target markets from Pre-Seed stage to Exit stage.
- **Community Engagement & Nonprofit Collaboration:** Actively involved in community-centered organizations and charitable initiatives, with experience supporting Habitat for Humanity, Movies Making A Difference, Red Cross, Real Life Childrens Ranch, Masonic activities, and partnerships with organizations like Go Green Dry Cleaners, The Bedford Group Inc, Palm Beach Animal Shelter, and Crunch Fitness.

Work Experience

2023 – Present

The Bedford Group INC

Chief Executive Officer

- As CEO of The Bedford Group, I lead strategic planning and operational execution across all departments, including sales, operations, finance, human resources, customer service, marketing, and compliance, within a fast-paced startup environment. I drove a 15% increase in annual profits by implementing a growth strategy across multiple verticals, expanding service offerings, and penetrating new markets. My leadership is focused on setting and achieving aggressive targets, streamlining operations to improve efficiency by 21%, and driving strong customer acquisition and retention rates. This role emphasizes high-level decision-making to optimize team performance, scale operations, and deliver exceptional client satisfaction.
- **Key Accomplishments:**
  - **Revenue Growth:** Achieved a 15% annual profit increase by implementing a multi-vertical growth strategy and penetrating new markets.
  - **Customer Acquisition and Retention:** Drove a 30% increase in new client acquisitions and improved retention rates through targeted marketing and exceptional client service.
  - **Market Expansion:** Successfully entered new geographic markets, including multi-state regions, increasing market share and diversifying revenue streams.

2022- 2023

JNS Homes

Vice President of Operations

- As Vice President of Operations, I played a pivotal role in increasing company-wide productivity by 20% and reducing costs by 35%. Collaborating directly with the CEO, I optimized the construction and sales processes, which led to measurable improvements in both resource allocation and material efficiency. My strong sales background was key to identifying and implementing policies that enhanced operational execution, resulting in streamlined projects and improved customer/investor experience.
- **Key Accomplishments:**
  - Spearheaded operational initiatives, resulting in a 20% increase in overall productivity.
  - Collaborated directly with the CEO/Owner, providing hands-on leadership to improve departmental efficiency across construction, sales, marketing, and HR.
  - Identified and implemented innovative technologies, improving resource allocation and cutting material waste by 28%.
  - Developed and enforced operations-related policies, resulting in more consistent execution and compliance across the organization.
  - **Reason for Leaving:** Contract ended

2021- 2022

Toll Brothers

Director Of Construction (APM)

- I oversaw the planning, scheduling, and management of residential projects, focusing on delivering projects on time and within budget. Leading a team of 15 construction professionals, I reduced project completion time by 18% and ensured that all projects met high-quality standards. I also played a key role in contract negotiation, risk management, and ensuring successful project outcomes.
- **Key Accomplishments:**
- Directed the planning, scheduling, and management of multi-family and single-family residential projects, with a focus on on-time and within-budget delivery.
- Led a team of 15 construction professionals, improving project management efficiency and reducing completion time by 18%.
- Coordinated with internal and external stakeholders, including architects, engineers, and subcontractors, to ensure high-quality project outcomes.
- Oversaw contract negotiation, budgeting, and value engineering to ensure cost-effective construction processes.
- Secured permits, managed risk, and resolved project bottlenecks, achieving a 95% success rate in meeting project deadlines.
- **Reason for Leaving:** Divison land position changed.

Work Experience

2020 – 2021

Ryan Homes

Division & Region Financial Cost Manager (CFO)

- Oversaw financial planning, budgeting, and analysis for a $450M+ division. My efforts streamlined vendor bidding processes, reducing costs by 32%, and significantly improved project turnover by reducing construction cycle times by 27 days. I worked closely with cross-functional teams to align financial and operational processes, ensuring transparency and better decision-making for senior management.
- **Key Accomplishments:**
  - Managed financial planning and analysis, overseeing a $450M+ budget and ensuring adherence to corporate financial goals.
  - Streamlined vendor bidding processes, reducing costs by 32% through competitive analysis and optimized contracts.
  - Reduced construction cycle times by 27 days, significantly improving project turnover and increasing profitability.
  - Collaborated with purchasing, construction, and homeowner services to align financial and operational processes.
  - Regularly presented financial reports to senior management, improving transparency and decision-making efficiency.
  - **Reason for leaving:** COVID - promotions put on hold.

2019- 2020

Ryan Homes

Regional Special Assignments Manager

- Controlled financial operations across production, sales, marketing, warranty, and land development, playing a vital role in reducing project costs by 19%. I also collaborated with sales teams to develop marketing initiatives that increased customer traffic by 22%. My ability to analyze market competitiveness helped optimize vendor selection and ensure consistent cost control.
- **Key Accomplishments:**
- Controlled all financial aspects related to production, sales, marketing, warranty, and land development.
- Reduced project costs by implementing effective cost-control measures, resulting in a 19% reduction in overall expenses.
- Collaborated with sales teams to develop marketing initiatives that increased customer traffic by 22%.
- Conducted competitive analysis to optimize vendor selection and ensure market competitiveness.

2018- 2019

Ryan Homes

Division Special Assignments Manager

- In this role, I managed production and land development teams, focusing on timely delivery and customer satisfaction. My leadership improved project delivery timelines by 48%, and my collaboration with municipal authorities reduced project delays by 32%. I also developed company-wide tools that reduced spending by 31%.
- **Key Accomplishments:**
- Led production and land development teams, ensuring timely delivery of high-quality homes while maintaining a 90% customer satisfaction rate.
- Managed the activities of project management teams, improving project delivery timelines by 48%.
- Assisted in expediting community approvals and development processes, reducing project delays by 32%.
- Created new VBA and Excel tools that were shared company-wide, reducing spending by 31%.

2016- 2018

Ryan Homes

Division Project Manager

Work Experience

- Led construction projects from preconstruction to close-out, overseeing a team of 10 supervisors and managing 650+ units. I ensured projects were completed on time and within budget, delivering high-quality results with a 98% customer satisfaction rate.
- **Key Accomplishments:**
- Led construction projects from preconstruction to close-out, overseeing a team of 10 supervisors.
- Improved budgetary adherence and cost controls, reducing average project costs by 12%.
- Managed subcontractor selection and coordination, ensuring high-quality construction standards across 650+ units.
- Delivered on-time project completions while exceeding customer satisfaction scores, with a 98% average rating.

2014 - 2016

Ryan Homes

Division Production Supervisor

- Supervised the construction of 350+ residential homes, maintaining a 95% on-time completion rate. Through improved communication and post-construction issue resolution, I reduced warranty service costs by 10% and boosted team productivity with training programs.
- **Key Accomplishments:**
- Supervised the construction of 350+ residential homes, maintaining a 95% on-time completion rate.
- Improved customer satisfaction through proactive communication and resolution of post-construction issues.
- Reduced warranty service costs by 10% through improved construction practices and subcontractor accountability.
- Enhanced team productivity by implementing effective training programs and process improvements.

2014- 2015

Pohanaka Chevrolet

Sales & Marketing Manager

2012- 2014

City Of Alexandria

Law Enforcement Officer

2011- 2013

Borough of Cliffside Park

Law Enforcement Officer & Dispatcher

2009- 2011

Hackensack University Medical Center

Emergency Medical Technician & ATLS|ACLS Trama #201 Unit

2007- 2009

Twin Tower Auto Service Center

Petroleum Serivce Attendant & Mechanic

VOLUNTEER SERVICE

2006- 2012

Borough Of Fort Lee

Fire Fighter & Hazmat Tech (Squad #6 & Engine #4) | Port Authority 2nd Due

2009- 2011

Palisades Park Police

Emergency Medical Technician

2010- 2012

Borough Of Englewood Cliffs

Emergency Medical Technician

2010- 2012

Borough Of Fort Lee

Emergency Medical Technician

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

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:

Position #1

a. Position start and end dates.
- March 2024- Current

b. Position title and organization.
- Chief Executive Officer | The Bedford Group Inc.

c. To whom you directly reported.
- Board of Directors

d. Ending salary.
- $250,000 + Equity

e. Population of community served.
- 8 different states (FL, TX, NC, SC, VA, NY, NJ, WI)

f. Total number of employees in the organization.
- 35

g. Number of employees supervised (directly and indirectly).
- 34

h. Total budget of the organization.
- $1.2M

Position #2

a. Position start and end dates.
- March 2023- 2024

b. Position title and organization.
- Fractional Chief Operating Officer | The Bedford Group Inc.

c. To whom you directly reported.
- Chief Executive Officer

d. Ending salary.
- $90,000 + Equity

e. Population of community served.
- 4 different states (Fl, Va, TX, NY)

f. Total number of employees in the organization.
- 35

g. Number of employees supervised (directly and indirectly).
- 33

h. Total budget of the organization.

- $500k

Position #3

a. Position start and end dates.
- June 2023- August 2024

b. Position title and organization.
- Senior Vice President of Operations | Beattie Development Corporation

c. To whom you directly reported.
- Chief Executive Officer & Owner

d. Ending salary.
- $220,000

e. Population of community served.
- Lee, Collier, Monroe, Hendry, & Charlotte Counties

f. Total number of employees in the organization.
- 187

g. Number of employees supervised (directly and indirectly).
- 185

h. Total budget of the organization.
- $250M

Position #4

***a.* Position start and end dates.**
- March 2022- June 2023

b. Position title and organization.
- Vice President of Operations | JNS Homes

c. To whom you directly reported.
- Chief Executive Officer & Owner

d. Ending salary.
- $200,000

e. Population of community served.
- Florida & New York

f. Total number of employees in the organization.
- 28

g. Number of employees supervised (directly and indirectly).
- 27

h. Total budget of the organization.
- $125M

Rodolfo "Rudy" Romero
City Manager Candidate Questionnaire Responses

Position #5

- **Position start and end dates.**
  - October 2021- March 2022
- **Position title and organization.**
  - Area Production Manager | Toll Brothers
- **To whom you directly reported.**
  - Division President
- **Ending salary.**
  - $150,000
- **Population of community served.**
  - Martin, Palm Beach, & Broward Counties
- **Total number of employees in the organization.**
  - 55
- **Number of employees supervised (directly and indirectly).**
  - 45
- **Total budget of the organization.**
  - $265M

Position #6

a. **Position start and end dates.**
   - January 2020- October 2021
b. **Position title and organization.**
   - Division Financial Cost Manager | Ryan Homes
c. **To whom you directly reported.**
   - Division Manager
d. **Ending salary.**
   - $135,000
e. **Population of community served.**
   - Indian River, St. Lucie, Martin, Palm Beach, Broward Miami-Dade Counties
f. **Total number of employees in the organization.**
   - 75
g. **Number of employees supervised (directly and indirectly).**
   - 55
h. **Total budget of the organization.**
   - $450M

Position #7

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

a. **Position start and end dates.**
   - November 2018 - January 2020
b. **Position title and organization.**
   - Special Assignments Manager | Ryan Homes
c. **To whom you directly reported.**
   - Division Manager
d. **Ending salary.**
   - $125,000
e. **Population of community served.**
   - Virginia & Florida
f. **Total number of employees in the organization.**
   - 125
g. **Number of employees supervised (directly and indirectly).**
   - 75
h. **Total budget of the organization.**
   - $450M

Position #8

a. **Position start and end dates.**
   - January 2016 – November 2018
b. **Position title and organization.**
   - Project Manager | Ryan Homes
c. **To whom you directly reported.**
   - Production Manager
d. **Ending salary.**
   - $105,000
e. **Population of community served.**
   - Virginia
f. **Total number of employees in the organization.**
   - 10**0**
g. **Number of employees supervised (directly and indirectly).**
   - 25
h. **Total budget of the organization.**
   - $350M

Position #9

a. **Position start and end dates.**
   - February 2014 – January 2016

b. Position title and organization.
- Production Supervisor | Ryan Homes

c. To whom you directly reported.
- Project Manager

d. Ending salary.
- $85,000

e. Population of community served.
- Virginia

f. Total number of employees in the organization.
- 95

g. Number of employees supervised (directly and indirectly).
- 13

h. Total budget of the organization.
- $375M

Position #10

a. Position start and end dates.
- March 2012- February 2014

b. Position title and organization.
- Law Enforcement Officer | City of Alexandria

c. To whom you directly reported.
- Sergeant

d. Ending salary.
- $55,000

e. Population of community served.
- City of Alexandria, Virginia

f. Total number of employees in the organization.
- 500

g. Number of employees supervised (directly and indirectly).
- 3

h. Total budget of the organization.
- $275M

Position #11

a. Position start and end dates.
- March 2011- March 2012

b. Position title and organization.

- Special Law Enforcement Officer & Dispatcher | Borough of Cliffside Park

c. To whom you directly reported.

- Sergeant

d. Ending salary.

- $45,000

e. Population of community served.

- Borough of Cliffside Park, NJ

f. Total number of employees in the organization.

- 50

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

- 6

h. Total budget of the organization.

- $43M

Position #12

a. Position start and end dates.

- March 2009- April 2011

b. Position title and organization.

- Emergency Medical Technician | Vanguard Health Care (Hackensack University Medical Center)

c. To whom you directly reported.

- Chief of Staff

d. Ending salary.

- $32,000

e. Population of community served.

- Tri-County Trama #1

f. Total number of employees in the organization.

- 30

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

- 7

h. Total budget of the organization.

- $25M

Position #13

a. Position start and end dates.

- March 2009- April 2011

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

b. Position title and organization.
- Special Law Enforcement Officer | City of Hackensack

c. To whom you directly reported.
- Sergeant

d. Ending salary.
- $12,000

e. Population of community served.
- City of Hackensack, NJ

f. Total number of employees in the organization.
- 113

g. Number of employees supervised (directly and indirectly).
- 3

h. Total budget of the organization.
- $25M

2. Why are you interested in pursuing this position?

I am deeply interested in the City Manager position for Fort Pierce because it offers an opportunity to utilize my extensive experience in leadership, operations management, and community engagement to contribute to the city's continued growth and success. With a proven track record of overseeing large teams and multimillion-dollar projects, I bring the expertise required for the general supervision and control of city departments while ensuring that operations are streamlined and effective.

In personnel management, my experience leading and developing teams with up to 180 employees has honed my ability to supervise, motivate, evaluate, and guide individuals toward achieving shared goals. I’ve implemented training programs that enhanced team productivity and cultivated a culture of accountability, which I believe is crucial in managing city employees and promoting excellence across all departments.

Regarding financial management, I have managed budgets exceeding $450 million, reduced costs by up to 35% without sacrificing quality in product and services provided and streamlined processes to improve fiscal efficiency. I am adept at providing actionable insights to stakeholders, preparing detailed financial reports, and maintaining transparency to inform strategic decision-making. These skills align perfectly with the City Manager's responsibility to keep the City Council informed about financial conditions and needs, as well as preparing and submitting proposed budgets for approval. Fort Pierce’s commitment to progress and community development resonates with my professional values and community-centered approach.

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

My experience with housing projects, strategic planning, and community initiatives positions me to address the city's needs comprehensively while strengthening economic growth, enhancing public safety, and ensuring high-quality services for residents. I see this role as a unique opportunity to apply my leadership, operational expertise, and passion for community service to drive meaningful progress for the city of Fort Pierce and its residents.

3. How would you describe your management style?

My management style blends collaborative engagement, transformational vision, data-driven decision-making, and decisive leadership, ensuring that I meet both organizational objectives and community needs effectively.

Collaborative and Servant Leadership:

I prioritize engaging key stakeholders, including employees, community members, and partners, ensuring their voices are heard in decision-making processes. My experience working with homeowners, contractors, and community organizations has fostered a commitment to serving others and putting the needs of the community first. Additionally, my background in leadership roles within emergency services and nonprofit organizations has strengthened my ability to connect with diverse groups and ensure their input drives meaningful outcomes. By promoting transparency and building trust, I aim to align goals with the needs of both the organization and the community it serves.

Transformational Leadership:

With a background in leading teams of varying sizes, from small groups to large teams, I focus on setting a clear vision for growth, enhancing innovation, and promoting continuous improvement. My experience in homebuilding, emergency services, and nonprofit leadership has provided me with the ability to navigate complex challenges, particularly in areas like infrastructure development, project management, and resource allocation. I aim to inspire and empower my teams to achieve both immediate and long-term goals.

Data-Driven and Analytical Approach:

I leverage data, analysis, and evidence-based decision-making to drive operational efficiency and resource optimization. My background in homebuilding, project management, and leadership roles in emergency services has honed my skills in budgeting, cash flow management, and problem-solving to improve outcomes, reduce waste, and enhance overall organizational performance.

Decisive and Action-Oriented:

In fast-paced, high-pressure environments like homebuilding, emergency services, and community-driven projects, I have developed a decisiveness that allows me to take swift action when needed, ensuring that priorities such as safety, infrastructure, and community needs are met effectively.

Visionary Leadership:

I have a clear vision for growth and development, especially in dynamic sectors like homebuilding, emergency services, and community planning. My focus is on creating sustainable, strategic frameworks that align with both short-term goals and long-term success. I

aim to lead with a forward-thinking mindset, ensuring both organizational and community goals are achieved.

Being able to adapt to a constantly changing environment requires a leader who is agile and quick to adjust their approach. Throughout my experience leading teams, relying on a single management style has proven to limit interaction with team members and ultimately reduce the likelihood of success.

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

My background, which spans leadership roles in homebuilding, emergency services, and community-driven organizations, reinforces my commitment to ethics as a foundational principle in all personnel matters. At the core of my philosophy is a deep respect for doing the right thing, ensuring that every decision aligns with integrity, fairness, and accountability.

Hiring:

In all my leadership roles, I prioritize rigorous and equitable selection processes. This means conducting comprehensive, unbiased evaluations of candidates based on qualifications, skills, and competencies, rather than personal biases or external influences. Ensuring diversity and inclusion, I actively seek to build teams that reflect the values of fairness and integrity, striving to create an environment where every individual has equal opportunities to succeed. My commitment to ethical hiring practices ensures that team members are chosen based on merit, qualifications, and a shared dedication to the organization's mission.

Discipline:

When addressing personnel matters, I adopt a balanced approach that emphasizes fairness, consistency, and transparency. I believe that discipline should not be punitive but rather restorative, with a focus on guiding individuals toward accountability, growth, and improvement. By nurturing an environment of open communication and mutual respect, I encourage employees to take responsibility for their actions while supporting them in learning from mistakes. Restorative practices, such as coaching and mentoring, play a key role in this approach, helping to repair relationships and ensure that disciplinary measures are fair and just.

Ethical Violations:

Ethical standards are non-negotiable in my approach. I maintain a strict zero-tolerance policy for unethical behavior and ensure due process is followed in all instances of ethical violations. Upholding integrity and accountability, I take swift and appropriate actions, including conducting thorough investigations and holding individuals accountable, while protecting the rights of all parties involved. Ensuring transparency in these matters builds trust within the organization and reinforces a culture where ethics are central to decision-making.

Performance Evaluations:

Structured feedback and professional development opportunities are fundamental to my approach to performance evaluations. I strive to create a culture of continuous improvement, offering constructive feedback that supports both individual and organizational growth. Performance evaluations are not only about assessing results but also about providing clear, actionable

guidance for professional development. By focusing on areas of strength and growth, I aim to equip team members with the tools they need to succeed, while reinforcing the importance of ethical conduct and accountability in their roles.

In all aspects of personnel management, my guiding principle is to prioritize ethics and integrity above all. By ensuring fairness, accountability, and transparency, I create an environment where individuals are empowered to perform at their best while maintaining the highest ethical standards.

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

Addressing budget constraints and identifying new revenue sources for Fort Pierce requires a strategic, data-driven approach that aligns with the city's current challenges and opportunities.

1. Data-Driven Decision-Making:

Utilizing comprehensive data analysis, I would assess city expenditures to identify inefficiencies and areas for cost reduction. This approach ensures that resources are allocated effectively, prioritizing essential services while eliminating waste. For instance, analyzing utility usage patterns could reveal opportunities for energy conservation, leading to reduced operational costs.

2. Exploring Alternative Revenue Streams:

- **Public-Private Partnerships (PPPs):** Collaborating with private entities can provide funding and expertise for infrastructure projects, such as the proposed Brightline passenger station. This partnership could alleviate financial burdens on the city while enhancing transportation options for residents.
- **Grants and Federal Funding:** Pursuing state and federal grants, especially those aimed at urban development and public safety, can supplement the city's budget. For example, the Florida Department of Environmental Protection's Beach and Inlet Management Projects offer funding opportunities that Fort Pierce can leverage for coastal preservation and tourism enhancement.
- **Economic Development Initiatives:** Implementing programs that attract new businesses and support existing ones can broaden the city's tax base. The Fort Pierce Strategic Plan emphasizes the importance of marketing and showcasing the city to attract investment and stimulate economic growth.

3. Enhancing Operational Efficiency:

Integrating existing platforms like the Enterprise Permitting and Licensing (EPL) system with other city departments can streamline workflows, reduce data duplication, and improve interdepartmental communication. This integration can lead to faster processing times and a more cohesive service experience for residents and businesses.

4. Prioritizing Public Safety and Quality of Life:

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

While addressing budget constraints, it's crucial to maintain funding for essential services like public safety. Recent budget increases for the Fort Pierce Police Department demonstrate a commitment to reducing crime and enhancing community well-being. Balancing fiscal responsibility with the need for effective public services is vital for sustaining community trust and safety.

By implementing these strategies, Fort Pierce can navigate budget constraints effectively, ensuring financial stability while contributing to growth and enhancing the quality of life for its residents.

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

Strategically Balancing Competing Resource Demands in Fort Pierce by Prioritizing Community Needs, Leveraging Data-Driven Insights, and Strengthening Partnerships for Sustainable Growth. Addressing some of the key points below:

1. Data-Driven Decision-Making:

- I will leverage data and evidence-based analysis to identify the most critical needs within Fort Pierce, such as housing, infrastructure, public safety, and economic development.
- Using tools like community surveys, public feedback, and performance metrics, I will assess where resource allocation can have the greatest impact.

2. Aligning Resources with Community Priorities:

- Based on feedback from Fort Pierce residents, I will ensure that resources are allocated to areas with the highest priority, such as affordable housing, infrastructure improvements, and community services.
- Public input will be central to the decision-making process, ensuring that investments are aligned with what matters most to the community.

3. Partnerships and Collaboration:

- I will explore partnerships with local organizations, non-profits, and private sector stakeholders to leverage external funding sources, grants, and community resources to supplement the city’s budget.
- By encouraging public-private partnerships, we can maximize the impact of limited resources, especially in areas like affordable housing, infrastructure, and community development.

4. Prioritizing Infrastructure and Economic Growth:

- Fort Pierce has pressing infrastructure needs, such as street repairs, water/sewer system upgrades, and community facilities. I will prioritize investments in these areas to ensure public safety and improve quality of life.
- Economic development initiatives, such as attracting new businesses and supporting small enterprises, will also be prioritized, as they contribute to job creation and long-term sustainability.

5. Efficient Resource Allocation and Cost Savings:

- I will ensure operational efficiencies by streamlining city processes, reducing redundancies, and optimizing budget allocations to avoid waste.

- Focusing on projects that offer the highest return on investment, such as community safety, public amenities, and infrastructure, will be key to addressing competing demands.

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

Given my diverse background in homebuilding, project management, and community engagement, emergency services along with my diverse professional experiences, here are three initiatives that reflect my ability to effectively manage resources, engage the community, and drive impactful results—key elements that would contribute to success as a City Manager:

1. Affordable Housing and Community Development Initiative:

- **Background Alignment:** My experience in the homebuilding industry has provided me with a deep understanding of affordable housing challenges and strategies. Leading initiatives in this area, I have worked to develop partnerships with local organizations, secure funding sources like grants, and streamline processes to accelerate housing development.
- **Objective:** Address housing affordability and reduce homelessness in Fort Pierce by fostering public-private partnerships, supporting community-driven housing projects, and prioritizing resources for essential infrastructure improvements.
- **Outcome:** Successfully secured funding and implemented several affordable housing projects, resulting in increased homeownership opportunities, improved quality of life, and strengthened community trust.

2. Infrastructure and Public Safety Enhancement Initiative:

- **Background Alignment:** My background in managing large-scale homebuilding projects has given me hands-on experience in infrastructure development, project management, and resource allocation.
- **Objective:** Improve critical infrastructure such as roads, water systems, and public safety infrastructure (lighting, emergency services) to enhance the quality of life for Fort Pierce residents.
- **Outcome:** Successfully led initiatives that led to the completion of key infrastructure projects, improved public safety, reduced maintenance costs, and increased community satisfaction.

3. Community Engagement & Transparency Initiative:

- **Background Alignment:** My experience working with homeowners, contractors, and community organizations has taught me the value of transparent communication and collaboration. I have facilitated community-driven solutions that ensure resident voices are prioritized in decision-making.
- **Objective:** Providing greater transparency and increasing community engagement by creating platforms for public feedback, hosting community forums, and ensuring timely access to information.
- **Outcome:** Enhanced trust in city governance, increased public participation in city projects, and stronger partnerships with residents and local organizations.

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

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

During my time managing a critical crisis situation in Fort Lee, New Jersey, I was directly involved in leading the response to a 6-alarm fire that broke out on Main Street, a block from City Hall. As the first responding unit, I quickly took charge of the scene, working to coordinate emergency efforts and ensure the safety of residents. The fire rapidly spread over five blocks, threatening both lives and property. In this high-pressure environment, I was tasked with not only directing fire suppression activities but also ensuring the safe evacuation of residents from the affected area. Recognizing the scope of the incident, I collaborated with mutual aid partners from eight neighboring jurisdictions to bring in additional resources such as manpower, equipment, and specialized units. By leveraging established relationships with neighboring agencies, we were able to ensure a coordinated response that was both effective and efficient.

Additionally, I worked closely with the Red Cross to establish a comprehensive response plan for temporary housing and support for displaced residents. Together, we coordinated logistics to provide immediate food, shelter, and necessary assistance to those impacted by the fire. The combined efforts of emergency services, mutual aid partners, and community organizations ensured that the fire was contained, further property damage was prevented, and affected residents received the support they needed. This experience has strengthened my ability to manage complex emergencies, coordinate with multiple agencies, and ensure transparency and support for affected communities. As a City Manager, these skills would be vital in addressing crisis situations and ensuring a resilient and responsive city.

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

To ensure transparency and accountability in city operations, I would begin by prioritizing open communication and making information easily accessible. While the current centralized online platform for accessing public documents—such as budgets, meeting agendas, and updates on city projects—is robust, there is an opportunity to enhance real-time community engagement. This could be achieved through public forums, workshops, and open discussions, ensuring that residents have a voice in the decision-making process. Additionally, providing monthly public addresses to highlight achievements and challenges, and keeping residents informed through social media, newsletters, and local news outlets, would be integral to this effort.

Financial oversight and ethical governance would also be critical. Regular independent audits of city finances should be conducted, with the results made publicly available. Introducing participatory budgeting would allow residents to directly influence the allocation of portions of the city’s budget, building a sense of ownership and trust. Establishing a strong code of ethics for city officials and staff, paired with mandatory training, would further uphold integrity in all aspects of city governance.

Community engagement and oversight would be another key focus. Encouraging residents and business owners to actively participate on city boards and committees would strengthen collaboration and accountability. Implementing an online performance dashboard would provide a transparent way for the public to track the progress of city initiatives and services. To address concerns about misconduct or mismanagement, whistleblower protections and a confidential

reporting system would ensure individuals can report issues without fear of retaliation. Reviewing and enhancing HR policies would further ensure the city remains accountable to the people it serves.

By addressing these areas, we can establish a foundation of trust, openness, and accountability that strengthens the relationship between the city and its residents.

10. Please describe your experience working with unions.

I have extensive experience working & was a part of multiple unions, including the International Union of Police Associations (IUPA), Pipefitters Local Union 274, and the IAFF (International Association of Fire Fighters), particularly within the construction and emergency services sectors. Throughout my career in these fields, I have collaborated closely with union representatives to ensure smooth operations, promote worker safety, and cultivate productive labor-management relationships.

By building trust and demonstrating a commitment to mutual respect, I have successfully engaged unions and earned their support. I prioritized open communication by holding regular meetings with union leaders to address concerns proactively and ensure that both management and labor were aligned on key issues such as wages, benefits, safety standards, and working conditions. By creating a collaborative environment, I worked with unions to develop solutions that benefited both parties, leading to improved worker satisfaction and increased productivity.

Additionally, I made a concerted effort to involve union representatives in decision-making processes, particularly when it came to safety protocols, project planning, and resource allocation. By seeking their input and addressing their concerns, I was able to build credibility and demonstrate a genuine commitment to the well-being of workers. This approach resulted in greater trust and cooperation from the unions, allowing us to overcome challenges and achieve common goals.

My ability to navigate labor-management relations with unions has led to successful partnerships, ensuring that workers' needs were met while maintaining organizational objectives.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department?

With a rich background rooted in law enforcement and emergency services, I have developed extensive experience managing and overseeing police operations. My journey began in high school, where I started as a firefighter and EMT, which instilled in me a deep understanding of public safety, crisis response, and leadership. Over the years, I transitioned into various law enforcement roles, including patrol officer, dispatcher, youth academy coach, and committee participant. These experiences provided me with a comprehensive view of how police

departments function, the challenges they face, and the leadership required to drive positive outcomes.

As someone who has been actively involved in community engagement, disaster relief efforts, and non-profit organizations, I have gained firsthand insight into the importance of collaboration, transparency, and accountability in law enforcement. Managing or overseeing a police department, I view my role primarily as a facilitator of trust between the department and the community. My approach centers around aiding open lines of communication, ensuring that the police department is responsive to the needs of the community, and building strong relationships with local stakeholders, including residents, businesses, and other government entities.

In guiding a police department, I would emphasize the importance of accountability and adherence to best practices. I believe in creating a culture where officers feel supported but also held to high standards of professionalism, integrity, and ethical conduct. This involves implementing policies and procedures that prioritize community-oriented policing, ensuring that officers are not only enforcing laws but also working proactively to prevent crime and build trust with those they serve.

Additionally, I see my role as a mentor to officers, particularly in providing them with the tools and resources necessary to excel in their duties. This includes professional development programs, training on de-escalation techniques, and advancing a mindset of service and empathy. My leadership style encourages collaboration within the department and seeks to empower the leadership & officers, enabling them to make informed decisions that prioritize the safety and well-being of the community.

Ultimately, my experience in law enforcement operations has taught me that leadership is not solely about enforcing the law but about creating an environment where officers can thrive and the community feels safe, respected, and heard. My focus would be on ensuring that the police department operates with integrity, transparency, and a commitment to serving the public effectively.

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

In Fort Pierce, the city's success relies on a coordinated effort across all departments, ensuring that services are accessible, efficient, and responsive to the needs of all residents. As someone who has worked extensively with emergency services, law enforcement, development and community-focused initiatives, I understand that public safety is interconnected with other city services—such as public works, parks and recreation, infrastructure development, and economic development. These departments play a critical role in ensuring the overall well-being and quality of life for the residents of Fort Pierce.

To ensure that Fort Pierce's services meet the diverse needs of its citizens, I believe in stimulating collaboration across all city departments under the City Manager's purview. It is essential to establish clear lines of communication, so each department understands its role in

achieving broader city goals. For instance, the Public Works Department is vital in ensuring safe streets, well-maintained parks, and efficient utilities, all of which contribute to the livability of Fort Pierce. By aligning public works initiatives with community development priorities, we can enhance the city’s infrastructure and create environments that promote safety, accessibility, and connectivity.

Similarly, the Parks and Recreation Department plays a key role in strengthening community engagement, providing recreational opportunities, and ensuring access to public spaces. I would work closely with this department to ensure that recreational programs are inclusive and accessible to all, particularly underrepresented or underserved communities. By investing in parks and recreational facilities, we create spaces that contribute to community well-being, support physical health, and build stronger social bonds.

The Economic Development Department also holds a crucial role in ensuring that Fort Pierce’s residents have access to opportunities for growth and prosperity. Economic development efforts should focus on creating jobs, supporting local businesses, and attracting investments that promote a thriving community. By collaborating with local stakeholders, businesses, and nonprofit organizations, we can ensure that economic initiatives are aligned with the city’s broader goal of equitable growth. This helps address issues such as unemployment, poverty, and disparities in access to resources.

Ultimately, my approach to managing Fort Pierce’s city services involves ensuring that each department operates cohesively and in support of one another. By emphasizing coordination, transparency, and community engagement, I aim to ensure that city services are not only efficient but also tailored to meet the unique needs of all residents. Whether it’s public safety, infrastructure, parks, or economic development, the collective efforts of all city departments play a vital role in creating a safe, inclusive, and thriving Fort Pierce.

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

Building strong relationships with the diverse community of Fort Pierce, requires a proactive and visible approach. Fort Pierce is a city with a rich cultural tapestry, where African American residents make up approximately 44% of the population, White residents 32%, and Hispanic residents 21%. The median age is 38.4 years, with a fairly even gender distribution. Additionally, 14.1% of residents are foreign-born, primarily from Latin America.

Given this demographic landscape, my strategy to build relationships with community stakeholders would emphasize visibility and direct engagement. Starting my career as a police officer walking a beat, I learned firsthand the importance of being present in the community. This approach develops trust and allows for authentic interactions. I would continue this practice by regularly visiting neighborhoods, attending community events, and participating in local gatherings. Fort Pierce hosts various community events, such as the annual Fort Pierce Jazz and Blues Society's "Blues and Jazz Festival," which attracts a diverse audience. Participating in such events would provide opportunities to connect with residents in a relaxed setting.

Additionally, I would collaborate with local organizations that are already embedded in the community. For instance, the Fort Pierce Utilities Authority's Project CARE program offers emergency assistance to residents facing financial hardships. Partnering with such initiatives can enhance service delivery and demonstrate a commitment to the community's well-being.

Engaging with local schools and educational institutions is also crucial. Fort Pierce is home to several schools with diverse student populations. By participating in educational programs and mentorship opportunities, I can build trust with younger residents and their families, fostering a sense of community and shared responsibility.

In summary, my approach to building relationships with Fort Pierce's stakeholders would be rooted in visibility, active participation, and collaboration with existing community initiatives. By being present and engaged, I aim to promote trust and strengthen the bonds between city services and the residents we serve.

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

To promote economic growth and job creation in Fort Pierce, a comprehensive and well-coordinated strategy is essential. Fort Pierce has a rich history tied to its waterfront, agriculture, and tourism, but like many cities, it faces challenges related to economic development, such as limited access to quality jobs, economic diversification, and workforce readiness. My approach would focus on leveraging the city’s unique strengths, enriching collaboration, and ensuring that growth benefits all residents. Below is a structured plan designed to stimulate economic growth and create job opportunities in Fort Pierce.

1. Enhance Workforce Development and Training Programs

A key driver of economic growth is a well-prepared workforce. Fort Pierce has a diverse population, including a significant portion of residents who may benefit from enhanced job training and education. To address this, I would work with local schools, vocational training centers, and colleges such as Indian River State College (IRSC) to create targeted workforce development programs. These programs should focus on industries with growth potential, including healthcare, manufacturing, logistics, renewable energy, and tourism.

- **Partnerships with Educational Institutions**: Establish partnerships between local businesses, educational institutions, and workforce development programs to ensure that training aligns with current labor market needs.
- **Apprenticeship and Internship Programs**: Develop apprenticeship and internship programs in collaboration with local employers to give students and job seekers hands-on experience and a clearer career pathway.
- **Support for Skilled Trades**: Provide incentives and funding for vocational training in industries like construction, plumbing, and electrical work, which are critical to Fort Pierce’s development and infrastructure needs.

2. Foster Economic Diversification and Support Existing Industries

Rodolfo “Rudy” Romero
City Manager Candidate Questionnaire Responses

Fort Pierce has historically relied on agriculture, tourism, and maritime industries. However, diversification is key to long-term economic resilience. To build on these foundational sectors while encouraging new industries, I would implement strategies that promote growth across several key areas.

- **Encourage Growth in Renewable Energy and Sustainability**: Fort Pierce has untapped potential in renewable energy, particularly solar energy. Establish partnerships with companies and organizations involved in solar energy production, maintenance, and research. Incentivize clean energy projects to attract businesses and create jobs in this sector.
- **Support the Maritime and Port Industry**: Fort Pierce’s location near the waterfront provides a strategic advantage. Strengthening the port and maritime industry by investing in infrastructure improvements and promoting related services such as shipping, logistics, and supply chain management will boost economic activity.
- **Promote Tourism and Hospitality Growth**: Fort Pierce’s natural attractions, including its waterfront and outdoor recreation opportunities, present opportunities for tourism growth. Enhance marketing efforts to promote Fort Pierce as a destination for eco-tourism, cultural tourism, and outdoor activities. Collaborate with local businesses to attract visitors and encourage the development of amenities such as restaurants, hotels, and outdoor recreational spaces.

3. Attract and Retain Small and Local Businesses

Supporting small businesses is critical for sustainable economic development in Fort Pierce. Small businesses are often the backbone of local economies and providing them with the resources to thrive can create jobs and encourage a sense of community ownership.

- **Small Business Incubators and Accelerators**: Establish business incubators and accelerators that provide resources such as office space, mentorship, funding, and networking opportunities for startups and small businesses.
- **Access to Capital and Funding**: Partner with financial institutions, community development organizations, and federal/state grant programs to enhance access to capital for small business owners, particularly those from underrepresented communities.
- **Local Supply Chain Development**: Strengthen local supply chains by encouraging local sourcing and procurement policies, allowing small businesses to contribute more effectively to the broader economy.

4. Improve Infrastructure to Support Economic Development

Infrastructure is a cornerstone of economic growth. Fort Pierce faces challenges related to aging infrastructure and limited investment in key areas such as transportation, utilities, and public amenities.

- **Transportation and Connectivity**: Invest in improving transportation infrastructure, including enhancing access to key economic hubs like the port, airport, and highway systems. Upgrades to roads, public transit, and connectivity to neighboring regions will make Fort Pierce more attractive to businesses and visitors alike.
- **Waterfront Development**: Revitalize and develop waterfront areas to attract residential, commercial, and recreational use. Enhancing these areas can promote tourism, attract new businesses, and spur economic growth.
- **Broadband Access**: Fort Pierce's partnership with Comcast to establish "Lift Zones" highlights its commitment to affordable, high-speed internet access for residents and businesses. These initiatives, along with programs like Comcast’s Internet Essentials and the federal Affordable Connectivity Program, ensure reliable, low-cost connectivity for students, families, and job seekers. By expanding broadband access, the city enables businesses to operate efficiently, attracts tech-based industries, and fosters a digitally inclusive community, positioning Fort Pierce for economic growth and innovation in the digital age.

5. Encourage Public-Private Partnerships and Economic Collaboration

Collaboration between public, private, and non-profit sectors is essential to maximize economic development efforts.

- **Collaborative Economic Planning and Strategy**: Form a dedicated economic development task force that includes representatives from local government, businesses, educational institutions, and community organizations to develop a unified economic growth strategy.
- **Incentive Programs for Business Attraction**: Provide targeted incentives such as tax breaks, grants, and zoning flexibility to attract new industries and businesses to Fort Pierce.
- **Partnerships with Regional and State Economic Development Agencies**: Collaborate with organizations such as the Florida Economic Development Council and Treasure Coast Regional Planning Council to access state and federal resources and funding opportunities for economic development.

6. Enhance Quality of Life to Attract Talent and Investment

A thriving community is one that offers a high quality of life. Fort Pierce’s natural beauty, cultural assets, and recreational opportunities can be leveraged to attract talent and investment.

- **Cultural and Community Engagement Initiatives**: Invest in cultural events, festivals, and public art projects that promote community pride and attract visitors.
- **Affordable Housing and Community Amenities**: Develop strategies to address housing affordability and improve community amenities like parks, healthcare, and public spaces, making Fort Pierce an attractive place to live, work, and raise a family.

- **Health and Wellness Initiatives**: Support healthcare infrastructure and wellness programs to enhance the well-being of residents, contributing to a thriving workforce.

By implementing these strategies, Fort Pierce can create a dynamic and resilient economic environment, fostering job creation, attracting new industries, and ensuring that the benefits of growth are shared by all its residents.

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?

To the best of my knowledge, there have not been any adverse or critical statements made about me in print, online media reports, or on social media. I have always conducted myself with integrity and professionalism, both personally and professionally. My career has been built on a foundation of trust, accountability, and service to the community, and I have consistently upheld these values in every role I have undertaken.

If an online search of me were completed, it would reflect my extensive experience in leadership, public service, and community engagement. It would show my commitment to public safety, having started my career as a firefighter and EMT and then transitioning into law enforcement, where I walked a beat and focused on building relationships with the communities I served. It would also highlight my successful work in emergency management, housing development, and my active participation in civic organizations, non-profits, and volunteer initiatives.

Moreover, I have passed two polygraph examinations and multiple police psychological evaluations, which underscore my credibility, integrity, and mental resilience. These assessments are rigorous and attest to my fitness for roles that demand high ethical standards and sound judgment.

If I were evaluating myself for the position of City Manager, I would see a dedicated professional with a proven track record of leadership, a strong moral compass, and a passion for improving the quality of life for all community members. I would find someone who values transparency, collaboration, and innovation, and who is fully committed to serving the residents of Fort Pierce with distinction.

December 12, 2024

Derek Scrapchansky
9433 Meadowood Dr.
Fort Pierce, FL 34951
(904) 860-8808
dkscrap3@gmail.com

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.)

9433 Meadowood Dr. Fort Pierce, FL 34951 (904) 860-8808 dkscrap3@gmail.com

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 ammenities. 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 conttribute 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

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

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.

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 buinesses, it provided a more competitive economic environment, reducing operating costs and encourageing 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

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.

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

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

Keil Tiernan

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(409) 877-8467

Professional Summary

Real Estate Professional with over 25 years of experience offering expertise in all forms of site development, project management, site acquisition, contract drafting and negotiation as well as marketing and leasing of wireless structures.

Effective Manager and Resourceful Strategist who successfully spearheads critical initiatives and delivers high-impact solutions and is skilled in maximizing efficiency and productivity to exceed bottom line goals.

• Experience in all fields and disciplines of site development and leasing including: all forms of document drafting, negotiation of legal and business terms, site development, zoning, permitting and construction drawing review.

• Marketing and leasing of developed and new build sites to wireless carriers in the respective market.

• Management of in-house and project teams including leasing, marketing, site acquisition and development and administration lead personnel.

• Excellent verbal and written communication skills with all levels of management, employees and outside parties such as real estate owners, carriers, architects, engineers, contractors, co-workers, utility companies and local jurisdictions.

• 25+ years of experience in all phases of site development and project management including site acquisition, A&E, regulatory, environmental, legal and zoning/permitting.

• Negotiated and drafted Master Leases, Ground Leases, Rooftop Licenses and Access and Utility Easements with real estate owners for raw land, rooftops and collocations.

• Developed and drafted carrier/landlord agreements including but not limited to vendor SOW, LOI, Entry and Testing, lease, license and easement, amendment/addendum, Master Lease, Asset Purchase and Build-to-Suit agreements.

• Developed and negotiated site acq vendor SOW and pricing for T-Mobile Houston Market with Procurement.

• Negotiated and drafted all carrier MLA’s at GTP including Verizon, Sprint, AT&T, T-Mobile, MetroPCS and Cricket.

• Successfully completed thousands of carrier collocations and upgrades on towers and rooftops for all carriers nationwide as well as numerous in-building and high rise building wireless solutions.

• Developed well over 500 new telecom sites and towers from site identification, RF approval, leasing raw land, zoning hearings and permitting through final site completion.

• Licensed Florida Real Estate Broker

Authorized to work in the US for any employer

Work Experience

Director of Site & Business Development

Gen7 Engineering LLC-Fort Pierce, FL

November 2022 to Present

• Identify and develop strategic contacts and acquire new business opportunities for the company.

• Increase company revenue by expanding those opportunities.

• Evaluate existing partnerships and relationships with an eye toward building on what works and changing what doesn't.

• Negotiate and develop new and existing Master Service and Co-Development Agreements with carriers and tower company partners.

• Manage all aspects of the real estate and soft cost development team, including NSD, site modification and lease renewal projects.

• Program manage all new site development, including site acquisition and field work, directly related to acquiring new build sites for BTS and NSD.

• Ensure complete and timely permitting, leading and coordinating preparation and approval of land lease and development agreements.

• Negotiate option and land lease, access/utility and easement agreements with landowners.

• Oversee soft cost team working on site modifications and upgrades, including MLA and non-MLA sites, rooftops and military bases.

• Assist team in negotiating strategic lease renewals on expired and expiring leases on non-MLA sites.

• Coordinate and attend on-site meeting and site walks with stakeholders.

• Prepare and submit zoning and permitting filings as required.

• Manage and train new team members.

Site Development Manager

T-Mobile USA, Inc.-Houston, TX

May 2018 to November 2022

• Supervision of Market Real Estate Development for New Site Development (NSD) and site modifications (Mods)

• Collaborate with Small Cell/Venue team on Mid-Cell Project for first deployment in the Market.

• Lead and manage SC Development team, internal and 3rd party Project Managers and site acquisition vendors. Provide program management for Development team, including CAPEX and SC approvals, processes, data integrity and reporting.

• Maintain quality control on all projects for timely and consistent delivery of essential program activities.

• Ensure entitlements are delivered in a timely manner and EC Pace is met or exceeded.

• Set Quarterly Goals and expectations for the Development Team.

• Oversee and ensure compliance with all company, regulatory, zoning and permitting requirements.

• Interact with and support all RF, Construction and Operations Market Managers, Senior Managers and the Senior Market Director as needed for all related development activities.

• Work closely with Region, RF and Construction to develop monthly POR through the Governance process.

• Attend Bi-Weekly Market and Performance Meeting and report SC results to Senior Managers and Senior Market Director (WPR review).

• Attend South Region Weekly Dev/RF Build call and related brainstorming sessions.

• Lead for landlord issues and resolution.

• Create job descriptions, interview, on-board and train new hires.

• Worked with Procurement to create SOW and pricing for Site Acquisition and A&E services to be utilized throughout the South Region.

Network Specialist - Real Estate/Regulatory

Cellco Partnership d/b/a Verizon Wireless-Charlotte, NC

September 2013 to March 2018

• Control New Build sites including new tower development, collocations and rooftops.

• Manage Site Acquisition and outside vendors including legal, A&E, zoning and Environmental consultants.

• Review engineering orders, lease exhibits, Phase I reports, CD’s, structural analyses and all leasing documents.

• Review and approve all project PO’s and submit for processing and receive upon work completion.

• Negotiate lease/license agreements and amendments and track and commence all ground and structure leases.

• Interface with site owners and perform site visits.

• Work closely with the local attorneys during preparation and processing of all agreements.

• Participate in all required zoning submittals and attend necessary public hearings and town meetings.

• Project manage all open new build projects in the largest markets in the Carolina/Tennessee Region (Nashville, Charlotte, Raleigh, Asheville and Greensboro)

• Provide weekly status reports to the Director and Executive Director.

• Establish and maintain organized and efficient system documented for the central files for each site.

• Responsible for the Property Management Consolidation of each site file.

• Coordinate/distribute the flow of information to help expedite workflow to multiple departments including RF, System Performance and Construction.

• Ensure all site pertinent information is entered into appropriate databases.

• Daily use of FUZE, NetSites, NetDocs, NRE Admin and RE Site Tracker.

• Supervise and train new employees.

Network Real Estate Specialist

Artech Information Systems, LLC-Charlotte, NC

May 2013 to September 2013

· Managed the Crown AWS antenna upgrade project.

· Reviewed engineering orders and previous leasing documents.

· Negotiated lease/license agreement amendments.

· Interfaced with site owner.

· Worked closely with the local attorneys during preparation and process of all amendments and zoning as required.

· Project managed open projects.

· Provided weekly status reports to Real Estate Manager.

· Established and maintained organized and efficient system documented for the central files for each site.

· Coordinated the flow of information to help expedite workflow to multiple departments.

· Ensured all site pertinent information is entered into appropriate databases.

VP – Contracts & VP – Leasing

Global Tower, LLC-Boca Raton, FL

December 2002 to January 2012

• Started predecessor company, Global Site Management, with former GTP CEO.

• Drafted a wide range of intricate contracts and documents including, but not limited to, master lease and license agreements, easements, construction services and vendor contracts, merger and acquisition agreements and build-to- suit agreements with carriers and contractors as well as management agreements, master rooftop lease agreements, ground leases and easements with real estate owners.

• Led complex negotiations with carriers and respective counsel from origination of negotiations through agreement closure and post-closure follow up and functional implementation of the subject agreement.

• Acted as carrier contact regarding complex legal matters that arose regarding MLA or high-level corporate issues.

• Identified and addressed existing legal issues and safeguarded against future legal and business issues by revising form documents.

• Served as legal advisor concerning real estate and telecommunications operations including contracting, government regulation, zoning compliance and other related issues.

• Advisor to senior management in various departments on contractual business decisions.

• Performed due diligence on prospective new tower and rooftop portfolios.

• Developed legal review process and procedures for collocations and new tower development.

• Assisted SVP & General Counsel in interviewing, hiring and training new members of the legal and Asset Management teams.

• Oversaw Asset Management Department and team of six Asset Managers responsible for maintaining existing ground leases, renewing expiring ground leases and relationships with ground owners.

• Led ground lease rent reduction project and successfully reduced rent on 40% of sites targeted.

• Worked with all carriers on hundreds of collocations for GTP's inception. Negotiated legal and business terms, performed site walks, A&E walks, plan review and approval.

• Built new towers involving all phases of development including site acquisition, identifying and leasing raw land, site walks, zoning and permitting applications and meetings and review and approval of construction drawings.

• Created GTP's "Rooftop-to-Suit" program. Identified and master leased rooftops for collocations and brought the sites into GTP's portfolio.

• Performed Site Acquisition services and created and delivered SCIP packages, attended weekly deployment meetings, attended all site walks, reviewed and approved construction drawings and managed final completion of construction and closeouts.

Co-founder and President

HighPoint Telecom Management, Inc. ("HTC")-Boca Raton, FL

September 2001 to December 2002

• Co-founded a third-party management rooftop leasing company.

• Responsible for day-to-day company operations including development and acquisition of new rooftops to portfolio.

• Negotiated and drafted all carrier lease documents on HTC rooftops and riser systems.

• Merged with Global Site Management (which became Global Tower, LLC ("GTP") in December 2002.

Senior Regional Asset Manager – South Region

SpectraSite Communications Inc.-Cary, NC

November 1995 to July 2001

• Responsible for telecom management for towers, rooftops, rooftop riser and in-building solutions for 2000+ sites.

• Controlled 200+ Triton Towers for co-location.

• Oversaw and facilitated leasing activities in conjunction with access and transmit leasing to execute 1000+ telecom license agreements and MLA's.

• Completed on site audits of towers and rooftops, reviewed co-location applications, established leasing procedures with owners and carriers, scheduled and attended site visits, negotiated, redlined and drafted all lease documents.

• Performed marketing meetings with all market and national carriers.

• Established site owner procedures and developed owner form documents.

• Opened the Florida market and developed the Southeast Region for Apex Site Management

Education

J.D.

University of Illinois Chicago Law School - Chicago, IL

B.A. in International Relations

Lehigh University - Bethlehem, PA

Skills

• Siterra

• MagentaBuilt

- ARIBA
- Sharepoint
- Google
- iCSNE
- MS Office
- FUZE
- REED Portal apps (i.e. SLOT, Element, Document Finder)
- Adobe Pro
- Property Management
- Team Management
- Process Improvement

Certifications and Licenses

Florida Real Estate Broker

September 2002 to Present

Candidate Questionnaire

Candidate Name: Keil Tiernan

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.

    Current position: Coldwell Banker Paradise (Fort Pierce, South Hutchinson Island and Ocean Village offices):

    a. Position start and end dates. 3/2024 - present

    b. Position title and organization. Broker Associate, Coldwell Banker Paradise, but I am an independent contractor.

    c. To whom you directly reported. Zully Hunter is the Sales Manager

    d. Ending salary. TBD

    e. Population of community served. St Lucie County, mainly Fort Pierce.

    f. Total number of employees in the organization. 1

    g. Number of employees supervised (directly and indirectly). 1

    h. Total budget of the organization. N/A

    Gen7 Engineering:

    a. Position start and end dates. 11/2022 – 6/2024

b. Position title and organization. Director of Site and Business Development, Gen7 Engineering LLC
c. To whom you directly reported. Alecia Poe
d. Ending salary. $150,000.00
e. Population of community served. Various throughout the Southeast US
f. Total number of employees in the organization. 40
g. Number of employees supervised (directly and indirectly). 8 - 10
h. Total budget of the organization. $10,000,000.00

T-Mobile USA Inc.
a. Position start and end dates. 05/2018 – 11/2022
b. Position title and organization. Site Development Manager, T-Mobile USA Inc.
c. To whom you directly reported. Don Satterwhite
d. Ending salary. $121,000.00
e. Population of community served. The population of Houston Texas is over 2.3 million, but the entire coverage area was over 10 million.
f. Total number of employees in the organization. 67,000
g. Number of employees supervised (directly and indirectly). 12 - 15
h. Total budget of the organization. T-Mobile US operating expenses for the 12 months ending September 30, 2024 were $63.102B.

Verizon Wireless (Cellco Partnership)
a. Position start and end dates. 05/2013 – 04/2018
b. Position title and organization. Network Specialist – Real Estate/Regulatory
c. To whom you directly reported. Betty Johnson
d. Ending salary. $101,000.00
e. Population of community served. The population of the Carolina/Tennessee market is over 10 million.
f. Total number of employees in the organization. 105,000
g. Number of employees supervised (directly and indirectly). 12 - 15
h. Total budget of the organization. Verizon Wireless' capital expenditures for 2024 is between $17 billion and $17.5 billion.

2. Why are you interested in pursuing this position? There are many reasons for my interest in pursuing this position but, ultimately, I want to be part of an organization that serves the

public good and makes a difference and has a positive impact on the community. I would also like to have the ability to help solve community challenges, present and future.

3. How would you describe your management style? My management style is multi-faceted. I enjoy and encourage collaboration and clear communication and prefer to listen rather than speak during problem solving sessions. I will offer guidance and support and will adapt to different contexts and needs as each individual and department has their own set of needs and would like to be heard. I encourage people and groups to be autonomous while ensuring that they have the tools and resources to achieve success.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. Managing personnel issues is based on leadership and organizational best practices. Diversity and inclusion and equal opportunity and treatment for all is at the height of this issue. Hiring involves the right fit for the job but goes beyond that with respect to culture and values. Discipline goes to ensuring that employees are given clear guidelines of what is expected of them and ensuring that those guidelines are enforced equally across the board, encouraging correction rather than punishment. Similar could be said regarding ethincal violations as there should be a zero tolerance policy toward such violations and same should be clearly expressed to all, employees and leadership alike. Labor relations involve clear communication amongst all parties as well as collaboration on a resolution to any conflict. Lastly, but not least, are performance evaluations which are critical to organizational success. Continous feedback is best to ensure employees are staying on track and know what is expected of them. Positive reinforcement is key as is corrective guidance to motivate employees and encourage trust and a high performance environment whereby employees feel valued.

5. How would you deal with city budget constraints and identify new revenue sources? Dealing with budget constraints and identifying new sources of revenue is multi-pronged. It would require review and assessement of the existing budget to determine any shortcomings or overspensding and a reprioritization of expenses which may involve an in-depth review by each department of their expenses and future needs. Once identified, it may be possible to eliminate, consolidate or outsource some of those expense areas that

are not performing or are under performing. With regard to identifying new revenue sources, this is a subject area that gets me excited! I think that there is so much potential in this City for attracting new revenue. This area is beautiful, convenient and still not overpopulated which is what attracted me to move here nearly 2 years ago. I think we can keep the "small town" feel yet increase the demand for it as a tourism destination. I see the increase in people seeking a great vacation spot when I sit at Ocean Village in my Realtor role in the winter months. However, there isn't really anywhere else around like Ocean Village there are currently few brand hotels in the area. I know there a number of projects and plans in the works and I would love to be a part of implementing them or helping decide what would be a good fit for our City and surrounding community and I'm sure that the community has ideas as well which I would love to hear.

6. How will you prioritize competing demands for resources within the city? There is a delicate balance regarding allocation of resources within any City. I think I touched on it a bit previously in reference to the budget but there are competing demands, financial constraints and future goals that need to be analyzed and prioritized. High priorities for funding include public health and safety and emergency/disaster services as well as the City's core infrastucture (roads, water, sewer, power). Those areas require funding first and foremost. Other areas which could compete for resources could be housing, parks and recreation and public works which should be priorized by community need and input by the various departments. Resources should be distributed equitably with priority given to the communities with the greatest need.

7. Describe a successful initiative you have led as a City Manager. I have not previously been a City Manager but I have been a part of huge corporations (T-Mobile and Verizon) and several start up companies, including a few of my own. Initiative is the name of the game in these scenarios and learning the ins and outs of the new situation and how that "company" operates is the key to success in any operation. Observing and learning is a really great way to take it all in.

8. Describe a time when you had to manage a crisis situation in a city setting. I have not had to manage a crisis situation in a city setting but I have been part of crises that have effected the community and been a part of recovery efforts. For example, I was directly impacted

by the tornadoes that struck our area in October of this year and helped ourselves as well as our neighbors and community get together and start the rebuilding process. There is an affect or effect in surviving that disaster that I can't explain but I know what a crisis feels like first hand and will always want to be on the front lines or at least close behind the scenes given any danger in order to help those involved. There is such a heavy impact on a person mentally and physically during and after a crisis and I will always be able to empathize with those struck by a tragedy.

9. What steps do you take to ensure transparency and accountability in city operations. Communicating tranparently with residents as well as stakeholders about how decisions are made and why certain priorities are set helps maintain trust, especially involving difficult decisions. People want leaders they can trust and ensuring that residents understand how their feedback and participation influenced the budget decisions and prioritization process, city leaders can make informed decisions about allocating limited resources while balancing the diverse needs of the community, guaranteeing that priorities are addressed and long-term goals are supported.

10. Please describe your experience working with unions. While I don't have direct experience working with unions in my previous roles, I am confident that my background in law and skills in negotiation, conflict resolution and managing people will allow me to build strong, collaborative relationships with unions and employee representatives. The skills that I have developed throughout my career are highly transferrable to managing relations with unions. I am aware of the importance of positive labor relations and am committed to learning more about labor law and union relationships and am confident that my ability to listen and collaborate and negotiate will foster positive relationships and outcomes.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? My answer here is similar to the previous answer as I do not have expertise managing a police department. However, throughout my career, I have developed strong skills in communication and leadership that allow me to motivate people as well as drive performance and build trust. I would listen and learn about the challenges faced and collaborate with the police department leadership team, whose experience and opinions are invaluable, to create an environment of

communication and continuous education regarding best practices in their realm. Trust, both within the department and the community, is essential for the department to be effective and transparency in leadership and decision making would be key to earning that trust.

12. How will you ensure that the city's services meet the needs of all its citizens? This is a complex and ongoing task, as well keeping in mind diversity, equity and inclusion of the citizens. Since the population of the City is very diverse, listening to and engaging with the community and its leaders is essential to ensuring that City services meet the needs of all citizens. Social media is a great way to get input and feedback from the community as are town hall and/or neighborhood meetings. City departments need to collaborate and coordinate efforts as well to ensure proper use of resources in meeting such needs of the citizens.

13. What strategies will you use to build relationships with stakeholders in the community? I think collaboration among stakeholders is key. Bringing together various stakeholders - residents, government agencies, businesses and community groups and leaders - is crucial to the success of community relationships. Going out and meeting the people as well as community and business leaders is extremely important in building trust and relationships.

14. What strategies would you implement to promote economic growth and job creation? Promoting economic growth and job creation requires an approach that focuses on business-friendly policies, development of the workforce in the community, targeted investment in essential infrastructure and support for innovation and research. By promoting an environment that encourages entrepreneurship and small business, attracts investment and creates high-quality job opportunities, the City can drive long-term economic prosperity for the residents.

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 my social media presence is quite small. I have a Coldwell Banker web site and several real estate listings that appear in

searches, but my postings on social media (Facebook and Instagram) are all related to real estate, my family and animals. I also have an Etsy page that will appear in a search in which I make hair bows for equestrian and sporting event competitors but that is all. I am very transparent!

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

ROBERT JOSEPH TURLIP

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

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

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

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.

Sammie L. Walthour
14098 Pacific Point Place, Apt 306, Delray Beach, FL 33484 | (305) 298-8050 | samwalthour@verizon.net

January 7, 2025

To Whom It May Concern:

It is with great pleasure that I submit my application for the County Manager position at the City of Fort Pierce. This represents an exciting possibility to continue more than twenty (20) years of frontline to executive leadership experience in local government - navigating the delivery of services to improve the quality of life for individuals, families and communities.

Currently, I serve as director of the Neighborhood and Community Services Department with the City of Delray Beach, responsible for a diverse mix of services operated out of four divisions, including maintenance of the downtown district (Clean & Safe), administration of federal, state and local housing and economic development programs, neighborhood code compliance services, and oversight of the City's exclusive franchise agreement (one of the City's largest contracts) for solid waste and recycling collection services for more than 70,000 residents and 1,200 businesses. My team and I have secured $3.84M in additional funding for community and economic development initiatives, established Code University for continuous training of code compliance officers and implemented a balanced scorecard and performance index to track departmental goals.

My prior local government experience includes more than twenty (20) years in increasingly responsible roles with Miami-Dade County Government which serves the seventh-most populous county in the United States. I have a solid record of achievement across a range of operational areas in county and municipal government (and in the nonprofit sector) underscored by the ability to develop and execute strategies in alignment with the overall goals and priorities of the organization.

Thank you, and I look forward to the opportunity to meet with you to expound on the details about my background and experience.

Should you require additional information I can be reached at samwalthour@verizon.net or at (305) 298-8050.

Sincerely,
Sammie L. Walthour

Sammie L. Walthour

Sam Walthour...

EMPOWERING PEOPLE. IMPROVING ORGANIZATIONAL PERFORMANCE.

(305) 298-8050 • Delray Beach, FL • samwalthour@verizon.net • www.linkedin.com/in/samwalthour

Passionate **local government leader** with a record of achievement improving the performance of public sector agencies. More than 20 years of increasingly responsible roles in the county government that serves the seventh-most populous county in the United States. Frontline to executive leadership experience administering public-facing services including, human services, community and economic development programs, enforcing regulatory laws, and providing value-added services designed to bring government closer to the people. Proven results managing and streamlining complex, multi-million-dollar departments, integrating services, delivering unique solutions, addressing community concerns, and driving down costs, while promoting economic self-sufficiency and programs aimed at protecting vulnerable populations and addressing quality of life issues.

Select accomplishments:

- **Turnaround Success:** Restructured underperforming Social Services Division at Hillsborough County, Florida and set new strategic vision, creating first-ever college scholarship program, expanding private partnerships, and launching multiple social programs.
- **Benchmarking/Transition:** Led the benchmarking evaluation effort and transition of Miami-Dade County's citizen hotline known as the Answer Center to Miami-Dade 311.
- **Performance Awards:** Leadership of Miami-Dade County departments resulted in winning awards from the Florida Sterling Council, American Society for Quality, and the National Association of Counties.
- **Grants/Funding:** Specifically tasked with assisting the Miami-Dade Housing Agency in researching, editing, and delivering complete proposal to U.S. Department of Housing and Urban Development, resulting in $30M grant award to revitalize the Scott-Carver Public Housing Project in Miami-Dade County.
- **Automations:** Championed the automation of the code compliance and lien collection processes at Miami-Dade County. Led the automation of the membership intake process at Phi Beta Sigma.

Relevant Local Government and Nonprofit Experience

City of Delray Beach, Delray Beach, FL – *The Village By The Sea.* 2020 – Present

DIRECTOR, NEIGHBORHOOD AND COMMUNITY SERVICES DEPARTMENT

Hired as Code Enforcement Administrator, September 2020; Appointed Interim Department Director, January 2021; Promoted to Director, September 2021.

Provide strategic leadership and day-to-day administration of the Neighborhood and Community Services Department, responsible for implementing federal, state and local housing programs, maintenance of the downtown district (Clean & Safe), neighborhood code compliance services, construction and debris contractor registration, and oversight of the City's exclusive franchise agreement for solid waste and recycling collection services for more than 70,000 residents and 1,200 businesses. Serve as the City's damage assessment manager in the aftermath of a natural disaster.

- Led the department's involvement in the request for proposals and negotiation process to renew the exclusive franchise agreement for the provision of solid waste and recycling collection services for the city (largest contract).
- Implemented a departmental balanced scorecard to track strategic goals, and a performance index designed specifically to drive the performance of code enforcement officers.
- Secured the release of $3.84M in funding to the department for the administration of community and economic development strategies.
- Established Code University as a training initiative to provide an ongoing training forum for code officers and staff, and to prepare for Florida Association for Code Enforcement (F.A.C.E.) certification testing.
- Made key staffing adjustments to achieve efficiencies and adequately manage the department's scope of services.

Phi Beta Sigma Fraternity, Incorporated, Washington, D.C. – *an international fraternity founded in 1914.* 2016 – 2018

INTERNATIONAL EXECUTIVE DIRECTOR AND CHIEF OPERATING OFFICER

Hired to improve organizational infrastructure, create efficiencies, and cost savings.

Responsible for leadership and day-to-day administration of the fraternity's international headquarters team in providing excellent membership services, organizing, and supporting international programs operating from 700 collegiate and alumni chapters in the United States and eight countries.

- Restructured membership card distribution process, generating 25% cost savings and 65% card reorder reduction.
- Efficiently automated and maintained new member intake process, eliminating manual handling of thousands of applications each year.
- Effectively converted distribution of printed material to electronic delivery and updated membership database to automatically capture pertinent data.
- Led international headquarters coordination of fraternity's 2017 biennial conference.

Hillsborough County Government, Tampa, FL – *County government entity.* 2012 – 2013

DIRECTOR OF SOCIAL SERVICES, FAMILY AND AGING SERVICES DEPARTMENT

Appointed to redesign service delivery approach, institute new policies and procedures. Managed staff of 110 and $17M budget in completely restructuring this multi-site operation during 13-month tenure.

- Conducted strategic planning sessions to establish new mission, vision, and value statements to fuel launch of critical programs.
- Established the *Family Empowerment Program*, an economic self-sufficiency initiative for targeted families.
- Launched division's first college scholarship program, awarding $5K each to 14 qualified students in August 2013.
- Audited financial assistance program, resulting in a 92% decrease in the number of clients receiving long-term financial assistance from the County.
- Established process improvement teams to develop new policies and procedures for major programs and services.

Miami-Dade County Government, Miami, FL - ***select roles*** 1987 – 2011

Local government entity with 30,000 employees serving the seventh-most populous county in the United States.

ASSISTANT DIRECTOR, BUILDING AND NEIGHBORHOOD COMPLIANCE DEPARTMENT, 2008 – 2011

Transitioned from previous role as Director, Office of Neighborhood Compliance, to merge and integrate functions. Responsible for managing 71 employees and $14M budget in achieving and ensuring regulatory code compliance to 1.3 million residents across multiple neighborhoods in the county.

- Successfully maintained optimal service levels to over one million residents, despite a 28% reduction in funding over the previous year.
- Recognized for implementing award-winning "e-ticketing technology solution," highlighted on Panasonic's website as a public sector case study – a technology initiative that began during tenure as director of the Team Metro Department.
- Launched the County's "Abandoned Residential Foreclosure Registration Program," generating over $2M in unbudgeted revenue in first year of rollout.

DIRECTOR, TEAM METRO DEPARTMENT, 2001 – 2008

Promoted from Deputy Director to continue implementing new policies and procedures, resolving toxic work culture, and rolling out new organizational mission, vision, and values. Led a staff of 250 ($20M budget and $50M lien portfolio) in delivering full range of consumer-facing services from 10 locations and *the Government on the Go Bus.*

- Proficiently transformed this talented but underperforming agency, winning multiple awards including the Sterling Challenger Award from the Florida Sterling Council.
- Championed the implementation of several technology innovations, effectively increasing employee productivity by 87% and lien revenue collected by 300%.
- Expanded revenue streams, reducing the department's reliance on general fund by 40%.
- Department consistently received above average customer service score by County's Secret Shopper initiative administered by Florida International University.

- Operated the largest U.S. Passport Acceptance Service in the southeastern United States for the U.S. Department of State, conducting more than 40,000 transactions annually.

ASSISTANT TO THE COUNTY MANAGER, 1998 – 2001
Under the leadership of renowned public administrator, Merrett R. Stierheim, assisted with ensuring the human services, advocacy, and economic and community development departments achieved strategic goals.

- Exercised independent judgment in working directly with department directors of the Human Services, Community Action, Housing, Community and Economic Development and Advocacy departments (budgets totaling more than $500M) in achieving assignments, departmental business plan and strategic plan goals.
- Analyzed and provided feedback on County's first Social Service Master Plan.
- Liaison to the South Florida Workforce, Children's Trust, and the Public Health Trust (Jackson Memorial Hospital).
- Reviewed and edited successful $30M HOPE VI housing grant proposal.
- Assisted in the restructuring of the County's Community Relations Board to effectively address community issues.

Education and Professional Training

Master of Science in Management, Public Management, St. Thomas University, Miami Gardens, FL
Bachelor of Arts, Psychology, Florida International University, Miami, FL
Associate in Arts, University of South Florida, Tampa, FL
Driving Government Performance Executive Education Program, Harvard Kennedy School
Innovations in Governance Executive Education Program, Harvard Kennedy School
Six Sigma Green Belt Course, Villanova University

Professional Affiliations

American Society for Public Administration
Florida Association for Code Enforcement
Florida City and County Management Association
International City/County Management Association
National Forum for Black Public Administrators

References

1. **Terrence R. Moore, ICMA-CM, City Manager**
   City of Delray Beach

100 NW First Avenue
Delray Beach, FL 33444
moore@mydelraybeach.com
(561) 595-2646

Appointed director of the Neighborhood and Community Services Department by Manager Moore in September of 2021. Biweekly, I meet with him and the assistant city manager to provide updates on operational matters.

2. **Jeff Oris, CEcD, Assistant City Manager**
City of Delray Beach
100 NW First Avenue
Delray Beach, FL 33444
orisj@mydelraybeach.com
(561) 696-4114

I report directly to Assistant City Manager Oris. We work collaboratively on issues related to the various services provided by my department, especially those that intersect with the Downtown Development Agency and the Delray Beach Community Redevelopment Agency.

3. **Paul R. Philip, Assistant Director (Retired)**
Federal Bureau of Investigation
pphilipgman@earthlink.net
(786) 402-4291

Paul Philip is a retired Assistant Director of the Federal Bureau of Investigation. He is currently a principal at Gaffney, Gallagher & Philip, LLC. I worked closely with Mr. Philip in his roles as Special Assistant to the Mayor and Assistant County Manager (Public Safety portfolio) at Miami-Dade County Government. I have known Mr. Philip for more than 20 years.

4. **Micheal E. Cristal, 35th International President (2017-2021)**
Phi Beta Sigma Fraternity, Incorporated
145 Kennedy Street, NW
Washington, D.C. 20011
President35@phibetasigma1914.org
(901) 651-0820

Mr. Cristal served as the 35th International President of Phi Beta Sigma Fraternity, Incorporated. Professionally, he is President, Kroger Delta Division at Kroger. I reported to Mr. Cristal in my role as International Executive Director and Chief Operating Officer at Phi Beta Sigma.

5. **Dr. Aneisha Daniel, Director**
Miami-Dade Solid Waste Management Department
2525 NW 62nd Street, 5th Floor
Miami, FL 33147
aneisha.daniel@miamidade.gov
(305)323-4840

Dr. Daniel is a long-time administrator at Miami-Dade County Government. Prior roles include Assistant Director of Operations at the Solid Waste Management Department, and Assistant City Manager at the City of North Miami. Dr. Daniel reported to me in her role as the fiscal division director at the Team Metro Department.

Full Application

changes recorded Sun Dec 15 2024 at 23:11:21 GMT-0500 (Eastern Standard Time)
by Sammie Walthour (samwalthour@verizon.net)

APPLICANT INFORMATION

First Name
SAMMIE

Middle Initial
n/a

Last Name
WALTHOUR

Address
14098 Pacific Point PL, 306

City
Delray Beach

State
FLORIDA

Zip Code
33484

Phone Number
3052988050

Email Address
samwalthour@verizon.net

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
BLACK

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
Yes

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
No

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
No

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
n/a

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
FLORIDA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
W436-792-58-451-0

EXPIRATION DATE
12/11/2028

List any restrictions and/or endorsements that you have.
A. Corrective Lenses B. Outside Mirror

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
NOT A VETERAN

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
n/a

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?

If yes, please indicate the date your military obligations expire.

Years of Creditable Active Service
n/a

No

n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
St. Thomas University

College City
Miami Gardens

College State
Florida

Select your degree level.
MASTERS DEGREE

What did you major in?
n/a

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 2

College Name
Florida International University

College City
Miami

College State
Florida

Select your degree level.
BACHELORS DEGREE

What did you major in?
Psychology

Did you graduate?
Yes

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
Miami Northwestern Senior High

High School City
Miami

High School State
Florida

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
9/14/2020

End Date
12/15/2024

Status - Full Time or Part Time
n/a

Employer Name
City of Delray Beach

Employer City
Delray Beach

Employer State
FLORIDA

Employer Phone Number
561-243-7127

Position Title
Neighborhood & Comm. Svcs Dir

Final Salary (Whole Numbers Only - No Decimals/Commas)
n/a

Number of Employees Supervised
54

Position Duties
Hired as Code Administrator, September 2020; Promoted to Interim Department Director, January 2021; Promoted to Department Director, September 2021. Provide strategic leadership and day-to-day administration of the Neighborhood and Community Services Department, delivering citywide customer-facing services including neighborhood code compliance, workforce

Reason for Leaving
Resigning 2025, pursue opportunities.

affordable housing and business assistance programs via federal, state and local funding, maintenance of downtown district (Clean & Safe) and oversight of the City's exclusive franchise agreement (one of the largest contracts) for solid waste and recycling collection services affecting more than 70,000 residents and 1,200 businesses.

Supervisor Name
Jeff Oris

Contact Email
orisj@mydelraybeach.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
Tyler system will not allow the entry of a future date.

EMPLOYMENT INFORMATION 2

Start Date
4/25/2016

End Date
3/23/2018

Status - Full Time or Part Time
FULL TIME

Employer Name
Phi Beta Sigma Fraternity, Incorporated

Employer City
Washington

Employer State
DIST. COLUMBIA

Employer Phone Number
202-7265424

Position Title
Executive Dir. & COO

Final Salary (Whole Numbers Only - No Decimals/Commas)
n/a

Number of Employees Supervised
11

Position Duties
Served as the 7th International Executive Director & Chief Operating Officer of 110-year-old Phi Beta Sigma Fraternity, Inc., an international brotherhood of college and professional men in more than 700 collegiate and alumni chapters in the United States and seven countries, operating signature programs including youth mentoring(since 1950), education, business and social action. Sigma partners with community and corporate partners including the March of Dimes, American Cancer Society, Sickle Cell Disease Association of America, NAACP, St. Jude Children's Research Hospital, and the Thurgood Marshall Scholarship Fund to impact issues affecting the quality of life in all communities. Provided leadership and administrative oversight of International Headquarters Team. Prepared and managed the operating budget, and worked closely with the international president and general board to provide strategic leadership, establish and implement long-range goals in support of the international programs. Led the International Headquarters Team in automating key workflow processes, and in

Reason for Leaving
Moved to North Carolina

planning and executing major responsibilities for the fraternity's biennial conference. Key accomplishments: Efficiently automated and maintained new member intake process, eliminating manual handling of thousands of applications each year. Led the International Headquarters Team in coordinating the 2017 biennial conference (Conclave) in Detroit, MI - largest in fraternity's history. Restructured membership card distribution process, generating 25% in cost savings and reducing card reorders by 65%. This process upgrade now allows, for the first time, for the financial status (at all levels)of members to be captured in the fraternity's database. Effectively converted distribution of printed material to electronic delivery via fraternity database; also updated membership database to automatically capture pertinent data.

Supervisor Name
Micheal Cristal

Contact Email
president35@phibetasigma1914.org

Check this box to indicate that the City of Port Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 3

Start Date
7/30/2012

End Date
9/13/2013

Status - Full Time or Part Time
FULL TIME

Employer Name
Hillsborough County Government

Employer City
Tampa

Employer State
FLORIDA

Employer Phone Number
813-272-5130

Position Title
Division Director

Final Salary (Whole Numbers Only - No Decimals/Commas)
n/a

Number of Employees Supervised
110

Position Duties
Managed a staff of 110 and a $17M budget in completely restructuring the Social Services Division (including the Community Action Program) of the Family and Aging Services Department. Conducted strategic planning sessions (within the first 90 days) resulting in the: Roll out of new mission, vision and value statements in May 2013 to fuel critical programs. Integrated services to maximize resources; Creation of the Family Empowerment Program, an economic self-sufficiency initiative in February, 2013 with 93% of targeted families enrolled by June 2013; Launch of the division's first college

Reason for Leaving
Resigned position.

scholarship solution, awarding $5K each to fourteen qualified students in August, 2013, representing high school or returning/existing undergraduates; and Review of existing financial assistance effort and 92% reduction of clients receiving long-term financial assistance from division. Managed a staff of 110 and a $17M budget in completely restructuring the Social Services Division (including the Community Action Program) of the Family and Aging Services Department. Conducted strategic planning sessions (within the first 90 days) resulting in the: Roll out of new mission, vision and value statements in May 2013 to fuel critical programs. Integrated services to maximize resources; Creation of the Family Empowerment Program, an economic self-sufficiency initiative in February, 2013 with 93% of targeted families enrolled by June 2013; Launch of the division's first college scholarship solution, awarding $5K each to fourteen qualified students in August, 2013, representing high school or returning/existing undergraduates; and Review of existing financial assistance effort and 92% reduction of clients receiving long-term financial assistance from division.

Supervisor Name
Venerria Thomas

Contact Email
askhr@hcflgov.net

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 4

Start Date
2/9/1987

End Date
10/1/2011

Status - Full Time or Part Time
FULL TIME

Employer Name
Miami-Dade County Government

Employer City
Miami

Employer State
FLORIDA

Employer Phone Number
305-375-4011

Position Title
Dept. Dir/Assist. Dir./Deputy Dir

Final Salary (Whole Numbers Only - No Decimals/Commas)
n/a

Number of Employees Supervised
0

Position Duties
For nearly 25 years, held increasingly responsible roles - from an entry level position at Community Action Agency to assistant to the county manager, deputy department director and department director of two customer-

Reason for Leaving
Left to pursue other opportunities

facing departments (Team Metro and the Office of Neighborhood Compliance). At Team Metro, provided leadership and guidance of a $20M ($52M lien collection portfolio), 250 staff member, nine neighborhood center operation created to, “bring government closer to the people.” Subsequently, named director of the newly formed Office of Neighborhood Compliance. Had day-to-day responsibility for a services portfolio that included U.S. Passport Acceptance Service for the U.S. Department of State (largest in the southeastern United States), citizens academy, community education, neighborhood code compliance, and the non-emergency call center for the County, now known as Miami-Dade 311. Led the implementation of award-winning technology solutions, added proprietary streams of income that significantly reduced the department’s reliance on the General Fund, and aligned department’s business plan with the County’s strategic plan. The department earned recognition from the Florida Sterling Council, American Society for Quality and the National Association of Counties for organizational performance improvement, greatest financial impact, innovative technology solutions and effective programs. *Also served as Assistant Director of the Building and Neighborhood Compliance Department and as Manager in the Compliance Division of the Solid Waste Department. For nearly 25 years, held increasingly responsible roles - from an entry level position at Community Action Agency to assistant to the county manager, deputy department director and department director of two customer-facing departments (Team Metro and the Office of Neighborhood Compliance). At Team Metro, provided leadership and guidance of a $20M ($52M lien collection portfolio), 250 staff member, nine neighborhood center operation created to, “bring government closer to the people.” Subsequently, named

director of the newly formed Office of Neighborhood Compliance. Had day-to-day responsibility for a services portfolio that included U.S. Passport Acceptance Service for the U.S. Department of State (largest in the southeastern United States), citizens academy, community education, neighborhood code compliance, and the non-emergency call center for the County, now known as Miami-Dade 311. Led the implementation of award-winning technology solutions, added proprietary streams of income that significantly reduced the department's reliance on the General Fund, and aligned department's business plan with the County's strategic plan. The department earned recognition from the Florida Sterling Council, American Society for Quality and the National Association of Counties for organizational performance improvement, greatest financial impact, innovative technology solutions and effective programs. *Also served as Assistant Director of the Building and Neighborhood Compliance Department and as Manager in the Compliance Division of the Solid Waste Department.

Supervisor Name
Barbara Jordan/Roger Carlton

Contact Email
djuro@miamidade.gov

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
I left Miami-Dade County Government in 2011. Before starting with Hillsborough County, I assisted my daughter with promoting and publishing her first book. After my tenure with Hillsborough County, I founded Gadson Group Consultants, LLC, and co-owned a 9Round Fitness franchise in Tampa, FL prior to accepting the position with Phi Beta Sigma Fraternity, Inc. After my tenure with Phi Beta Sigma and before accepting the position with the City of Delray Beach in September 2020,, my wife and I moved to Raleigh North Carolina in 2018 to be with my childhood friend who unfortunately passed away in April of 2020.

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name	Occupation	Phone Number	Email Address
Terrence Moore	City Manager	561-595-2646	moore@mydelraybeach.com

PROFESSIONAL REFERENCE 2

Reference Name	Occupation	Phone Number	Email Address
Jeff Oris	Assistant City Manager	561-6964114	orisj@mydelraybeach.com

PROFESSIONAL REFERENCE 3

Reference Name	Occupation	Phone Number	Email Address
Barbara J. Jordan	Public Administrator (RT)	305-621-5345	eddiejordan@aol.com

PERSONAL REFERENCE

Reference Name	Occupation	Phone Number	Email Address
Paul Philip	FBI (Retired)	786-402-4291	pphilipgman@earthlink.net

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.

No

If your answer is yes (you have checked the box), please, answer the 5 questions above.

n/a

COVER LETTER

No data provided

RESUME

No data provided

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

Do you currently reside in or are you willing to move into City Limits?

Yes

Do you have a bachelor's degree of higher?

Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

Yes

Candidate Questionnaire

Candidate Name: Sammie L. Walthour

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.

    September 2020 - January 24, 2025
    Director, Neighborhood and Community Services Department
    CITY OF DELRAY BEACH
    Jeff Oris, CEcD, Assistant City Manager
    Ending salary: $141,627
    Population: 70,000
    Employees: 900 plus
    Employees supervised: 54
    City Budget: $186,979,989

    April 2016 - April 2018
    International Executive Director & Chief Operating Officer
    PHI BETA SIGMA FRATERNITY, INCORPORATED.
    Micheal E. Cristal
    Ending salary: $110,000

Population served: 600 plus collegiate and alumni chapters in U.S. and eight countries. More than 60,000 members in fraternity
Employees: 12
Supervised: 11
Budget: $5M

July 2012 -September 2013
Director, Division of Social Services
HILLSBOROUGH COUNTY GOVERNMENT
Venerria L. Thomas
Ending salary: $104,451
Population:1.3 million
Employees: 5,000
Supervised: 110
County Budget: $3.1 billion

November 1998 - October 2011 - Relevant Positions
Manager, Solid Waste Management Department (2010-2011)
Assistant Director, Building and Neighborhood Compliance Department (2009-2010)
Director, Office of Neighborhood Compliance (2008-2009)
Director, Team Metro Department (2003-2008)
Deputy Director, Team Metro Department (2001-2003)
Assistant to the County Manager (1998-2001
MIAMI-DADE COUNTY GOVERNMENT
Beverly Washington/Charlie Danger/
Roger Carlton/Alex Munoz/Barbara Jordan
Ending salary: $172,000
Population: 2.5 million
Employees: 27,000
Supervised: 250
County Budget: $7 billion

2. Why are you interested in pursuing this position? Public service is my passion. It was sparked by my mother's volunteerism and advocacy to address the needs in the neighborhood where we lived. My first local government job was an entry level position

where I was responsible for determining eligibility for individuals and families seeking assistance. From there, I rose through the ranks to take on increasingly responsible roles including project director of a homeless assistance program, grant writer, executive assistant to the director of the Community Action Agency, assistant to the county manager, deputy department director, assistant department director and department director. For more than 20 years I worked for the local government that serves the seventh-most populous county in the United States, and my latest stint was with a municipality of 70,000 residents, known as the "Village by the Sea". The common thread across the local governments that I have been fortunate to be a part of is the people that they serve. I am interested in this position because it represents an opportunity to positively impact residents, businesses, nonprofit groups, other stakeholders and visitors through my ability to execute sound leadership, management and decision making. It is a chance to showcase how a collective can focus on the needs of those who have entrusted them and deliver tangible, equitable results. Bottom line, it is about service. That is my interest in pursuing this position. And I believe that the residents, businesses, nonprofits and other stakeholders deserve a municipal government that places priority on their needs through action and results, not words.

3. How would you describe your management style? My management style is primarily collaborative. I believe that one's management style has to mirror their personality, so being collaborative is natural for me. I seek to involve people in the decision-making process, as it provides varied perspectives, garners a degree of buy in, and it helps to empower individuals and teams. Although I am a collaborative manager at the core, the dynamics of a municipal operation require flexibility, so situationally, aspects of other management styles may appear to be dominate.

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I believe that all personnel issues should adhere to the City's established policies and procedures. Actions that are inconsistent with standard practices will negatively impact the organization. Transparency in managing personnel matters is an important element in helping to build and maintain employees' and the public's trust in the process. For example, I am committed to hiring practices that are focused on fairness to avoid sentiments like, "Don't bother applying, they already know who they want." Effective communication of City policies regarding ethics should be an ongoing effort, not just something that is covered

during employee orientation as part of the onboarding process. Regarding ethics policies, I believe in providing enterprise-wide ethics training that supports the City's ethics policy. Following the training, employees should acknowledge receipt and understanding of the policy. Being intentional in communicating important policies is imperative when addressing violations where discipline is required. Taking these and other proactive steps help to establish disciplinary expectations when ethical violations occur. Similarly, intentionality around training staff on conducting performance evaluations is critical to overall fairness in the organization. Whatever mode of training for supervisors that have been effective should be considered in addition to finding ways to educate employees on how evaluations should be conducted in the City.

5. How would you deal with city budget constraints and identify new revenue sources? I will place emphasis on departments operating within the adopted budget. That means that the budgetary priorities established by the City Commission are what it expects the administration to accomplish. And I would be committed to working closely with departments to achieve the strategic goals that they have established. I would identify and work with a small team to explore opportunities for new revenue sources and pursue those that are feasible. In addition to identifying new revenue sources, I would direct departments to identify savings in their respective budgets that could be considered without compromising existing levels of service.

6. How will you prioritize competing demands for resources within the city? Competing demands for resources is a natural occurrence in public sector organizations. Prioritization of resources should align with the City's strategic plan and the City Commission-approved budgetary priorities. Although my response is practical, I am sure that there will be circumstances that may require exceptions based on presenting situations. In those cases, a fair evaluation of the needs and a corresponding plan to address them is warranted.

7. Describe a successful initiative you have led as a City Manager. During my tenure as the director of the Miami-Dade County Team Metro Department, I led the initiative that resulted in the transition of my department's citizen hotline known as the Answer Center to what is now Miami Dade 311. I along with a small team conducted benchmarkng efforts that included visits to Houston, Dallas, Chicago and Atlanta to view their respective 311 operations, discuss how they got started and best practices. The Answer

Center that was made up of 21 call takers was transitioned into Miami-Dade 311, a stand alone department with more than 80 call takers and knowledge base technology. Miami-Dade 311 is responsible for handling more than a million non emergency calls annually.

8. Describe a time when you had to manage a crisis situation in a city setting. The housing crisis occurred during my tenure with Miami-Dade County Government, specifically in my role as director of the Office of Neighborhood Compliance. One of the divisions in my department was responsible for neighborhood code compliance in unincorporated Miami-Dade (serving more than a million residents). Housing foreclosures were rapidly on the rise and abandoned houses throughout the various neighborhoods was commonplace, creating life, health and safety concerns that sparked a surge in complaints being filed with the County. To address this concern, I worked with my team to develop the County's residential foreclosure registry ordinance. I personally met with the sponsoring commissioners to discuss the need for the legislation and how it would work. Following passage of the ordinance, in the first year of implementation, more than 14,000 inspections of registered properties were conducted and over $2 million in unbudgeted revenue was generated. Subsequently, we worked with the County's IT department to convert the paper registration to an online acess which made it easier for banks and other institutions to navigate the process. That automation eliminated the number of staff members manually handling each registration. This effort was key to holding parties responsible for maintaining abandoned properties resulting in a reduction of blight and unwanted activities in neighborhoods.

9. What steps do you take to ensure transparency and accountability in city operations. I would establish an agreed upon communications protocol to keep the City Commission, the public and employees updated on City operations. I would ensure that the communication process is consistent, timely, accurate, and considerate. Presentations at City Commission meetings, press releases or reports to the public, community meetings and other modes of disseminating information will be considered and implemented accordingly. As to accountability, meeting regularly with department heads and others to discuss their operations and progress toward achieving strategic goals is essential. I would also establish charge memoranda for department heads, essentially establishing agreed upon goals/priorities for each respective department in alignment with the City's strategic goals and budgetary priorities.

10. Please describe your experience working with unions. At Miami-Dade County some job classifications in my department were unionized. Our practice at the time was to meet monthly with the union representatives to discuss issues raised by their members. During my initial months as the new director, I hosted a series of brown bag lunches that allowed employees (union and non-union workers) to discuss operational concerns. Out of that effort, I developed an action plan, assigned tasks to administrators based on areas of responsibility, and provided periodic updates until all of the identified issued were addressed. Code compliance officers' uniforms, vehicle safety lighting, equipment, and the department's code compliance officers badge policy were some of the issues resolved through that process. It took about a year but resulted in the union ultimately canceling monthly meetings for lack of discussion topics. At the City of Delray Beach, only the general maintenance workers in my department are in the Service Employees International Union (SEIU). Over the past year, I along with fellow department directors have participated in contract negotiations with the SEIU representatives and executive sessions with the City Commission.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I do not have experience managing or overseeing a police department. However, my recent role at the City of Delray Beach and in previous ones, I have worked closely with the leadership of the respective police deparments. Prospectively, I see my role as one of support for the police department, and of ensuring that the highest standards of professionalism, transparency and service are met.

12. How will you ensure that the city's services meet the needs of all its citizens? Understanding the needs of the citizens is the starting point. And based on the availability of City resources, it is imperative for me to ensure that the equitable provision of services is the order of the day. I am sure that there will be City services that may not meet the needs of all citizens. In those cases, understanding what those specific needs are and developing plans, if feasible, to address them is a path forward. In some instances, connecting citizens with services provided by other entities to meet their needs is a City responsibility as well.

13. What strategies will you use to build relationships with stakeholders in the community? I would begin building relationships with stakeholders by meeting with them and engaging

in dialog to understand their perspectives and expectations. I would take advantage of opportunities to meet with groups throughout the city to hear about their concerns. And I would as needed, share the City's strategic goals and ensure where feasible, the participation of stakeholders.

14. What strategies would you implement to promote economic growth and job creation? First, I need to understand what strategies are currently in play. I would need to know what the successes have been, criticisms and feedback. I see that the City's redevelopment agency is actively engaged in this effort. So, I would seek to establish optimal collaboaration across responsible agencies with the goal of optimizing opportunities. Evaluating what is in place and opportunities is the starting point.

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? In an internet search, you will find a 2013 article regarding the homeless recovery program that was a part of my division during my tenure with Hillsborough County Government. I am quoted in that article by the Tampa Bay Times that the problems faced by the homeless recovery center developed over decades (I had only been there for a year) and once uncovered, the administration threw the frontline workers and managers under the bus. I was personally involved in ceasing the County's use of, and payment for, temporary housing for unhoused persons operated by a slumlord. It should be noted that an EEOC investigation concluded that I along with a few other coworkers in my division were discriminated against in that specific case. Recently, the Coastal Star reported on the code enforcement division in my department and my resignation effective the end of January. Regarding the recent report, both City Manager Terrence Moore and Assistant City Manager Jeff Oris are professional references and can attest to my character and accomplishments over the past four years.

BRAD
BAECHT, LCAM, CMCA, AMS, PCAM

REGIONAL VICE PRESIDENT
CHIEF OPERATING OFFICER
EXECUTIVE DIRECTOR

USMC – Veteran

PROFILE

Ambitious and focused operations and business development expert with experience creating strategic alliances with all stakeholders to effectively align with and support key initiatives. Progress-driven planner adept at building and retaining high-performing teams. Leverages effective daily operations planning, budgeting, and resource management to reach operational objectives.

CONTACT

703-727-0964
kemp323@aol.com

https://www.linkedin.com/in/brad-baecht-lcam-cmca-ams-pcam-06483b12/

KEY SKILLS

- Policies & Procedures Development & Implementation
- Organizational Management
- Start-up mobilization
- Culture Driven
- Workforce Management
- Business Administration
- Retail Operations
- CRM
- Staff Development
- Conflict Resolution
- Capital & Reserve Planning
- Business, Operations and Accounting Management
- Process Improvements
- Financial Analysis
- Multi-unit Operations Management
- Maintenance Planning
- Social Media Marketing
- Dedicated to Continuous Improvements, Learning
- Accountability
- Emergency Management
- Project Management
- Business Development
- Social Media
- Marketing and Branding

WORK EXPERIENCE

Regional Vice President **Jan 2022 to Present**
KW Property Management & Consulting,
Palm Beach/Broward/Jacksonville/Orlando/Tampa

HOA | COA | Country Club | Resort

Spearheaded business development strategies, resulting in $22m in annual revenue growth. Streamlined operational processes for 7,000+ units and nearly 50 communities while maintaining quality standards. Directed successful mergers and acquisitions, integrating new businesses seamlessly. Developed and implemented comprehensive training programs, contributing to 96% improvement in employee performance as measured by KW's Standards of Excellence KPI's which has led the company for the past 9 months. Nurtured client relationships, achieving increase in client satisfaction and retention. Built and led cohesive teams, fostering a collaborative and results-driven work environment. Conducted market analysis to identify growth opportunities and inform strategic decision-making. Managed end-to-end human resources functions, enhancing employee engagement and retention. Negotiated complex agreements, optimizing terms and ensuring favorable outcomes.

Chief Operating Officer | Vice President | Executive Director of Property Management 2015 to 2022
Boca West Master Association, Boca Raton, FL
Managing Partner: Boca West Realty and Community Advisors

Annual budget: $17M
Large-scale Country Club | 1450 acres | 3,500+ units | 56 Villages | Staff of 80

Manage day-to-day operations. Oversee business planning, champion culture, accounts payable/receivable, payroll, budget development, site management including hiring management staff, onboarding, administering contracts, recruiting volunteers, golf course maintenance, project management, construction, marketing and sales, public speaking, teaching, junior program development, food and beverage, merchandising, fleet management, division maintenance, lakes and wetlands, roads, guardhouses, parks.

Regional Management Executive **2014 to 2015**
Castle Group, Palm Beach County and Broward County, FL

Property and Association Management Company

Responsible for transition, training, and overseeing the operational, administrative, financial, human resources, maintenance and security functions of luxury residential condominium, country club, master planned, and large-scale homeowner associations.

PROFESSIONAL AFFILIATION / EDUCATION

- Florida Licensed Community Association Manager (LCAM) 2012-present
- Club Managers Association of America 2015-present
- Certified Manager of Community Associations (CMCA) 2012-present
- Association Management Specialist (AMS) 2016-present
- Professional Community Association Manager (PCAM) 2019-present
- George Mason University 2008-2012 – BS in Business Administration

- Florida Atlantic University – Certificate in Hospitality and Tourism Management
- Marine Corps Association 2001-present
- Community Associations Institute 2012-present
    - Gold Coast Chapter Board Member 2021-present
    - Social and Member Committee 2017-present

ADDITIONAL EXPERIENCE
PRIOR TO 2014

General Manager, Associa, Centreville, VA *Annual budget: $14M*

Property Manager, Cardinal Management Group, Falls Church, VA *Annual budget: $4M*

Covenants Advisor, Reston Association, Reston, VA

Corporal – Combat Engineers, United States Marine Corps
Created and implemented policies, standards and procedures governing physical security, and guard operations. Conducted reviews, surveys and evaluations of facilities to ensure adherence to policies and guidelines. Planned and presented various training sessions to personnel regarding managing physical security programs. Assisted in maintaining large fleet of military vehicles. Licensed Heavy Equipment Operator. Recognized numerous times for performance as Heavy Equipment Operator.

AWARDS / RECOGNITION

- ***Finalist for the 2017, 2018, and 2019 National Manager of the Year***
- ***Nominated for the 2014 Castle Group Rookie of the Year***
- ***Recognized in the Castle Group Newsletter for role with Mission United***
- ***Received Achievement Award's for contribution to perfect annual audits to $14 million-dollar budget.***
- ***Recipient of the 'Gung Ho Marine' in Ft. Leonard Wood, MO for leadership excellence.***
- ***George Mason University – Deans List, 4.0 GPA***
- ***Best of Boca Raton - 2019***
- ***Nominated for 2023-2024 40 under 40 award***

Sacra Durandisse, MBA, MS, MCAP, LMHC
407-731-6656
sdurandisse@yahoo.com

Re: Employment Opportunities

Dear Sir or Madam:

Enclosed you will find my resume for the position currently available. Please accept my resume as an indication of my interest in joining your organization.

Realizing that a resume cannot fully convey either my ability or desire to work for your organization, I would welcome the opportunity to meet with you personally to discuss the possibility.

I am confident that I possess the experience and the qualification necessary to make an immediate and positive contribution to your organization.

I hope you will consider my resume favorably. I look forward to hearing from you so that we may arrange an interview.

I may be contacted at the address and telephone number listed above.

Thank you for your consideration in reviewing this material and for your forthcoming response.

Sincerely,

Sacra Durandisse

Sacra Durandisse, MBA, MS, MCAP, LPC, LMHC
407-731-6656
sdurandisse@yahoo.com

OBJECTIVE: To obtain a position in a professional environment with the opportunity for growth.

EDUCATION:
WALDEN UNIVERSITY, COLUMBIA, MARYLAND
Ph.D., Completion Date: Pending
Clinical Psychology
Current GPA 3.6

STRAYER UNIVERSITY, PALM BEACH GARDENS, FLORIDA
Master of Business Administration, Completion Date: June 2013
Management
GPA 3.5/4.0 (Recipient of Medallion Honors Award)

PALM BEACH ATLANTIC UNIVERSITY, WEST PALM BEACH, FLORIDA
Master of Science, Completion Date: December 2007
PSY-Counseling/School Guidance Counseling
GPA 3.5/4.0 (Honors)

CERTIFICATIONS:
LMHC-**License Mental Health Counselor: Washington State**
LMHC-**License Mental Health Counselor: Florida**
LPC-**License Practical Counselor-Virginia**
LMHC-**License Mental Health Counselor: Florida**
MCAP**- Masters Level Certified Addictions Professional-National Certification (Issued in Florida)**
LCPC-**License Practical Counselor-Maryland**

Specialized:
Maryland Approved Supervisor for License Graduate Professional Counselors LGPC

COMPUTER SKILLS:
Microsoft Office: Microsoft Excel, Access, PowerPoint, Word, FrontPage, SPSS Word, Publisher, PowerPoint, Outlook, Kip, Tier, KIPU, ICANOTES, Share-point, and Access Accounting Software

EXPERIENCE:

SMD Behavioral Health Consulting Firm, Palm Beach County, FL

3/2013- Present

Consultant/Clinical Services/Psychotherapy/Mental Health/Substance Abuse Counseling

- Specializes in the creation and implementation for substance abuse and mental health facilities as well as family systems.
- Consulting work includes preparation for CARF (USA), JOINT COMMISSION ACCREDITATION (USA), CJI-JOINT COMMISSION INTERNATIONAL ACCREDITATION (Middle East: DUBAI and SAUDI ARABIA.)
- Chart and Documentation Auditing (Per Best Practice Standards, Per Medical Necessity Insurance Guidelines, Etc.)
- Clinical Training with Clinical Staff regarding Dual Diagnosis Treatment for Substance Abuse Addiction and Treatment, Eating Disorders, Trauma Counseling, Learning Disabilities, Cognitive related Psychiatric Conditions.
- Treating patients who suffer from chemical dependency, mental health, and spectrum disorders.
- Experience from all levels of care including, intensive outpatient treatment, partial hospitalization, residential treatment, detox, transitional living, eating disorders, and trauma settings for those with addiction and mental health diagnoses.
- Clinical review of medical records in accordance with federal, state, local, and job specific agencies, while consulting for startup treatment centers as well as assisting those centers in need of managerial experience while applying or complying with DCF, CARF, AHCA, COA, and joint commission standards of care.
- Conduct psychiatric evaluation for emotional or psychological problems.
- Provide individual and group counseling as needed.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.

Healthcare Living for Families

Windsor Mill, MD 21244

3/2024-Present

PRP Director (Interim position)

- Manage medical records and request records from outside agencies.
- Complete and track individual rehabilitation plans.
- Complete Authorizations via Optum/Incedo for all adult and child clients in PRP.
- Perform initial and ongoing staff trainings.
- Review client services to meet COMAR and billable standards.
- Provide supervision over PRP Counselors.

- Check for note corrections and release notes.
- Complete monthly PRP spreadsheet and billing sheets for all PRP Counselors.
- Schedule and complete new client intakes.
- Assign new clients to PRP Counselors.
- Reach out to outside agencies and the community for new client referrals into the program.
- Mediate client complaints.
- Participate in weekly multidisciplinary treatment team meetings.
- Engage with on-site/offsite with clients for emergencies.
- Facilitate PRP All Staff meetings once a month.
- Respond to and manage PRP Counselor's concerns regarding case management for any client in PRP, both adults and children.
- Attend one-on-one meetings weekly with Chief Executive Officer.
- Maintain accreditation compliance for PRP and maintain availability for all audits/surveys.

Unlimited Bounds
Baltimore,MD
Executive Director
5/2023-2/2024

- Developing an integrated process for planning, policy, and services to ensure a coordinated quality system of care is available to individuals with behavioral health conditions.
- Supports, promotes recovery, resiliency, health, and wellness for individuals who have emotional, substance use, addictive and/or psychiatric disorders.
- Leads and manages the behavioral health system through Clinical Services, Facilities, Operations, and Population-Based Behavioral Health.
- System of care (with a budget of over $1 Million) includes residential, PHP, IOP, OP level of care dual diagnosis behavioral health programs (Mental Health and Substance Abuse).
- Residential centers for the treatment of adults, Core Service Agencies, consumer organizations, and close collaboration with Medicaid to oversee the community behavioral health system.
- Supports operations.
- Provide leadership in developing plans with the owners, and staff.
- Carrying out plans and policies, planned developed procedures and routines that facilitate the work of the organization and assure a timely human response, to all office communications (phone, email, fax, etc.).
- Oversee programming effectiveness including design, marketing, promotion, delivery and quality of programs, products and services.
- Recommend development of new programs and responses to the community as appropriate to the owners approval.

- Assist with volunteer training. 4. Financial, Tax, Risk and Facilities Management – work with the Finance Committee to develop and recommend the annual budget for owners approval; prudently manage organization's resources within those budget guidelines according to current laws and regulations.
- Maintain official records and documents, and ensure compliance with federal, state and local regulations.

Military and Family Life Counseling (MFLC)
Leidos, Defense and Intelligence Group Contractor for The Department of Defense's (DoD's)
Position in: Iwakuni, Japan
May 2022-January 20223 (Contract Position)

- Build support coalitions with military support systems such as Family Readiness, Family Advocacy, Exceptional Family Member Program and more.
- Promote skill-building, readiness and resilience through approved, evidence-based materials and tools that instill capabilities for better health and wellness.
- Give presentations and briefings to service members and military leadership at military-connected community events.
- Build rapport with military families through community outreach that creates awareness about the importance of counseling services.
- Provide support for military service members returning from deployment with reintegration to civilian life and reunion with their families.
- Become an integral part of the military leadership community that shapes our nation's future.
- Face-to-face counseling to military service members and their families (Individual, Couples, Family, and Children).
- Visibility at assigned installation, supporting military-connected students, parents and staff.
- Recommending appropriate referrals and handoffs based on your experienced differential clinical skills to military and community resources according to the needs of military service members and their families.
- Developing and/or using approved counseling, training and education programs and materials.
- Communicating information regarding trends and issues at assigned installation to Team Leads.
- Participating in regular in-service training or other contract activities as assigned.
- Participating in installation and community events.

Center for Discovery

Enumclaw, WA

06/2020- 04/2021-(Laid off due to Covid)

Discovery Mood and Anxiety

Tacoma, WA

Program Director

10/2021-04/2022

Program Director

- Overseeing all aspects of the program to ensure quality.
- Initiating any quality improvement measures that may be necessary.
- Supervising weekly Treatment Team Meetings to ensure consistent and effective. communication between treatment team members, proper oversight of client development and progress and to ensure a team approach is utilized in the treatment of our clients.
- Monitoring and assessing staff morale and building team spirit and continuity; intervening and addressing any staff-related issues that are presented.
- Participating in the interview process in a collaborative fashion to determine the appropriateness and qualifications of prospective staff members.
- Providing adequate and ongoing training of facility employees, and sufficient oversight/supervision to ensure that all services are in keeping with the Discovery Mission Statement.
- Providing bi-monthly in-service trainings to all Professional and Counseling treatment staff.

Areas of development and in-service training include but are not limited to:

- Diagnosis and Assessment
- Group Therapy
- Milieu Management
- Communication Skills
- Evaluating and apprising each member of the professional staff; completes a written narrative clearly identifying strengths, weaknesses, and goals for the coming year. These reviews to be completed after the first three months of employment and yearly thereafter.
- Contributing to effective teamwork by working independently with staff to combine their skills and energies in a focused manner and in keeping with the Discovery Mission Statement.

- Completing utilization reviews, overseeing primary therapist process of utilization review, and assisting in the process of ensuring that all client stays are covered in some way (i.e., insurance, private pay, etc.).

- Ensuring full adherence to the policy and procedure manual.
- Ensuring adherence to health code policies, JACHO and licensing regulations. Provides oversight of any/all audits, as necessary.
- Working with staff and facility manager to arrange coverage of all shifts, ensuring adequate staffing is provided. Adjusting staffing to match census when necessary.
- Serving as a positive role model to treatment staff, employees, clients, and guests by maintaining a positive, caring, and professional attitude.
- Maintaining a client caseload as appropriate to census; assigning client cases based upon match with each therapist; providing individualized and family therapies as needed.
- Co-leading process groups and/or any additional clinically oriented groups on an as-needed basis.
- Providing oversight of all other groups conducted.
- Participating in the marketing plan as requested.
- Maintaining collaborative relationships with outpatient treatment team professionals.
- Conducting facility tours for professionals in the community or families, as necessary.
- Complying with the employee dress code and ensuring program staff does the same.
- Completing tasks in a timely and accurate manner.
- Establishing and achieving realistic goals within the position.
- Attending designated meetings and/or conference calls.
- Providing on-call support in conjunction with clinical staff and providing ultimate oversight when necessary.
- Participating in supporting Discovery in Recovery and/or Parent Support/Alumni Groups.
- Maintaining the confidential nature of resident and related activities.
- May be required to travel to other facilities to attend trainings from time to time.

Turning Winds Academic Institute
Troy, MT
Clinical Director/Utilization Review Specialist
January 2019 – February 2020 (One-year Contract)

- Demonstrates knowledge of child development, psychopathology, trauma-informed and relationally based treatment, and evidence-based treatment modalities and translates this knowledge into classroom-based psycho-educational interventions as well as individual, group, and family therapy and crisis intervention designed to promote positive social and emotional development, increase healthy and effective coping skills, improve functioning at school, and increase student self-understanding.
- Collaborates with Admissions Coordinator to ensure that intakes are assigned and completed in a timely manner.
- Conducts initial evaluations, performs mental status exams, accurately diagnoses, and develops and presents clear clinical formulations that are specific, attainable behaviorally oriented treatment plans, and identifies and provides therapeutic interventions appropriate to specified problems.
- Provides guidance and consultation to interdisciplinary team regarding the effective implementation of therapeutic programs within the educational program.

- Serves as a role model for staff to promote strong work ethic and the use of evidence-based trauma informed relational approaches/models of intervention with youth and families, as well as other staff members.
- Provides clinical support and leadership across all teams as needed.
- Provides clinical services to designated number of students.
- Facilitates communication between guardians, classroom staff and school-based psychiatric provider for medication reviews.
- Assists in the development of the client's (student's) Individual Educational Plan (IEP) and provides discipline related mandated services in compliance with the IEP.
- Provides clinical supervision to clinical staff and clinical trainees.
- Provides orientation to new clinical staff.
- Provides guidance, intervention, and direction in clinical emergency situations. Assists clinicians and staff in hospitalizations and mandated reporting situations. Orders and participates in emergency safety interventions (i.e., restraint and /or seclusion) when needed.
- Reviews and edits clinical documents and reports.
- Completes risk assessments and Functional Behavioral Assessments as needed for students across the program.
- Completes psychological evaluations as assigned if a psychologist.
- Communicates in a positive, effective manner with all clinical, educational, and administrative service providers and provides clinical consultation to classroom staff.
- Completes performance evaluations for supervised clinical staff.
- Identifies potential risk factors and taking measures to reduce those risks in the milieu through reinforcement of positive and safe behaviors, trauma-informed and relationally based therapeutic interventions, and reporting of suspected child abuse/neglect, according to agency policies and procedures.
- Trains and participates in emergency safety interventions authorized and approved by the agency when a student presents with an imminent safety concern.
- Serves as a trainer for one of the training programs provided to staff.
- Orders restraint/seclusion if a student demonstrates an imminent safety concern, in accordance with agency practice.
- Continues to develop knowledge and understanding about the history, traditions, values, family systems, and artistic expression of groups served as well as uses appropriate methodological approaches, skills, and techniques that reflect an understanding of culture

with Executive Director and Program Directors.

- Perform qualitative chart audits as required to ensure compliance.
- Review and modify all Policy and Procedures on an annual basis and modify when required.

Maabar Social Consultancy, Jeddah, Saudi Arabia

Consultant-Clinical/Program Director

December 2016-February 2017 (2 Months Direct Consultant Contract)

February 2017-December 2019 (Virtual/Remote Consultation)

- Responsible for the recruitment, retention, discipline, evaluation, and training of all clinical department staff members.
- Ensures that clinical services are delivered according to policy and procedures.
- Participate, as part of the senior management team, agency planning and implementation of new programs or clinical services.
- Evaluate all pre- or post-admission clinical data to coordinate treatment services on all clients admitted to our center.
- Consult with admissions team as needed to ensure potential admissions meet inclusion criteria for admission.
- Ensure that all services being provided are following HIPAA, JCI, KSA Ministry of Health.
- Communicate with families or referral sources as deemed appropriate.
- Coordinate all training for staff in conjunction with Executive Director and Program Directors.
- Perform qualitative chart audits as required to ensure compliance.
- Review and modify all Policy and Procedures on an annual basis and modify when required.

Graces Way Recovery, West Palm Beach, FL

Clinical Substance Abuse Counselor

5/2014-12/2016 (Full Time)

- Conduct clinical assessments, treatment, case management, consultation, referral, and education
- According to the individual's professional discipline.
- Conduct psychosocial evaluations and provide therapeutic interventions including crisis counseling to individuals, groups and families as needed to facilitate.
- Evaluate the individual and family systems.

- Assess client's functioning within work, family and routines of daily living and identifies areas needing continued support, resources, and treatment in order to assist clients.
- Develop, implement, and maintain partnerships with other community providers.
- Maintain case records to reflect course of treatment and provide required documentation.
- Provide follow-up and aftercare planning services as needed. Expeditiously discharges inactive clients.
- Attend staff meetings, supervisory conferences, and other activities, which ensure the smooth functioning of clinical operations.

South Bay Correctional Facility/
Correctional Health Care Companies/Geo Care, South Bay, FL
Mental Health Specialist
12/13- 7/2014 (Contract position)

- Conduct mental health assessment as necessary, make recommendations regarding the client's Mental Health/Psychiatric treatments, and evaluation for emotional or psychological problems.
- Provide personal and social adjustment counseling on an individual basis to inmates within the prison system.
- Monitor inmate mental health progress, and coordination with clinical staff on inmate treatment.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.
- Promote the development of positive social skills through modeling appropriate behaviors and intervening when inappropriate behaviors are observed.
- Maintain accountability of staff, clients, and property; adhere to safety practices.

Correctional Health Care Companies, Delray Beach, FL
Mental Health/Substance Abuse Counselor
7/12- 3/2013 (Contract position)

- Review client health information, conduct mental health assessment and make recommendations with regard to the client's treatment, recommending medical or psychiatric evaluation for emotional or psychological problems.

- Provide personal and social adjustment counseling on an individual and group basis in coordination with Administration, Parole authorities and other facility programs.
- Monitor clients' progress: coordinate problem cases and point out areas in which guidance and development techniques can be improved.
- Maintain documentation & records.
- Promote the development of positive social skills through modeling appropriate behaviors and intervening when inappropriate behaviors are observed.
- Maintain accountability of staff, clients, and property; adhere to safety practices.

Legacy Behavior Health Center, West Palm Beach, FL

Substance Abuse Specialists

4/11-2/2012 (10 Month Contract position)

- Assist the Clinical Director as needed in the areas of state and CARF inspections, staffing meetings and concerns, and other areas as needed
- Oversees client services and ensures compliance with established program standards and service delivery objectives.
- Serves as a resource to assigned staff in identifying and resolving complex case problems.
- Assumes client caseload in response to workload or staffing shortages.
- Provide comprehensive therapy to individual within the Haitian community who has been affected by the earthquake in their country.
- Provide counseling to clients with substance abuse history/mental health related conditions
- Provide individual counseling to clients with substance abuse history/mental health related conditions.
- Facilitate substance abuse groups, anger management groups, and conflict resolution groups, to individuals and families.
- Conduct comprehensive mental health psychological assessments on the individuals on my caseload.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.

Happy Home Child Learning Center, Alexandria, VA

School Social Worker (1-year Contract position)

6/09-6/10 (1 Year Contract position)

- Conduct cognitive observations/assessments on children, as needed.
- Conduct individual and group counseling with students and their families as needed.
- Work collaboratively with teachers, school director, and outside agencies in order to establish more effective strategies and techniques, to improve good social skills.
- Develop and implement necessary systems to promote academic growth.
- Documents all direct and collateral contacts into the school records.
- Advocates and negotiates internal and external systems on behalf of the student within the scope of academic services consistent with professional standards

Westwood College, Annandale, VA

Adjunct Professor/Criminal Justice/Psychology

6/09-12/09 (Part-Time)

Courses Taught Include:

- Courses Taught: Introduction to Psychology
- Courses Taught: Mental Health Issues in the Criminal Justice System
- Develop and manage syllabus materials.
- Responsible for selecting and compiling tests, assignments and/or online discussion exercises that permit measurement of performance relative to standardized learning objectives.
- Responsible for reviewing any textbook and other courseware changes with the academic department.
- Facilitate Class Instruction.
- The adjunct professor is responsible for teaching the assigned class in accordance with learning objectives and session plan outlines specified by the academic establishment.
- Evaluate Student Performance.

Fairfax County/Crossroads, Kingstown, VA

Substance Abuse Counselor II

8/08- 3/09

- Provide comprehensive therapeutic services for residence.
- Develop and implement interventions for relapse prevention.
- Documents all direct and collateral contacts into the psychiatric/medical records.
- Participate in treatment planning conferences to assist in identifying the progress a resident has made, towards complete drug and alcohol rehabilitation services.
- Provide individual counseling to clients within a residential drug and alcohol treatment program.
- Facilitate substance abuse groups, anger management groups, and conflict resolution groups, to the residence within the residential treatment program.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.

Treasure Coast Forensic Treatment Corrections Center/Geo Care

Indian-town, FL

Lead-Forensic Social Worker

7/07- 8/08

- Provide comprehensive therapeutic services and complete biopsychosocial summaries for ITP and NGI residence.
- Develop and implement interventions for barriers to discharge list.
- Documents all direct and collateral contacts into the psychiatric/medical records.
- Advocates and negotiates internal and external systems on behalf of the resident within the scope of clinical training and consistent with professional standards.
- Participate in treatment planning conferences to assist in identifying the progress a resident has made, towards becoming competent to proceed with court trail for pending criminal charges.

4/03-4/04 & 12/06-6/07

Sago Palm Academy, Pahokee, FL

MH Coordinator/Lead Substance Abuse Counselor

- Delivers behavioral health and co-occurring substance abuse services to adolescents, children, and their families, including the severely mentally ill population, within a multidisciplinary team.
- Provide individual counseling to youth with Substance Abuse history/Mental Health related conditions, within a level 8 residential treatment program.
- Facilitate Substance Abuse groups, anger management groups, and conflict resolution groups, to the youth in the residential juvenile treatment program.
- Conduct comprehensive mental health psychological assessments on the individuals on my caseload.
- Participate in the development of individual treatment plans and treatment plan reviews, to meet the needs of the clients.
- Participate in treatment planning conferences to assist in identifying strengths and weaknesses of the clients.
- Responsible for developing individualized treatment and education plans.
- Administer SASSI, MAYSI evaluations as needed.

SUMMARY:

Bilingual in Creole (Haitian language) and conversational French. Volunteer Services, Christ Fellowship Palm Beach Gardens, FL-Children's Disabilities Ministry.

Bradley Gotshall
4709 Buck Run Ln.
Harrisburg, PA 17110

CONFIDENTIAL APPLICATION

To whom it may concern:

My love of local government began during my senior year in high school, during which period I ran successfully for council in my hometown, eventually serving two terms. Throughout that period, I also had a chance to intern for PA State Senator David Argall, both in his district and capitol offices. At one point, I was experiencing local government (with my work as council member), county government (working with the Schuylkill County Treasurer's office), and state government (interning with Senator Argall) all at once – more government than anybody should have to experience at any one given moment!

Although considerably younger than the great majority of current municipal managers, many of whom will be competing against my resume for this very role, I hold more experience in the field of local government than almost any of them, as a percentage of my years of life. While my resume indicates a propensity to "job-hop", as I have heard, it shows a deeper quality of myself than is able to be shared on paper. With the number of communities I have led, comes many varieties of experience of local government administration issues. In terms of Pennsylvania municipal governance, I have seen it all: from the administration of the very small (Red Hill Borough – 2,300 residents) to the second-largest Township of the Second Class in Pennsylvania (Lower Paxton Township - 53,000 residents) to college towns (Millersville Borough and Indiana Borough).

With each of these communities, my commitment to local government has been evident: ensuring that the elected officials are as informed and educated as possible, providing for the most effective and efficient delivery of municipal services, excelling the transparency of government operations, and executing a fair, equitable policy of personnel administration. Beyond the niche qualities needed in each distinct community, these key functions of a municipal manager often cannot be learned; they are inherent to the individual and require years of cultivation and practice.

As Borough Manager of the Borough of Red Hill, although only for a very short period of time, I led a charge to modernize and branch out. Finally, the Borough accepts credit cards as a form of payment, is a member of PLGIT for the first time – employing the Procurement Card system, adding an efficient, accountable purchasing structure - and is using technology more than ever before to create a more efficient internal operation. The Borough, through my direction, changed the long-standing solid waste and recycling collection practices, moving towards a more equitable and financially responsible system. For the first time, the Borough also began to utilize a Capital Improvement Plan, to realize long-term projects and capital purchases.

During my tenure as Manager of the Borough of Indiana, I got the unique chance to guide a municipality that serves as host to a public university, the Indiana University of Pennsylvania (IUP), a chance that many municipal managers don't often get, especially at my age. In this role, I have worked to modernize Borough operations, working to accept credit cards online and in Borough Hall; joining as a member of PLGIT, employing the Procurement Card system; and implementing a mass notification system. For the first time, the Borough, through my initiative, implemented a 5-year Capital Improvement Plan, and passed a complete budget package that will work to be a communicative tool, expressing the story behind the figures.

Indiana Borough provided me invaluable experience, overseeing a workforce of 55 plus full-time employees, 18 part-time employees, a $13.3 million budget (general fund $6.3 million), and balancing a town-gown relationship that often comes with a share of high stress, and little cooperation.

Today, I serve as Manager of the Township of Lower Paxton, the largest municipality in Dauphin County (13th largest municipality in the Commonwealth) and a suburb of the City of Harrisburg. In this capacity, I oversee an organization of approximately 225 employees with an all-funds budget of approximately $83 million. This position has given me wonderful exposure to leading one of the larger municipal organizations in Pennsylvania. With such an opportunity, it has been my goal to implement many much-needed organizational and operational changes in order to bring about the most transparent and efficient organization possible. To date, I am in the process of bringing about a reorganizational plan with the goal of realigning workflow and correcting terrible workplace inefficiencies; addressing multiple convoluted budgeting practices that have threatened the concept of public finance transparency; organizing and properly ensuring municipal assets that have for quite some time been unrepresented; and modernizing operations to take advantage of technology.

In addition to the initiatives described hereinabove, I have also begun the process of implementing the Township's first CDBG Entitlement Program (having recently crossed the entitlement status population threshold) and career fire department, both of which include ensuring our community invests in a prosperous housing stock, economic development functions, and broadly ensuring a safe, healthy living environment for our residents.

While my career is marked with a number of municipal stops along the way, the one constant is my absolute adoration for local government; I love what it represents, and I love what it is able to accomplish when administered properly. I humbly, but aggressively will defend my decade-plus career in this field against anybody my age, or with more experience, for that matter.

I thank you for your time and consideration and look forward to a chance to discuss my qualifications with you.

Sincerely,
Brad Gotshall

Bradley Gotshall

(570) 516-5913 – bgotshall91@gmail.com

EDUCATION

Pennsylvania State University – Bachelor of Science, Public Policy 2015
Pennsylvania State University - Master of Arts, Public Administration 2021

EXPERIENCE

PA Dept. of Community & Economic Development – *Peer Consultant (Contracted)* 2022-Present
Contracted by the Pennsylvania Department of Community & Economic Development's Governor's Center for Local Government Services to perform peer consulting services for municipalities within the Commonwealth's Southeast region. Consulting services performed include technical assistance in the functional areas of administration and financial services.

Township of Lower Paxton – *Township Manager* November 2018 - Present
Population: 53,000; Annual Budget (2025): $100 million; Total Staffing: 173 Full-Time, 69 Part-Time.
Departments of the Township include Administration, Finance, Community Development, Public Safety (Police, Fire), Public Works, Sewer, Parks and Recreation, and Economic Development.
Selective achievements include: implementation of the first Capital Improvement Plan; creation and implementation of a new mixed-use zoning district ordinance at a key intersection of the Township – working with the land-owner on visioning of the parcels; ending each fiscal year of my tenure with a cash surplus; establishment of the 'Employee Engagement Committee'; executed two of the Township's largest bond issues in its history, each worth over $55 million, two years in a row; implantation of the first CDBG Entitlement Program.

Borough of Millersville – *Borough Manager, Secretary, & Treasurer* January – November 2018
Population: 8,383; Annual Budget (2018): $8.77 Million; Total Staffing: 29 Full-Time, 9 Part-Time.
The Borough of Millersville is the host municipality to Millersville University, a PASSHE system school. Departments of the Borough include Administration, Code Enforcement & Zoning, Police, Streets & Parks, and the Wastewater Treatment Department (overseeing the treatment plant).

Borough of Indiana – *Borough Manager, Secretary, & Treasurer* January 2017 – December 2017
Population: 13,981; Annual Budget (2018): $12.9 Million; Total Staffing: 70 +.
The Borough of Indiana is the host municipality to The Indiana University of Pennsylvania (IUP), a PASSHE system school. Departments of the Borough include Administration, Code Enforcement, Planning & Zoning, Police, and Public Works (including a wastewater treatment plant).

Borough of Red Hill – *Borough Manager, Secretary, & Treasurer* 2016-2017
Population: 2,472; Annual Budget (2017): $900,000; Total Staffing: 6.

County of Schuylkill – *Office Manager, District Attorney* 2014-2016
Clerk Typist, County Treasurer 2012-2014

Elected, Frackville Borough Council – *President Pro Tempore & Vice President* 2010-2016

INTERNSHIPS

State Senator David G. Argall (R-29) – Tamaqua, PA 2009–2010; 2013

MEMBERSHIPS

Pennsylvania Municipal League*, statewide Legislative Committee; Southcentral District Alt.* 2019-Present
Association for Pennsylvania Municipal Management, *Vice President At-Large (Central)* 2022-2024
Pennsylvania State Association of Boroughs, *statewide Executive Board Alternate* 2016
Schuylkill County Boroughs Association*, Secretary; President* 2015-2016

Andrew Linko

Madeira Beach, FL 33708
linknet24ps5jd_y9j@indeedemail.com
+1 734 752 0820

Professional Summary

Request position as an Electrician.

Work Experience

Township Supervisor

Charter Township of Brownstown-Brownstown, MI
December 2008 to April 2022

Supervisor is elected, term is 4 years. Voting member of Township board. Supervise daily Township business. Moderates board and annual meetings. Chief assessing officer (if certified). Secretary to board of review. Voting member for poverty relief. Township’s legal agent. Must maintain records of supervisor’s office. Develops Township budget. Appoints some commission members. May call special meetings. May appoint a deputy. Officer of election committee. Caretaker of township assets.

Journeyman Electrician

FORD MOTOR COMPANY-Woodhaven, MI
May 1996 to October 2021

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic systems and equipment on stamping presses, automation, robots, PLC’s.

Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and

PLC’s. Run conduit and feeder circuits.

Construction Electrician

U.S. NAVAL RESERVE-Vienna, OH
August 1993 to August 2001

Supervise E-1, E-2, and E-3's. Install, maintain, repair telephone, high and low voltage electrical power distribution systems, street lighting, fire alarm, public address, interior wiring, erect poles, string wire and install transformers. Appointed Unit 23 clerk/messenger for unit communications, correspondence. Computerized, updated personnel record, evaluation for ms.

Journeyman General Electrician

ALCOA, INC-Cleveland, OH
August 1994 to May 1996

Inspect, construct, calibrate, adjust, modify, install, test, troubleshoot, repair and maintain electrical, electronic, fluidic, pyrometric, and combustion control systems and equipment.

Operated transportation equipment and material handling as required. Interpret blueprints, wiring and ladder diagrams, schematics, and sketches. Program robots and PLC’s.

Journeyman Electrician

CSC INDUSTRIES, INC.-Warren, OH
August 1978 to August 1994

Inspect, repair, replace, troubleshoot, and maintain electrical equipment throughout the plant. Interpret blueprints, wiring diagrams, and sketches. Passed written and practical exam for Journeyman level. Transferred from Chem lab. Use AB PLC’s.

Education

MBA in Leadership Studies
Baker College - Flint, MI
September 1999 to June 2002

Public Speaking and Human Relations
Dale Carnegie
April 1994

BSAS in AAS, Electrical Engineering Technology, Labor and Technology
Youngstown State University - Youngstown, OH
June 1985 to December 1992

Skills

- Programmable Logic Controllers
- Stamping Press
- Electrical Experience
- Low Voltage
- Blueprint Reading
- Schematics
- Troubleshooting
- Fabrication
- Equipment Repair
- Cabling
- Computer Networking
- HVAC
- Communication skills
- Budgeting
- Programmable logic controllers
- Schematics
- Leadership
- Industrial equipment
- Quality control
- Manufacturing
- Construction
- Customer service
- Profit & loss

- Blueprint reading
- Computer networking
- Human resources
- Mechanical knowledge
- Maintenance
- Plumbing
- DocuSign
- Electrical systems
- Supervising experience
- Report writing
- Organizational skills
- Compliance management
- NEC
- Industrial electrician experience
- High voltage
- Electrical wiring
- Sensors
- Commercial electrician experience

Certifications and Licenses

Journeyman Electrician

Driver's LicL520018591420ense
March 2022 to April 2030

Driver's License
March 2021 to Present

Electrician Apprentice

Fernando A. Vazquez, PE

177 Ocean Lane Drive
Unit 310
Key Biscayne, FL 33149
fernandovazq@gmail.com
954-261-7188

Executive Summary

Dynamic and results-driven municipal leader with over **35 years of experience** in public administration, infrastructure development, and executive-level management. Proven track record of leading diverse city departments, implementing strategic initiatives, and ensuring fiscal accountability while improving public services and fostering economic development. Skilled in **policy development**, **budget oversight**, **community engagement**, and **cross-departmental collaboration** to achieve organizational excellence.

Expertise in delivering transformative public works and infrastructure projects, including transportation, water and sewer systems, stormwater management, and coastal resilience. Adept at working with elected officials, regulatory agencies, and stakeholders to ensure alignment with community goals and government objectives.

Core Competencies

- Executive Leadership and Organizational Management
- Strategic Planning and Policy Development
- Budget Oversight and Fiscal Accountability
- Economic Development and Community Relations
- Municipal Infrastructure and Utilities Management
- Cross-Departmental Collaboration and Team Building
- Emergency Management and Disaster Recovery
- Public-Private Partnerships and Funding Strategies

Professional Experience

Director of Operations – Southeast US and LATAM, TYLin

June 2022 – Present | Miami, FL

- Oversaw regional operations and business development for public infrastructure, coastal resilience, and utilities projects across the Southeast U.S. and Latin America.
- Managed multimillion-dollar budgets and coordinated across multidisciplinary teams to achieve project delivery excellence.

Senior Vice President, CES Consultants

August 2015 – March 2019 | Miami Lakes, FL

- Directed municipal and regional infrastructure projects, including multimillion-dollar public works improvements.
- Developed organizational capacity by building cross-functional teams and enhancing staff performance.

Director – Capital Improvements Projects, Miami Beach

April 2011 – May 2013 | Miami Beach, FL

- Directed the planning, implementation, and oversight of a **$2.6 billion Capital Improvement Program**, delivering transformative projects in transportation, stormwater management, and public utilities.
- Collaborated with elected officials, city staff, and stakeholders to align CIP initiatives with strategic objectives.

City Engineer, Miami Beach, FL

March 2005 – April 2011 | Miami Beach, FL

- Provided executive leadership for citywide infrastructure projects, including water and sewer systems, stormwater improvements, and coastal restoration initiatives.
- Developed and implemented the **Miami Beach Stormwater Master Plan**, later adopted by Miami-Dade County.

Director of Public Utilities, Dania Beach, FL

January 2003 – March 2005 | Dania Beach, FL

- Managed the city's water and sewer systems, including developing the **Water and Sewer Master Plan**, encompassing upgrades to treatment plants, pipelines, and storage tanks.
- Oversaw day-to-day utilities operations while ensuring regulatory compliance and efficient service delivery.

Assistant City Engineer, Fort Lauderdale

June 2002 – January 2004 | Fort Lauderdale, FL

- Oversaw the **$1 billion Park Bond Program**, ensuring timely delivery of recreational infrastructure projects.
- Directed infrastructure improvements under the **WaterWorks 2011 Program**, modernizing water and sewer systems citywide.

Senior Manager, Jacobs Engineering

1995 – 2000 | Boston, MA

- Managed regional infrastructure projects, including the design and implementation of large-scale transportation and public works systems.
- Directed multidisciplinary teams to deliver projects on schedule and within budget.

Education

Florida Institute of Technology
Bachelor of Applied Science (B.A.Sc.), Ocean Engineering

Harvard University
Certificate in Public Policy and Planning

Licenses and Certifications

- **Florida PE License:** #60517
- Certificate in Public Policy and Planning, Harvard University

Key Achievements

- **Strategic Planning and Budget Management**:
  - Managed annual budgets exceeding $500 million, ensuring fiscal accountability and resource optimization across city departments.
  - Developed and implemented policies that improved operational efficiency and enhanced public services.
- **Municipal Leadership and Cross-Department Collaboration**:
  - Coordinated with department heads, elected officials, and community stakeholders to achieve consensus on complex municipal projects.
  - Strengthened organizational culture by fostering collaboration and accountability across diverse teams.
- **Public Infrastructure Delivery**:
  - Delivered transformative public works projects, including neighborhood water and sewer upgrades, stormwater improvements, and transportation system enhancements.
  - Directed the development of the **Mass Transit and Multimodal Plans** for Miami Beach, integrating public transit with pedestrian and bike infrastructure.
- **Emergency Management and Disaster Recovery**:
  - Played a pivotal role in disaster recovery during **Hurricanes Katrina and Wilma**, leading damage assessments, restoration efforts, and FEMA coordination.
  - Ensured continuity of essential services during crises through proactive planning and swift response.
- **Community Engagement and Economic Development**:
  - Promoted economic growth by aligning infrastructure investments with community development goals.
  - Spearheaded public outreach initiatives to build trust and transparency with residents and stakeholders.

Tina Monroe

Okeechobee, FL 34972
tinamonroe7_7fg@indeedemail.com
+1 727 318 1028

Professional Summary

I am a multi-talented, determined, administrative professional with experience in Data Entry, Compliance & Customer Service. I worked my way up to mid-level management with my people skills and team building expertise. I am looking for my next big opportunity.

Authorized to work in the US for any employer

Work Experience

District Manager

Parakeet Communities-Okeechobee, FL
November 2022 to October 2024

1. Managing three properties
2. Overseeing maintenance and management duties daily
3. Working face-to-face with residents in regards to clean up and assisting them around the property
4. Moving residence inn and out as well as processing paperwork
5. Creating work orders and managing maintenance technicians

Onboarding Specialist

JPMorgan Chase & Co-Tampa, FL
November 2021 to November 2022

Onboarding specialist:
- Data entry
- Start date changes
- Professional response emails
- Clearing candidates
- Processing terminations
- Calling candidates to advise of pending pre employment tasks
- Confirming all pre employment tasks have been completed
- Confirming work authorization completed
- Sending pre employment completed emails

Global workforce security
- Background screening
- Document requests
- Passing and failing candidates
- Reviewing documents
- Employment verification
- Education verification

- Document translation
- Reviewing documents from other countries

Uber Eats Driver
UberEATS-Okeechobee, FL
February 2022 to May 2022

Pick up an deliver orders

DoorDash Delivery Driver
Doordash-Saint Petersburg, FL
September 2020 to December 2021

1. Use of electronics
2. Gps
3. Locate and pick up orders
4. Customer service
5. Drop off orders

Community Service Volunteer
Family Resource Center-Hernando, FL
June 2021 to September 2021

1. Cleaning
2. Data entry
3. Excel data entry
4. Stocking
5. Unloading food trucks

magazine sales representative
ThinkDirect Marketing Group-Hernando, FL
March 2020 to July 2021

1. Data entry
2. Customer service
3. Answer phones
4. Follow script

Medical device technician (Temporary Assignment)
Manpower - Ocala Regional Medical Center-Ocala, FL
August 2018 to September 2018

- Flashed medical devices
- Checked and updated software
- Checked devices to be in working order
- Checked that there were no malfunctions with the machine.

Data Entry Clerk (Temporary assignment)
DCFS-Ocala, FL
January 2018 to March 2018

- Prepped mail for returns
- Prepped mail to be uploaded into the system
- Filed mail to correct case in system.

Office manager
TME Enterprises now DBI Services-Ocala, FL
May 2014 to May 2016

- Handled Quick Books
- Created Excel spreadsheets and input data
- Customer service
- Filed paperwork and receipts
- Processed bills
- Dispatched calls

Education

College - no degree in Forensic Science
ITT Technical Institute-Indianapolis - Branch, MN
January 2013 to May 2015

High School Diploma
Catapult Academy - Ocala, FL
December 2013

Skills

- Front Desk
- Customer Service
- Customer Care
- Typing (10+ years)
- Call Center
- Customer Experience
- CCC
- Microsoft Office (3 years)
- QuickBooks (2 years)
- Time & Attendance Systems (2 years)
- Accounts Payable (1 year)
- Accounts Receivable (1 year)
- Credit card reconciliation (3 years)
- Communications (4 years)
- Administrative Assistant (6 years)
- Administrative & Customer Service Skills
- Delivery Driver Experience
- Bookkeeping
- Payroll
- Office Management

- Cold Calling
- Microsoft Excel
- Computer skills
- Sales
- Human resources
- Management
- Computer literacy
- Microsoft Outlook
- Data Entry
- Communication skills
- Time management
- Microsoft Powerpoint
- Research

Certifications and Licenses

Driver's License

Assessments

Automotive maintenance — Proficient
October 2022

Knowledge of vehicles, vehicle maintenance, and repairs
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

Samiea Hawkins

CELL (305)570-5518 - E-MAIL shawkins1921@hotmail.com

Objective: Educated as a project manager, seeking a position that enables me to showcase my ten plus years of experience in a variety of roles supporting senior management. Working in a sensitive corporate environment within a diverse team, with a reputation for meeting deadlines, detail-oriented, fast learner, excellent customer service skills, leadership, as well as organizational and budgeting acumen.

Skills: Payroll analytics, billing analytics, auditing, compliance, project management multi-leveling reporting, excellent written and verbal communication, effective time management and prioritization skills, strong problem-solving and analytical skills, with the ability to design solutions that drive results.

System: Advanced proficiency in MS Office Suite, Excel, Yardi, Lawson, ImageNow, AS400, JD Edwards, Voyager, PowerPoint, and MS Project

Experience: **Sisca Construction** **Jupiter, FL** **2022-Current**

Jr. Project Manager

- Collaborate with architects, engineers, and other specialists; hire full-time and part-time subcontractors and laborers and coordinate their schedules
- Visit sites regularly during construction — including bid walks, preconstruction walks, in-progress visits, punch walks, and closeouts — and attend status and coordination meetings
- Conduct and document quality assurance and safety inspections throughout the construction process, ensuring that the work environment is acceptable and that tools and equipment are in good working condition
- Maintain and update SOW and preconstruction documents, and meet contract obligations by developing relationships with reliable contractors and vendors
- Respond efficiently and effectively to work delays, emergencies, and other project disruptions

Seminole Tribe of Florida **Okeechobee, FL** **2018-2022**

Office Coordinator

- Maintain a working relationship with associates, members of the Tribal community, vendors and contractors
- Prepares and coordinates the collection, compilation, research and analysis of data. Develops, writes, edits, and presents comprehensive (statistical and narrative) reports for the evaluation of the Supervisor. Executing and creating Weekly Work Orders Assignments, as well as End of Month Reporting required for Accounting and Property Management.
- Creating and completing open work orders for Seminole Tribe of Florida Tribal Homeowners and Rental Units.
- Process payment request for vendors; performs and maintains records of daily entries and/or weekly check payments to monitor expenses.

Samiea Hawkins

CELL (305)570-5518 ◦ E-MAIL shawkins1921@hotmail.com

- Order parts, equipment, and office supplies from manufactures as needed.
- Scheduling meetings, trainings, and other Housing events
- Create, edits, and process purchase orders, receive items and enters into computer system.

Mac 59 **Elmhurst, NY** **2016-2018**

Shift Manager

- Prepare source data for computer entry by compiling, sorting information and establish entry priorities
- Process source documents by reviewing data for deficiencies; resolve discrepancies by using
  standard procedures or returning incomplete documents to the team leader for resolution
- Maintain data entry requirements by following data program techniques and procedures

Frontier Kemper **Long Island City, NY** **2014-2016**

Payroll Specialist

- Enter adjustment data into Employee Central Payroll for inclusion in payroll processing
- Process Payroll, Control Center alert errors, Time-card verification and audit pay cards
- Process stop payments, reissues, ACH NOCs, rejections and special requests

JF Shea **New York, NY** **2008-2014**

Office Manager

- 500 union and salary employees – Prepare HR day-to-day deliverables, execute initiatives and deadlines
- AS400 program software – point of contact for oversight of HR administrative operations and auditing
- Processed hiring, discipline, orientations, benefits administration, payroll and time-sheet verification
- Assisted the Vice President, Director of Engineers and Purchasing Manager to ensure integrity of accounting records through reconciliation and worked with external auditors to support audits and control reviews.
- General accounting, receivables, payroll, accounts payable, internal and external auditing, bank and cash reconciliations.
- Processed hiring, discipline, orientations, benefits administration, payroll, benefit changes and time-sheet verification.

Education:

Colorado Technical University 2010 BS Business Administration – *concentration* Project Manager

Colorado Technical University 2019 MA Business Administration – *concentration* Project Management

MARIE CATHERINE TIMOTHEE
Business Administration – Data Analysis
marietimothee4@gmail.com | (561) 305-3450 | www.linkedin.com/in/mt-hl7275

SUMMARY

Highly analytical and process-oriented business administrator with knowledge of database types; research mythologies; workers compensation insurance and Medicaid. Skilled in communicating complex information, highly organized with team leadership experience, detail oriented, and excellent people skills.

EDUCATION

Florida Atlantic University — Boca Raton, FL
Master of Executive Business Administration — Expected May 2024
Major: Business Administration/Data Analytics

Florida Atlantic University — Boca Raton, FL
Bachelor of Education - Cum Laude — December 2020
Major: Elementary Education

Google — Online
Professional Certificate — March 2022
Major: Data Analytics

SKILLS

- Tableau
- SQL
- Pivot Table
- Data Visualization
- Data Modeling
- Microsoft Suits

EXPERIENCE

FSMSDC — *Miami Shores, FL*
Project Coordinator — *May 2024 – Present*

- Complete business consultation with clients and follow up meetings.
- Disseminate weekly email with events and opportunities to clients.
- Maintain CRM and run scorecard with client report.
- Maintain webpage with updated information.
- Identify regional events to participate and share with clients.
- Attend transportation related events to engage with clients and gain information on current and future projects.

NCCI — *Boca Raton, FL*
Client Service Analyst — *April 2022 – May 2024*

- Perform analytical research using filed and approved regulatory manuals.
- Explain state by state workers compensation rules to carriers, agents, and insureds.
- Explain modification rating worksheet calculations via telephone and email.
- Analyze current and previous rating worksheets to determine cause of increase in modification rate.

Broward County Public Schools — *Lauderdale Lakes, FL*
Third Grade Teacher — *February 2021 - December 2021*

- Instructed students on multiple subjects such as language arts, mathematics, science, and social studies.
- Developed and issued educational content including notes, tests, and assignments.
- Differentiated instruction upon analysis of individual students' progress.
- Coordinated with support staff to discuss students' progress and areas of opportunity using clean data.
- Collaborate with parents to foster a positive learning environment.
- Organized supplies and resources for lectures and presentations.
- Prepared and distribute periodic progress reports and semester report cards.

Vitas Healthcare — *Miramar, FL*
Admissions Coordinator — *January 2018 - January 2020*

- Processed and analyzed new referrals received by telephone, email, fax, and website inquiries.
- Verified Medicare and Medicaid hospice benefits.
- Coordinated hospice benefits and services to patients and families.
- Conducted reports from admissions representatives and document outcomes using SharePoint.

Tyler

Ashton Burrows

Fort Pierce, FL 34982
ashtonburrows3_pks@indeedemail.com
+1 772 618 5850

Professional Summary

My current responsibilities mainly consist of managing daily production operations, training & continually growing a successful US & International customer service call center. I am currently reporting to the President & Director of Sales with our weekly metrics: Cost Analysis, KPI, Sales Performance, Purchasing & Production reports.

If given the opportunity I would show you that I am loyal, hard working and dedicated to the company's mission. I look forward to meeting you and contributing to your company's successful future.

Authorized to work in the US for any employer

Work Experience

Customer Service Manager (CSM)

Charles P Rogers & Co Inc-Port Saint Lucie, FL
January 2023 to Present

- Manage US and International call center
- Employee conduct management & reviews
- Resolve escalated customer service issues
- Order stock for service room
- Over see warehouse operations & production line employees
- Onboarding new employees at our FL location
- Responsible for production timelines and QC of mattress
- Keep all machines and equipment in good working order so production goals and budgets are achieved.
- Use CPRM proprietary inventory system to manage customers orders & shipping.
- CSP Gladly-ChatGPT -UPS- FedEx - Intuit scheduling - Shopify-Loadup - Ukay

Director of Sales

Vacation Superstore-Port Saint Lucie, FL
November 2008 to January 2023

- Hiring-Annual Reviews-Scheduling-Payroll-Quickbooks-I9
- Staying current with all State Licensing and Federal Regulations
- Staffs Continuing Education-Employee Manual Updates-Policy Creation
- Employee Separation and Conduct Management
- Motivating Sales Agents to meet personal and company goals
- Training-industry changes and client management skills
- Coach Supervisors on sales closing tactics, time management and organizational skills
- Manage home based IC staff (Independent Contractors)
- Saas, B2B & B2C
- Responsible for all Agency Promotional Programs and Value ads.

• Management and record keeping of all purchases and reservations using Excel and proprietary database.

• Managed and favorably resolved escalated customer service issues to avoid BBB complaints and negate a negative Social Media response.

• Responsible for maintaining company relations with the Cruise Lines VPs/BDMs and building relationships that create a more efficient and profitable Business.

• Test and implement new platforms and create power users.

• Held important roles in two company acquisitions. One I assisted the COO in finalizing and the second I took the lead. Both transitions have resulted in taking struggling Travel Agencies and turning them into profitable branches of VSN.

• Odysseus Expert Beta tested & implemented into our agency, Signature Travel Expert, Book NCL, Espresso, GoCCL, Winruise, Shopify, Sales Force, Client Base, Siebel and many other CRMs.

Travel Agent

Carnival Cruise Lines-Fort Pierce, FL

October 2006 to September 2008

Answer Sales Calls

Created and serviced guests cruise reservations

CRM Siebel - Database DOS based program

Managing a high inbound/outbound call volume

Petty Officer Third Class

U.S. Navy-Yorktown, VA

July 2000 to August 2004

Active Duty

Navy Corpsman

Honorable Discharge

Responsible for operational readiness of 41 Marines

Education

Master's in Business Administration

June 2013

Bachelor's in Business Management

June 2008

Skills

- CRM Software
- Recruiting
- Sales Management
- Business Development
- Forecasting
- Mergers & Acquisitions
- Training & Development
- Marketing Strategy

- Contract Negotiation and Drafting
- Ad-hoc reporting
- Gnatt Charts
- Planograms
- Quick books
- Create data base power users
- P&L Management
- Account Management
- Business Analysis
- Product Development
- Pricing
- Salesforce
- Project Management
- Strategic Planning
- Supply Chain
- Merchandising
- Research
- Relationship Management
- Management
- Computer Networking
- Process Improvement
- Financial Report Writing
- Program Development
- Warehouse management
- Customer service
- QuickBooks
- CRM software
- Business analysis
- Business development
- Negotiation
- Databases
- Sales
- Events management
- Event planning
- Communication skills
- Microsoft Office
- Supervising experience
- Leadership
- Call center management
- Project management

- Organizational skills
- Microsoft Excel
- Time management
- SaaS

Languages

- English - Expert

Military Service

Branch: United States Navy
Rank: Petty Officer 3rd class

Certifications and Licenses

Professional In Human Resources

First Aid Certification

2-14 Life & Variable Annuity
February 2020 to April 2025

Katarzyna Sendra

C (860) 993-6575 | **E** kasiasendra11@gmail.com

OBJECTIVE

Highly organized and detailed-oriented Administrative Assistant with 5+ years of experience. Skilled in managing administrative tasks, coordinating schedules, and ensuring smooth office operations. Exceptional communication and leadership skills.

SKILLS

- Strategic Planning
- Team Development
- Hospitality
- Problem-Solving
- Multitasking
- Time Management
- Financial/ Budget Management
- Client Service and Relations
- Relationship Building, Coaching, Mentoring.
- Staff Training, and Employee Onboarding

EXPERIENCE

2021 - Present **Office Manager** **Covenant Living of Cromwell, Cromwell CT**

- Responsible for managing resident satisfaction and overall campus operations in collaboration with the Executive and Associate Executive Director.
- Responsible for planning campus functions and promotional events.
- Work alongside Facilities Management Director to hire and manage staff in various departments including security, reception, and transportation.
- Maintain resident electronic medical and financial records.
- Assist in the administration of up-to-date policies and procedures including personnel policies, wage and salary administration, safety policies.
- Assist in the preparation of the annual operating plan, capital equipment, and capital improvement and cash flow budgets.
- Assist with the preparation of the campus integrated strategic plan.
- Provides primary clerical support to the Executive Director, including coordinating calendar and schedules, composing, and typing correspondence, and other administrative support and clerical functions.
- Works with the Executive Director in maintaining the resident directories, manuals, building fire lists. Also, the general administrative procedure manual.
- Serves as team member in special projects and prepares reports on specific areas as requested by the Executive Director.
- Maintains all business associate and contract files and ensures vendor contracts and related information is current for consultants used by campus. Updates business associates contract log for quarterly review.

- Maintains office equipment and repairs. Oversees postage and UPS functions including postage meter monitoring/refill. Distributes internal mail and faxes. Oversees the responsibility for ordering office supplies. Orders business cards for staff.
- Helps with the annual Gala fundraising event. Collects annual community benefit forms and records in benefit log. Scans incoming benevolence gift checks to Stewardship Manager. Knows the eTapestry benevolence donation system, helps in updating records and benevolence correspondence.

2019 – 2021 Retirement Sales Counselor **Covenant Living of Cromwell, Cromwell CT**

- Responsible for developing and maintaining relationships with clients seeking Independent Living, Assisted Living and Memory Care services within a CCRC/Life plan community.
- Create marketing collateral to promote Continuum of Care.
- Educate/qualify customers and provide recommendations to meet various client needs within different continuum service lines.
- Responsible for closing a minimum of 2 sales per month and meet quarterly goals.
- Manage daily, weekly, and monthly quotas utilizing CRM and sales metrics.
- Drive execution of sales utilizing creative personal touches, events, home visits, on and off campus appointments and virtual meetings keeping future residents and their family engaged.
- Collaborates with campus and regional leadership to foster new business opportunities to increase revenue.
- Counsel prospects and their families by developing and understanding their psychological and logistical circumstances to push their thinking and assumptions to close.

2015 – 2019 Dining Room Supervisor **Covenant Living of Cromwell, Cromwell CT**

- Responsible for supervising the dining services department team consisting of servers, utility workers, and cooks.
- Provide comprehensive support to senior level directors.
- Leader of monthly and quarterly employee development training focusing on safety and hospitality services.
- Develop and create marketing programs for dining services to residents including print materials, digital signage, and special events.

EDUCATION

Middlesex Community College
A.S. Business Administration

Southern New Hampshire University
B.S. Business Administration

References Available Upon Request

Dan Marteen

Stuart, FL
danmarteen5wctc_4zp@indeedemail.com
631-880-9447

Professional Summary

Dynamic and results-oriented professional with over 20 years of diverse experience in automotive sales, financial management, and marketing. Demonstrated excellence in operations management, team leadership, and customer satisfaction. Proven track record in event management, digital marketing, and business development through successful ownership and operation of an entertainment company.

Experienced Finance Manager with strong skills in financial analysis, budgeting, and strategic financial planning, enhancing the ability to drive profitability and efficiency. Renowned for integrity, loyalty, and meticulous attention to detail, this leader combines sales acumen with operational and financial management skills to drive business growth and elevate customer satisfaction.

Work Experience

Sales Manager

Nissan-Florida

July 2022 to Present

- Directed a 12-member sales team to achieve monthly profits of $450k, averaging

115 car sales per month. - Recruited, trained, and motivated sales staff. - Consistently surpassed monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. - Managed internet pricing, customer follow-up, and deal closing.

New and Used Sales Manager

Acura of Bayshore-NY

February 2017 to June 2022

- Led a 14-member sales team to achieve monthly profits of $700k, averaging

200 car sales per month. - Recruited, trained, and motivated sales staff. - Consistently exceeded monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. - Managed internet pricing, advertising, social media marketing, and customer engagement strategies.

Finance Manager

Atlantic VW-NY

June 2014 to January 2017

- Managed customer finance, lease, cash deals, and fundings. - Built and maintained customer relationships. - Exceeded monthly store objectives and maintained top profit margins. - Handled an average of 45 turns per month, averaging over $2500 per copy. - Developed and implemented customer finance solutions, enhancing customer satisfaction and retention.

Sales Representative

Chevrolet 112-NY

May 2005 to June 2014

- Achieved an average monthly profit of $80k with an average of 22 units sold. -

Cultivated and maintained strong customer relationships. - Consistently exceeded monthly store and brand objectives. - Maintained healthy profit margins while exceeding CSI district requirements. -

Consistently ranked as a top performer in both volume and gross profit. - Developed marketing strategies to increase customer base and sales volume.

Skills

- Sales Leadership
- Microsoft Office Suite
- CRMs
- Facebook Ads
- Word
- AI
- Strategic Planning
- Customer Service Excellence
- Finance Management
- Relationship Building
- Excel
- Process Improvement
- CRM Utilization
- Elementor Pro
- Digital Marketing
- Problem Solving
- Team Building
- Conflict Resolution
- Google Ads/Analytics
- SEO tools
- Wordpress
- Business Development

Certifications and Licenses

Driver's License

Digital Marketing

Real Estate License

Assessments

Customer focus & orientation — Proficient
September 2022

Responding to customer situations with sensitivity
Full results: Proficient

Spreadsheets with Microsoft Excel — Proficient
March 2024

Knowledge of various Microsoft Excel features, functions, and formulas
Full results: Proficient

Recruiting — Proficient
October 2024

Managing the candidate sourcing and selection process
Full results: Proficient

Marketing — Proficient
March 2024

Understanding a target audience and how to best communicate with them
Full results: Proficient

Sales skills — Proficient
September 2022

Influencing and negotiating with customers
Full results: Proficient

General manager (hospitality) — Proficient
May 2021

Solving group scheduling problems and reading and interpreting P&L statements
Full results: Proficient

Management & leadership skills: Planning & execution — Proficient
May 2024

Planning and managing resources to accomplish organizational goals
Full results: Proficient

Outside sales — Proficient
October 2024

Understanding and responding appropriately in sales scenarios, and performing common sales calculations
Full results: Proficient

Management & leadership skills: Impact & influence — Proficient
February 2024

Choosing the most effective strategy to inspire and influence others to meet business objectives
Full results: Proficient

Analyzing data — Proficient
December 2023

Interpreting and producing graphs, identifying trends, and drawing justifiable conclusions from data
Full results: Proficient

Administrative assistant/receptionist — Proficient
May 2024

Using basic scheduling and organizational skills in an office setting
Full results: Proficient

Attention to detail — Proficient

May 2024

Identifying differences in materials, following instructions, and detecting details among distracting information
Full results: Proficient

Scheduling — Proficient

June 2018

Measures a candidate's ability to cross-reference agendas and itineraries avoid conflicts when create schedules.
Full results: Proficient

Verbal communication — Proficient

August 2024

Speaking clearly, correctly, and concisely
Full results: Proficient

Project timeline management — Proficient

December 2023

Prioritizing and allocating time to effectively achieve project deliverables
Full results: Proficient

Social media — Proficient

March 2024

Knowledge of social media techniques and analytics interpretation
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

RANDY A. SEEMAN

Property Manager

PROFILE

Enthusiastic, knowledgeable, proactive administrator adept at grasping complex situations and devising solutions with an eye towards increasing efficiency. Thoughtful, organized, deadline driven, team leader, skilled at property management, maintaining confidentiality and managing multiple programs and processes. Perspective, responsive, empathic communicator known for cultivating relationships.

PHONE:
954-822-2366

WEBSITE:
www.linkedin.com/in/randy-seeman

EMAIL:
Randyseeman@comcast.net

- 40 year Certification
- Roof Replacement
- Parking Lot resurfacing
- Pool Remodel
- Window Replacements
- Fob Installation
- Pipe Relining
- Wing wall rebuild

EDUCATION

JFK High School
1976 – 1980
Hard working student with a 3.0

National Community College
1980 - 1982
Business major 3.0

WORK EXPERIENCE

Atlantic Tower Co-op Property Manager
10/21/2021–Present
Implementing of new programs such as IT programs for management, maintenance and concierge in order to increase efficiency. Managing and overseeing 170 units. Implemented new Fob system. Created a room for a gym, bicycle room for those to store. Updated tenant storage facility.

Venetian Park East Condominiums Property Manager
06/28/2020–10/21/2021
Providing service to residents and board members 202 townhomes. Implementing cost cutting processes by reviewing current workflows and contracting with new venders. Applying technology to assist in the purchasing of supplies needed to run the day operation. Of the office decreasing spending. Recognized by colleagues and leadership for dedication and exemplary customer service.

Lime Bay Condominiums Property Manager
2008–2020
Consists of 168 units providing service to residents and Board Members. Payroll, Accounts receivable, Accounts payable, QuickBooks Proficient, Annual Budgets, Monthly board meetings, Property Inspections, Vendors negotiations and Oversee and Supervise Maintenance Personnel Staff.

- CAM License (License #CAM34473, date of licensure 03/20/20009).
- Notary Public
- Real Estate License

Central Florida | RochaCherri@gmail.com | (813) 570-4196

CHERI ROCHA

ACCOUNT MANAGER & SALES REP FOR NORTH FLORIDA

SKILLS

SALES STRATEGY
CUSTOMER SERVICE
REGIONAL MANAGEMENT
EHR, CRM & SALESFORCE
CLIENT RELATIONS
INSIDE, OUTSIDE & B2B SALES
5S METHODOLOGY
SIX SIGMA
STRATEGIC PLANNING
COMPLEX PROBLEM SOLVING
DATA DRIVEN RESULTS
PRODUCT MANAGEMENT
ADMINISTRATIVE MANAGEMENT
OPTICAL AND LAB EXPERTISE
MICROSOFT EXCEL
TRAINING AND DEVELOPMENT
VISION INSURANCES
RECONCILIATION
BILLING
CONTINUOUS IMPROVEMENT

EDUCATION

UNIVERSITY OF SOUTH FLORIDA
2010-2012
Associates in molecular and cellular biology
2012-2014
Bachelor's in molecular and cellular biology
Minoring in Chemistry

Work Experience

OPTICAL LAB SERVICES AND SALES MANAGER OF NORTH AMERICA
AMERICAN POLYLITE | Clearwater, FL | 727.585.2192 | *2022 - Present*

Daily operations included continuous improvement of operations while implementing the 5S Methodology for lean production throughout all processes. Meeting with our largest accounts to educate on new services and products provided. As well as address any concerns and make necessary changes. Management over Lens Inventory, shipping department, data entry, customer service and sales team. Utilizing Six Sigma techniques for process improvements as we get licensed to be an international company. Engaging in a data driven culture to make necessary changes with the bigger picture as the focus.

- Retaining and growing our book of business with our sales team by analyzing different reports and data.
- Educate customer base on available products and programs. Focus sales efforts on opportunities that meet customer needs and support market strategy.
- Creating SOPs to ensure each employees training is aligned with company vision and goals.
- Presentations with our President, Operations manager and our largest accounts.

ACCOUNT MANAGER & OUTSIDE SALES REP FOR NORTH FLORIDA
THEMA Optical | Miami, FL | 786.803.8881 | *2020 - 2022*

THEMA, an Italian-based company, and leader in eco-friendly and fully customizable eyewear since 1993. In 2017, THEMA opened our second factory in Miami, Florida in order to bring the quality and tradition of Italian eyewear to the United States. Our goal is to utilize the same manufacturing techniques used in Italy to make custom frames for our US customers and to do so within 3-5 business days for two of our most popular collections: iGreen and Q-Six. Our products have been very well received and we've had an incredible amount of success partnering with quality optical shops.

- As the Frame Sales Rep for Mid to North Florida, I've been able to rekindle prior accounts, develop lasting relationships and open new accounts with ease.
- In direct communication with business owners and decision makers to provide solutions and products to address their business needs.
- Securing new accounts while maintaining current accounts. Meeting with our CEO to come up with focused sales plans for the area based upon feedback.
- Creating a schedule and rotation for our accounts to be met with on a consistent basis to increase our product board space.

REGIONAL OPTICAL LAB MANAGER
PEARLE VISION | Tampa, FL | 813.392.3636 | *2016 - 2020*

A franchised company, with a large portion of our sales contributed from our in house lab services. Sourcing lenses that meet our quality expectations at the best price point. Streamlining lab services and processes for increased profits.

- Management over 7 labs through a central lab hub where we distribute all orders to neighboring locations.
- Team training and meeting with regional manager to set goals and plans
- Creating process to ensure proper workflow and turn around times.

Keneisha Burke
5335 NW west Lanett Cir
Port Saint Lucie, Florida 34986
Phone: 954-328-6320

Objective:
Strategic, outcome-oriented, highly skilled healthcare worker seeking to obtain a dynamic leadership position.

Education:

Barry University Miami Shore, Florida
MBA Health Service Administration **2019-2020**

Barry University Miami Shore, Florida **2006-2009**
BS (Sonography), Minor Biology

Broward Community College Coconut Creek, Florida **2003-2005**
Associate in Arts, Pharmacy

Work Experience:

- Directs the selection and placement of new employees, performance evaluations and corrective actions.
- Develops strong understanding and monitoring of the revenue cycle for the department's professional billing and reimbursement. Daily review of Stata and Tableau to effectively manage budget and productivity.
- Develops and manages departmental operating budgets and educational funding activities and monitors cost variances.
- Supports the application of CC operating procedures and communicates with management to ensure understanding and compliance with policies/procedures.
- Collaborates with Clinical Institutes and Regional leadership in implementing strategic initiatives within the assigned Regional HVTI Operations locations including institute growth strategies, and marketing plans.
- Manages operational areas and identifies and drives improvement opportunities in key areas including, patient access (ease of access) patient experience, service line cost management, quality management, employee engagement and other department functions that support the overall HVTI performance.
- Interprets and communicates policies/procedures and communicates relevant changes.
- Review physician contracts oversee quality improvement for each testing modality.

Cleveland Clinic **Feb 2022-Present**
- **Cardiovascular Testing Manager**

Cambridge College of Healthcare & Technology **January 2021-2022**
- **Program Director/Instructor**

Westside Regional Medical Center Plantation, FL **June 2013-2022**
- **Ultrasound/Echo Technologist**

Americare Medical Center Oakland Park, FL **Feb 2016-2022**
- **Lead Ultrasound/Echo Technologist**

University Hospital and Medical Center Tamarac, FL **April 2013-2017**

- **Ultrasound Technologist**

Soma Medical Center Palm Beach, FL **March 2009-2015**

- **Ultrasound Technologist**

Leadership:

- Ensure sufficient allocation of resources, including managing budgets, updating policies and procedures and supervising staff.
- Leverage nursing resource and interdepartmental communication to improve patient experience.
- Continuous strategic planning that bolsters my department's commitment to quality and patient care
- Prioritize and appropriately respond to requests in a high stress environment and maintain composure and problem-solving focus during stressful interaction.
- Conduct department meeting and documents employee attendance using appropriate format and covers required topics, including quality improvement, safety, infection control and hazardous waste when indicated.
- Review and approve staff schedule changes.
- Strategic collaborative approach to problem-solving, with a clear focus on the outcome
- Decisive judgment and the ability to work effectively with minimal supervision.
- Prioritize JACHO compliance standards and IAC accreditation standards in the cardiology department.

Professional Reference

Dr. Donald Hoffman dbhmd@mac.com 772-285-4595

Dr. Keith Swanson swansok7@ccf.org 701-330-5747

Santrisha Isma santisma@gmail.com 561-467-0319

LICENSE

RVT, RDCS, RDMS

BLS

Djimson Romilus

Port Saint Lucie, FL
dromilusdrqq2p6_ee4@indeedemail.com
+1 954 618 8377

Professional Summary

Objective To obtain a challenging position that emphasizes increasing responsibility, personal growth, and professional achievement to develop and contribute to my business experience.

- Strong analytical abilities, including problem-solving and critical thinking.
- Comfortable working with data and conducting statistical analysis.
- Effective team player who also works well independently.
- Positive attitude and willingness to collaborate with others.
- Detail-oriented approach to tasks and projects.
- Efficient in managing priorities to meet commitments.

Work Experience

Senior Reconciliation Analyst

Deposita an Allied Universal Company-Jupiter, FL

November 2023 to Present

- Conducts statistical analysis to support business decisions and optimize processes.
- Collaborates with cross-functional teams on statistical modeling projects, applying regression, and hypothesis testing techniques.
- Develops and implements standard operating practices for cash inventory management, ensuring compliance with bank policies and customer satisfaction.
- Oversees daily cash inventory services for retail customers, coordinating with CIT providers and resolving any discrepancies with banks and customers.

Reconciliation Analyst

Allied Universal.-Jupiter, FL

June 2022 to November 2023

- Resolved cash deposit discrepancies between customers, banks, and armored transport providers by conducting thorough investigations and providing solutions.
- Performed first level analysis of supporting documents and data and escalated complex issues to senior management as needed.
- Established standard operating practices for cash inventory management for retail customers, ensuring optimal cash ordering levels, accurate reconciliation of balances, and alignment with bank processes and practices.
- Maintained internal relationships with the Deposita team, providing support for project installations and performance troubleshooting.

Assistant Store Manager

Wal-Mart Store Inc.-Delray Beach, FL

September 2014 to June 2022

• Oversaw the development and supervision of hourly associates through recruitment, training, and mentorship.

• Engaged in community outreach initiatives, motivating associates to contribute positively to local community efforts.

• Maintained the company's commitment to open communication by addressing associate concerns, investigating issues, and ensuring adherence to company policies.

• Ensured customer satisfaction by providing effective communication and assistance in resolving inquiries and issues.

Education

Master's degree in Business Administration

Florida Atlantic University - Boca Raton, FL

June 2023 to Present

Bachelor of Arts in Finance and Management

Florida Atlantic University - Boca Raton, FL

August 2010 to May 2012

Skills

- Languages
- Microsoft Office (Word, Excel, PowerPoint, Access) Tableau
- SQL
- Fluent in Creole and English
- Skill
- Budgeting
- Account reconciliation
- GAAP
- Analysis skills
- Python
- Pivot tables
- Data analysis skills
- Power BI
- R
- SQL
- Analysis skills
- Microsoft Excel
- MySQL
- Tableau
- Analytics
- Accounting
- Microsoft Office
- Communication skills

Certifications and Licenses

Driver's License

Michael Levine

Port Saint Lucie, FL 34983
michaellevineihahf_c9c@indeedemail.com
+1 772 779 1024

Professional Summary

I have several years of experience working for a national hedge fund located in Atlanta GA as an acquisition specialist. I could be in the process of moving to Nashville

Authorized to work in the US for any employer

Work Experience

Dispatch Manager

We Move 4 You LLC-Port Saint Lucie, FL

June 2020 to Present

I'm the dispatch manager for a national moving and storage company. My responsibilities include the following: route strategies and planning, maintaining logs, communicating with drivers, coordinating logistics, customer service, scheduling and record keeping,

Real Estate Manager

Crossroads Property Management-Port Saint Lucie, FL

May 2011 to April 2020

Property manager

Managed single family homes and several apartment buildings. I was responsible for customer service, rent collections, evictions, leasing and property maintenance.

Customer Service Representative

Coastal Insurance Services-Lake Worth, FL

April 2002 to June 2011

I was a licensed property and casualty insurance agent. I sold automobile insurance, commercial insurance and homeowners insurance.

New Home Sales Consultant

JBL Homes

April 1995 to February 2001

New home sales coordinator. Inside sales from the model center.

Education

2 years college in Business

Santa Fe College

June 1980 to September 1984

Skills

- Marketing
- Property Management
- Management (10+ years)
- Dispatching (5 years)
- Customer service (10+ years)
- Insurance Sales
- Logistics
- Microsoft Outlook
- Underwriting
- Sales
- Negotiation
- QuickBooks
- Cold Calling
- Office Management
- Freight Experience
- Accounts Payable
- Telemarketing
- Research
- Account Management
- Salesforce
- Sales Management
- Outside Sales
- Upselling

Elizabeth Gjonbalaj

Port Saint Lucie, FL 34953
egjonbalaj8_twa@indeedemail.com
(917) 747-5143

Work Experience

Regional Senior Director (Interim)

Cleveland Clinic-Stuart, FL
March 2024 to Present

Obstetrics & Gynecology and Medical Specialty Institutes

· Worked alongside Chair of OB/GYN and MSI to present quarterly scorecard review (QSR) and monthly business review (MBR)

· Assisted in creating virtual appointments for MSI (Medical specialties) services

· Partnering with hospital leadership for NICU services to be provided at

Regional Program Manager II

Cleveland Clinic Tradition Hospital-Stuart, FL
July 2022 to Present

• Manages multiple priorities and projects with competing deadlines

o Improved patient access project – FLQ

o Rebuilt Bariatric program (Martin Health)

o Improved APP fill rate by 20%

• Coordinate cross-functional meetings with various functional areas to meet overall stakeholder expectations and organization's objectives

• Prepare accounting, financial reports and special data analysis for service lines across the FL region (Digestive Disease & Heart, Vascular & Thoracic Institutes)

• Manage the full project life cycle including requirements gathering, creation of project plans and schedules, obtaining and managing resources, managing budget, and facilitating project execution, deployment and closure

Regional Senior Service Line Administrator (Interim)

Cleveland Clinic-Stuart, FL
October 2023 to December 2023

Digestive Disease & Heart, Vascular and Thoracic Institutes

· Worked alongside Chair of Digestive Disease & Heart, Vascular and Thoracic to present QSR (quarterly scorecard review and MBR (monthly business review)

· Created business plans for new budgeted and unbudgeted positions for Cardiothoracic surgeons

· Assisted with improvement plan for APP fill rates and level scheduling project within HVTI

· Continued leadership support in marketing and improving Bariatric program within the FL region

Department Operations Manager

Cleveland Clinic Florida-Stuart, FL
December 2020 to July 2022

· Oversee 56 direct reports. Build and execute strategic plans to improve patient access, add new technologies (self-check-in kiosk), and grow services

· Responsible for operating budget for 4 ambulatory sites

· Managed department daily operations and personnel for 4 ambulatory sites that include a variety of specialties

· Completed staffing, training, work flow analysis and performance management

· Created an out-patient COVID swabbing clinic for pre-surgical services and non-surgical COVID testing in our Urgent Care facility

· Assisted in creating SOPs for ambulatory operations

· Partnered with service line Administrator to improve patient satisfaction scores in Urgent Care (from 50th percentile to 80th in satisfaction scores)

· Resolves interdepartmental issues to ensure consistency in quality, procedure, and policy application

· Develops, monitors and implements programs to enhance customer service, develop skills and improve scope of service

Administrative Manager

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY

January 2020 to December 2020

· Plan, direct and oversee all administrative operations, human resources, and clinical services.

· Analyze internal processes and plans or implements procedural and policy changes to improve operations

· Prepare and review operational reports and schedules to ensure accuracy and efficiency

· Collaborate with executive leadership to assure the completion of the annual budget and subsequent monitoring of financial status of the department. Recommend and review development and cost saving strategies.

· Manage staffing to ensure appropriate allocation and compliance with goals and objectives

· Attend weekly upper Management process and financial meetings (AR reports, cash flow report, charges and collections, etc.)

· Administer personnel policies such as hiring, performance appraisals, training, staff disciplinary activity and salary recommendations

· Identify short- and long-term objectives for improving the operation, billing and overall growth goals

Assistant Manager

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY

June 2015 to January 2020

· Prepare and review operational reports and schedules from billing company to ensure accuracy and efficiency

· Interpret and administer personnel policies such as hiring, performance appraisals, training, staff disciplinary activity and salary recommendations

· Verify hours worked by office staff, monitors use of vacation, sick and holiday time. Submits time and attendance within the specific pay period

· Create Comprehensive, Oculoplastics, Anterior Segment on-call and OR schedule

· Manage physician compensation and performance evaluation

· Oversee billing (ICD-10 codes and CPT codes used for billing) and credentialing for St. Luke's Hospital and NYEE

· Attend weekly process and financial meetings (AR reports, cash flow report, charges and collections, etc.)

· Maintain records and compile statistical reports concerning personnel-related data

· Manage third party vendors' accounts (contracting, invoices, etc. – DEC, Regus,

Lincoln computers)

Executive Coordinator

The New York Eye and Ear Infirmary, Ophthalmology Associates, PC-New York, NY
August 2010 to June 2015

· Served as an Executive Coordinator to the CEO

· Maintained appointment and meeting calendars; make related travel arrangements

· Contacted outside agencies and groups for meetings, gathering of information and other operational responsibilities

· Organized and distributed meeting materials, maintain files and records

· Transcribed minutes of meetings and prepare follow-up materials

· Planned yearly corporate events

Digestive Disease, Heart, Vascular and Thoracic, Primary Care, and OB/GYN Institutes

Cleveland Clinic Florida, Chief of Staff Office-Stuart, FL

· Manages multiple priorities and projects with competing deadlines

· Improved patient access project – FLQ

· Rebuilt Bariatric program (Martin Health)

· Improved APP fill rate by 20%

· Coordinate cross-functional meetings with various functional areas to meet overall stakeholder expectations and organization's objectives

· Prepare accounting, financial reports and special data analysis for service lines across the FL region (Digestive Disease & Heart, Vascular & Thoracic

Institutes)

· Manage the full project life cycle including requirements gathering, creation of project plans and schedules, obtaining and managing resources, managing budget, and facilitating project execution, deployment and closure

Education

Master of Business Administration (MBA) Bachelor of Science in Business Management

Nova Southeastern University St. John's University - Fort Lauderdale, FL
September 2015 to December 2017

Skills

- Creative and innovative thinker
- Proficient in Spanish (speaking and writing)
- Resourceful and detail oriented; skilled problem-solver and multitasker
- Experience working in a fast-paced demanding environment; interacting with all levels of management
- Experience in performing Human Resource duties (Administration, Supervision, Employee services, Training and Employee counseling)
- Knowledgeable of Microsoft Office Suite
- EMR Systems
- Payroll
- Interviewing

- HIPAA
- Administrative Experience
- Event Planning
- Epic
- Medical Office Experience
- Patient care
- Medical terminology

Jah-Juan Lewis

Fort Pierce, FL 34947
jahjuanlewis5_9ed@indeedemail.com
+1 720 462 1641

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Office Manager

Ocean Village Resort-Hutchinson Island, FL
September 2020 to April 2024

- Accounting/Budgeting/Scheduling
- Completed work orders and follow ups
- Inbound/outbound calls, emails, staff scheduling, ordering supplies, etc.
- Complete Taxes for company
- Broker deals between owners and guest

Special Operations

llendingDrirect-Denver, CO
August 2016 to September 2020

- Auditing all sales calls
- Satisfying all customer needs and complaints
- Logging/tracking all gift card distribution for employees who reached sales goals
- Creating and Responding to all adverse action letters
- Overseeing our social media's feeds and replying to negative/positive feedback
- Performing warranty cancellation

Assistant Front Desk Supervisor

The Inverness Hotel and Conference Center-Denver, CO
January 2008 to July 2010

Created a friendly environment

- Checking guest in/out
- Processing payments/refunds
- Resolved guest complaints & concerns
- Schedule Employees accordingly
- Up-sale incoming guest
- Sign guest to loyalty program

Education

Bachelor's in Hospitality

Arizona State University - Tempe, AZ

August 2010 to May 2016

Skills

- Customer Service
- Excel
- Data Entry
- Operation
- Word Processing (10+ years)
- Store Management Experience
- Guest Services
- Auditing
- Event Planning
- Accounts Receivable
- Property management
- Office Management
- Banking
- Bookkeeping
- QuickBooks (2 years)
- Accounts Payable
- Google Docs
- Filing (5 years)
- Valet Parking
- Cold Calling
- Research
- Administrative Experience
- Payroll
- Hotel experience
- Front desk
- Customer service
- Microsoft Office
- Microsoft Excel

Tiamiko Queen

Certified Public Notary
Fort Pierce, FL 34945
hillarykirlew9_p4l@indeedemail.com
+1 772 285 6884

Professional Summary

I have been volunteering with kids for over 10 years . Six years at Saint Joseph Catholic school and East stuart Initiative. Saint Paul Ame church. I am well qualified and great at what I do.

Work Experience

Assistant Business Manager
TREASURE COAST FORENSIC TREATMENT CENTER-Indiantown, FL
January 2022 to Present

Payroll clerk
TCFTC-Indiantown, FL
March 2014 to Present

Rehabilitation specialist
Geo care treasure coast forensic treatment center-Indiantown, FL
April 2007 to Present

Teacher Assistant
Pace-Fort Pierce, FL
August 2007 to December 2008

Accountant/Bookkeeper
TCFTC-Indiantown, FL
January 2017

Education

Ba in psychology minor in sociology in Psychology
Livingstone college - Salisbury, NC
2006

Skills

- ADP
- Adp Payroll
- Data Entry

- Kronos
- Quickbooks
- Payroll Tax
- Accounting
- Accounts Receivable
- Financial Report Writing
- Human Resources
- Office Management
- General Ledger Accounting
- Bookkeeping
- Accounts Payable
- Journal Entries
- Bank Reconciliation
- Account reconciliation
- Non-profit accounting
- General ledger accounting
- General ledger reconciliation
- Bookkeeping
- QuickBooks
- Payroll
- Kronos
- Accounting
- Balance sheet reconciliation
- Accounts payable
- Accounts receivable
- Accounting software
- Account reconciliation
- Operations management
- Budgeting
- Supervising experience
- Social work
- Leadership
- Analysis skills
- Customer service
- Personal assistant experience
- Event planning
- Management
- Administrative experience
- Communication skills
- Teaching

Certifications and Licenses

Certified Notary Public

CPR Certification

Additional Information

References

Yolanda Taylor Paralegal Clerk 772-215-3279

Andrea Ford Nurse 202-360-0229

Christopher Cuello

Port Saint Lucie, FL| (786) 972-4784 | cuellochristopher@gmail.com | LinkedIn

PROFESSIONAL SUMMARY

As an MBA graduate with an interest in business analysis, my academic background and hands-on experience have enhanced my skills in data-driven decision-making, analytical research, and innovative strategies. I am eager to leverage my analytical acumen and creative thinking to drive business growth and develop impactful decision making. I am seeking opportunities to utilize my expertise in business analysis and risk management to contribute to an organization's success and innovation.

EDUCATION

Florida Atlantic University — **Boca Raton, FL**
Master of Business Administration — Estimated Graduation Date- May 2025

University of Central Florida — **Orlando, FL**
Bachelor of Science: Legal Studies — December 2017
Minor: Sport *Business Management*

WORK EXPERIENCE

Automotive Management Services, Inc. — **West Palm Beach, FL**
Risk Analyst — *August 2022 – Present*

- Conduct detailed investigations on all bodily injury and property damage claims that occur at all 140+ dealerships
- Train and discuss the reporting processes with all new hires.
- Liaison between adjuster, dealership, internal legal counsel, and defense legal counsel on non-litigated/litigated matters.
- Report claims to third party administrator's database, retain records, and compile supporting documents.
- Assist with workers compensation and employee incidents across all 140+ dealerships.
- Update management with a detailed monthly report that addresses all incidents.
- Ensure all 140+ locations are up to FTC Compliance.

Steinger, Greene, & Feiner — **West Palm Beach, FL**
Litigation Paralegal — *July 2021-August 2022*

- Retained a case load of 65 cases at a time.
- Maintained a professional rapport with clients.
- Drafted and prepared motions, notices, and discovery responses.

Cole, Scott & Kissane — **Orlando, FL**
Administrative Assistant — *September 2019 – July 2021*

- Initiated, updated, and maintained current case files and records.
- Drafted motions, notices, and discovery responses.
- Prepared depositions, mediations, and trial binders.
- Translated pre-depositions for Spanish clients.

Orlando Magic — **Orlando, FL**
Ticket Sales Representative — *June 2018 – August 2019*

- Responsible for selling full season, partial plans, group, and premium ticket packages.
- Connected with businesses around Central Florida that could use the Orlando Magic to enhance their company's bottom line of business.

SKILLS

Technical Skills: Microsoft Excel, Microsoft Visio, CRM, Luminos, E-filing portals
Certifications: Florida Public Notary (2019), Certified Paralegal(2021), Florida Real Estate Sales Associate(obtaining 2025)
Languages: Fluent in English and Spanish

Denislava Stefanova

Port St. Lucie, Florida 34953 - (215)-971-6398 - denislava.stef@gmail.com

Professional Summary

PMP-certified project manager with a proven track record of leading cross-functional teams and delivering successful, high-impact projects that align with organizational goals. Skilled in labor management, process optimization, and talent development, I have implemented strategic initiatives that enhanced operational efficiency and employee performance. Experienced in data-driven decision-making and continuous process improvement, I excel at managing complex projects while fostering a culture of learning and growth. Seeking to leverage my project management expertise and analytical skills to drive impactful business solutions in a dynamic environment.

Skills

- Continuous Process Improvement
- Cost optimization
- Strategic Partnerships and Alliances
- Data-Driven Decision Making
- Succession Planning
- Cross-functional Collaboration
- Team Training and Development

Work History

Chewy Pharmacy — October 2023 to Current
Pharmacy Manager L5
Ocala, Florida

- Led the launch of a critical project during peak hours, resulting in top performance rankings across the company.
- Redesigned cold medication area with the Change team and Pharmacist Lead, increasing daily capacity from 300 to 550 colds.
- Implemented process changes in induction and multies, boosting rates from 177.96 to 303.10 for induction and from 60.43 to 72.73 for multies.
- Established quality improvement measures with the IC team, enhancing pill drop visibility and preventing mismatches.
- Promoted cross-functional collaboration by sharing successful Rx changes with the Change team for broader implementation across facilities.
- Identified flow optimization opportunities with the OB team, including relocating the FP station for improved efficiency.

Amazon — June 2021 to October 2023
Area Manager L4 Promoted to L5
Penns Grove, NJ

- Drove talent development by hiring, training, and mentoring managers and an intern, enhancing leadership within the team.
- Elevated team performance by promoting 3 Problem Solvers and 4 Process Assistants, recognizing outstanding contributions and driving engagement.
- Created and executed daily labor plans for 150 employees, ensuring consistent goal achievement with a strong focus on safety and quality standards.
- Established and led the Women in Amazon affinity group, promoting diversity and inclusion through events that celebrate employee achievements.
- Optimized space management to generate an additional 25,000 cubic feet of storage capacity, significantly improving operational logistics and efficiency.
- Achieved a 12% improvement in quality and a 40% increase in operational efficiency through targeted process enhancements, including a redesign of the Inbound Stow Department that standardized operations across TNS buildings, boosting efficiency by 17%.
- Promoted to L5 for driving continuous improvements in quality and productivity while maintaining a strong safety record, demonstrating a commitment to employee development and operational success.

Cescaphe Event Group — October 2015 to May 2021
Event Coordinator
Philadelphia, PA

- Led over 300 events from planning to execution, significantly improving customer satisfaction.
- Coordinated logistics for diverse events, optimizing venue selection, vendor negotiations, and budget management to ensure flawless execution.
- Developed and maintained strong relationships with clients and stakeholders, consistently exceeding expectations and enhancing overall event success.
- Led and mentored a team of 50 staff and volunteers, providing training and support to elevate event quality and attendee engagement.
- Leveraged data analysis to identify improvement areas, achieving a 20% increase in operational efficiency and participant engagement.
- Enhanced brand visibility through strategic marketing initiatives, utilizing social media and partnerships to maximize outreach and impact.

Education

TEMPLE UNIVERSITY, Fox School of Business
Bachelor of Business Administration: International Business Concentration: Marketing
Philadelphia, PA

Licenses and Certifications

- **Project Management Professional (PMP®)**
  Issued by Project Management Institute – October 2024
- **Registered Pharmacy Technician (RPhT)**
  Issued by the Florida Pharmacy Board – January 2024

Languages

Bulgarian:
Native/ Bilingual

Crystal Curet

Vero Beach, FL 32967
curet98@gmail.com
+1 772 453 8074

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Community Director

Pemberly Palms Apartment - Vero Beach, FL
March 2022 to Present

- Oversee 200 units.
- Maintaining a 98% occupancy rate year around
- Developing, leading and managing a high-performance cohesive team of 6 in order to keep turnovers down, and give excellent customer service skills.
- Ensure daily operations runs smoothly.
- Maintain budget and invoices paid at a timely manner.
- Completion of monthly reports
- Conduct capital projects.
- Prepare expense reports.
- Manage all aspects of leasing.
- Conduct monthly events for residents.

Assistant Community Manager

Lexington Club at Vero - Vero Beach, FL
April 2021 to March 2022

- Answer and direct phone calls.
- Schedule vendors, meetings and appointments.
- Meet with prospective tenants to give property tours, receive rental applications for process, explain terms of occupancy.
- Maintain strong resident relations and provide excellent customer service.
- Complete Move ins and turns at a timely manner.

Assistant Property Manager

Taylor Pointe - Vero Beach, FL
April 2017 to April 2021

- Assist in managing all aspects of the building's occupancy and maintenance.
- Address and resolve resident's questions, concerns, and complaints in a timely manner.
- Communicate with tenants regarding property related issues.
- Meet with prospective tenants to show properties, conduct interviews, receive rental applications, and explain terms of occupancy.
- Maintain strong resident relations and provide excellent customer service.
- Manage budgets, accounts, rent collections, and tenant notices.

• Maintain organized and updated resident files and records.

Office Manager / Administrative Assistant

5th Color Designs - Miami, FL
August 2016 to March 2017

• Answer and direct phone calls.
• Organize and schedule meetings and appointments.
• Organize office operations and procedures.
• Manage relationships with vendors and service providers.
• Manage the Owners schedule, calendar, and appointments.
• Manage courier packages, monitor office supplies and reorder, as necessary.
• Maintain an organized and clean workplace.

Pastry Chef

The Tides Restaurant - Vero Beach, FL
January 2013 to August 2016

• Plan and execute the dessert menu.
• Develop new designs and recipes.
• Mix and bake ingredients according to recipes to produce certain quantities of breads, pastries and other bake goods.
• Develop new recipes for signature desserts.
• Create daily dessert specials.
• Maintain a clean and sanitary station.

Waitress

Indian River Estates - Indian River, FL
June 2012 to January 2013

• Provide excellent wait service to ensure satisfaction.
• Take customer orders and serve food and beverages.
• Make menu recommendations, answer questions and share additional information.
• Maintain clean and orderly checkout area as well as restaurant tables.

Cashier & Waitress

Lorna's Restaurant - Miami, FL
November 2009 to May 2011

• Greet customers entering the restaurant.
• Take customer orders and serve food and beverages.
• Make menu recommendations, answer questions and share additional information.
• Answer phones and handle takeout orders.
• Maintain clean and orderly checkout area as well as restaurant tables.
• Collect payment and tally money in the cash drawer.
• Resolve any customer complaints.

Education

Indian River State College - Indian River, FL
2016

High School Diploma
Miramar High School - Miramar, FL
2009

Skills

- Yardi
- Tax Credit Experience
- Office Management
- Accounts Payable
- Property Management
- Property Leasing
- Fair Housing Regulations
- Section 8
- Office management
- Account management
- Section 8
- Property management
- Yardi
- Data analysis skills

Certifications and Licenses

ServSafe

Additional Information

SKILLS

- Microsoft Office Suite: Word, Excel, PowerPoint, Outlook, OneNote
- Fluent in English and Spanish
- Tax Credit Experience
- Yardi Property Management Software

Maria Silva

11265 SW Hadley St., Port Saint Lucie, FL 34987 ■ 772-775-4576 ■ maria.silva.rivera@gmail.com

Sales Professional with over 15 years of experience in sales, customer service, and a bachelor's degree in business administration with a major in Marketing and a minor in Advertising. Looking to obtain a position that will utilize my leadership skills and at the same time exceed any company goals. Passionate about providing excellent customer service and exceeding expectations.

Education

Inter American University — San Juan, PR
BBA, Business Administration, Marketing - ,2004
Minor in advertising.

Personal Skills

- Bilingual (English/Spanish)
- Office Organization & Administration
- Detail Oriented
- Records & Database Management
- Customer Relations
- Skilled in areas of inventory control, cash management and staff supervision
- Time management and decision making
- Proven sales ability and excellent closing skills
- Strong ability to plan and coordinate marketing programs.
- Financial Services knowledge
- Computer literate; Microsoft Office Microsoft Works, Lotus, C++
- Motivating. Leadership. Teamwork

Work Experience

G&G Auto Collision, Port Saint Lucie, FL
Office Manager
May 2024 – October 2024

- Responsible for recruit, train, and evaluate employees, ensure adequate staff levels.
- Coordinate meetings.
- Respond to customer inquiries and complaints, and act as the main point of contact in the office.
- Record office expenditure an manage budget.
- Manage paperwork, process invoices, maintain databases, and collect expense data.

Bev Smith Kia of Fort Pierce– Fort Pierce, FL

Sales and Leasing Expert

January 2024 – May 2024

- Responsible for the whole sales/leasing process. to sell.
- Educate buyers and sellers about disclosure agreements. Negotiate sales contracts.

The Keyes Company – Port Saint Lucie, FL

Realtor®

September 2022 – March 2024

- Responsible for listing and selling residential and commercial real estate. Helping clients determine the value of the property they want to sell.
- Prepare Market Analysis and Statistics.
- Educate buyers and sellers about disclosure agreements. Negotiate contracts on behalf of the clients.

PNC Bank – Port Saint Lucie, FL

Branch Sales and Service Associate (Universal)

March 2018- October 2019

- Acquired and deepened the branch customer base through a variety of proactive sales and service activities. Managed the customer experience by identifying opportunities to improve the customer's financial wellbeing. Collaborated with ecosystem partners to grow customer's share of wallet. Positioned PNC solutions to drive new revenue and customer loyalty.
- Delivered a full PNC conversation with every client interaction to identify appropriate PNC solutions. Educated customers on options for managing financial transactions by leveraging technology, tools, and resources. Applied product and procedural knowledge to identify, mitigate and solve customer problems effectively to drive customer loyalty.
- Coordinated relationship management activities with existing clients to ensure client retention, risk management and revenue growth. Typically worked with clients with moderate levels of risk and complexity of needs.
- Implemented the strategies and techniques used to ensure that customers have a positive experience with the organization and its products and services at every touch point.
- Met and exceeded goals every quarter.
- Assisted the branch in all the administrative and sales aspects.
- Recognized for deliver an outstanding customer experience.

Comcast Cable- Miramar FL

CAE – English Inbound Sales Supervisor

October 2016- February 2018

- Evaluated and provided feedback, mentor, and motivated employees to provide excellent customer service, while improving call quality and performance metrics.
- Trained and coach employees to ensure professional, performance and quality standards are met.
- Conducted meetings to ensure accurate and timely communication of client and campaigns issues to and from the team.
- Monitored call volumes.

CAE – Sales Representative for the Spanish Language Center of Excellence

October 2012- October 2016

- Responsible for promoting and selling Comcast products and services both current and emerging. Approaching sales as a way of helping our customers receive the best value for their money. Customer service-oriented, communicating effectively and displaying a professional and positive demeanor. Relating well to the customer, thinking and exercising sound judgment, and acting responsibly in the customer's and the company's interest.

CAE – Customer Service Representative/*General Customer Support Representative (Bilingual)*

February 2012- October 2012

- Interacted with customers over the telephone to handle billing, service, and sales aspects of the business. Demonstrated active listening skills to assure mutual understanding of customer's comments/concerns and represent Comcast in a positive, professional, ethical manner working to exceed customer's expectations while minimizing need for further escalation. Provided support to assigned supervisor's team when needed.

BrandsMart U.S.A — Miami, FL — Appliance and electronics store.

Retail Sales Supervisor – Telecommunications Department

November 2010- February 2012

- Trained and developed department team members.
- Reviewed and audited sales contracts. Pulled products from inventory. Maintained knowledge of competitive offers and provided critical market feedback to the Department Manager regarding local competition and product/service needs.
- Met and exceeded department's sales objectives for wireless phones service and accessories.
- Assisted the department manager in all the administrative and sales aspects.
- Recognized for deliver an outstanding customer experience.

Professional Affiliations

American Marketing Association, Inter American University Alumni Association, Florida International University Alumni Association, Florida Real Estate License, Member of the National Association of REALTORS®, Florida Notary – Member of the Florida Notary Association

stephane cote

Fort Pierce, FL 34951
stephanecoteigj8f_pb8@indeedemail.com
+1 772 925 9930

Work Experience

President and CEO founder

Canix Colo Inc-Montréal, QC
October 2003 to Present

President and CEO

Oversee the entire operations and sales, budget, and forecast sales.

Education

University in computer science

McGill University - Montréal, QC
January 1985 to January 1989

Computer science degree

Skills

- Computer Science

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 SW Flutto Way, Port St Lucie, FL 34987

EXECUTIVE SUMMARY

Automotive Business Leader with over 20years of experience driving profitability, managing assets, and leading high performance sales, service, and finance teams. A proven leader in executive level positions such as CEO, VP, Platform Manager, and General Manager. Successfully led franchise dealerships such as Toyota, Cadillac, Buick, Pontiac, GMC, Chevrolet, Ford, Subaru, Kia, Hyundai, and Nissan. Produced profitable businesses by focusing on operational efficiency, excellent customer service, and, employee satisfaction.

DEMONSTRATED ACHIEVEMENTS

- Founded Pacific Dealership Group with annual net profits over $3,500,000 and #1 ranked customer service
- Established RMAC LCC with a mission to increase dealership profitability through operational efficiency
- Prolific track record of strengthening underperforming dealerships to become highly profitable businesses
- Six-time winner of Toyota Board of Excellence Award & winner of Toyota President's Club
- Seven-time winner of General Motors Standards of Excellence
- Five-time winner of Nissan President's Club
- Three-time winner of Honda President's Club

CORE COMPETENCIES

- Profitability
- Strategic Planning
- Cash Flow Analysis
- P & L Statements
- Asset Management
- Parts Inventory Control
- Policy & Procedures
- Employee Development
- Hiring & Recruiting
- Leadership
- Management Training
- Customer Satisfaction

PROFESSIONAL EXPERIENCE

Maserati Alfa Romeo of Fort Meyers **2022-2023**
General Sales Manager

Alfa Romeo Maserati Stuart **2021 – 2022**
New Car Sales Manager
Responsible for hiring, training, sales of both new and used cars, ordering new vehicle inventory, and Closing deals for sales people.
Increased CSI to 993.

RMAC LLC | San Francisco Bay Area **2019 - 2021**
Managing Partner
Consulting independent used car dealer on strategic business opportunities

- Mentoring two partners on how to run a new car franchise
- Streamlining operations to prepare the business for expansion

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 Flutto Way, Port St Lucie, FL 34987

NISSAN |Dublin, CA **2016 – 2019**
General Manager
Recruited by the owner to strengthen franchise, which resulted in a successful sale of the dealership

- Enhanced business operations to generate $100,000per month in net profit
- Managed and led 54 employees across multiple departments
- Oversaw the used car operation and directed internet sales department.

RMAC LLC | San Francisco Bay Area **2009 - 2016**
Managing Partner
Founded automotive consulting firm with a mission to increase franchise and independent dealership profitability

- Consulted dealerships on strategic planning, forecasting, P & L statements, profitability, inventory control, policies & procedures, staffing, management & employee training, advertising, and customer satisfaction
- Clients:Leaseyourcar.com, Serramonte Ford, Eureka Ford, Lloyd Wise Group, Sonora Subaru

TOYOTA | Dublin, CA **2006 - 2009**
General Manager
Hired to optimize gross profit and asset management, resulting in net profit, and high CSI.

- Increased net profit year-over-year by $1,000,000
- Produced annual net profit above $4,000,000
- Successfully managed the business to win Toyota President Circle award

PACIFIC DEALERSHIP GROUP, INC.| Menlo Park, CA **2000 - 2005**
President, CEO & General Manager - Cadillac, Buick, GMC, Pontiac
Founded a successful multi-line dealership and collision center with 140 employees before exiting the business to attend to family health concerns

- Improved operations, policies, and procedures to produce annual net profits over $3,500,000
- Initialized Continuous Improvement Teams, which ranked #1 in customer satisfaction
- Won Silicon Valley Magazine award for top-rated Cadillac service center

EDUCATION &PROFESSIONAL TRAINING

Robert Morris University **Coraopolis, PA**
Business Administration

MIAMI DADE COLLEGE &BURNSIDE OTT AVIATION **Miami, FL**

- Airline Transport Pilot & Business Administration

SONIC AUTOMOTIVE **Pleasanton, CA**

- Automotive General Manager Leadership Program

ATCON **San Francisco, CA**

- Dealer Operator Parts and Service Manager School

GENERAL MOTORS **Detroit, MI**

- Advanced Accounting, Catera School, XLR Training

TOYOTA MOTOR **San Ramon, CA**

- Service Manager Training 1 & 2; Parts Manager Training 1 & 2

HONDA MOTOR **Burlingame, CA**

- Service Manager Training 1 & 2; Parts Manager Training 1 & 2

RICHARD MUGNOLO

(925) 719-7290 | rmugnolo@gmail.com | 8698 Flutto Way, Port St Lucie, FL 34987

SOFTWARE SKILLS

- Reynolds and Reynolds, CDK, PBS, Dealertrack, ADP, Web Manager, 700Credit, Karpower, Blue Book, Excel

PROFESSIONAL AFFILIATIONS

Society of Professional Finance Managers- Associate of Professional Finance and Insurance Managers

Angela Polynice

Fort Pierce, FL 34982
angelapolynice3_mcm@indeedemail.com
+19546100431

Willing to relocate to: Fort Pierce, FL

Work Experience

Mental Health Technician

Wellpath-Indiantown, FL

November 2021 to August 2023

The mental health technician is an entry-level position that learns to provide direct care to a specific patient population under the direction and supervision of licensed nursing staff and their designees. Psychiatric technicians listen to patients concerns, observe their behavior, and record their condition.

Youth Care Worker II

Okeechobee Juvenile Offender Correctional Center-Okeechobee, FL

February 2019 to January 2020

Youth Care Worker provides safety and security to the facility through proper youth supervision, ensures that the facility behavior management system is enforced in a consistent and fair manner. A youth care worker supports juveniles physical, emotional, educational, and social development in a non-threatening atmosphere.

Sales Agent

Teleperformance-Port Saint Lucie, FL

August 2012 to January 2018

Sales Agent responds to customers inquiries regarding all aspects of client business, in a timely, accurate and professional manner, consistently meeting all guidelines. Educate beneficiaries on how the plan works, including benefits, cost sharing, and levels of coverage.

Cashier/Customer Service

Walmart-Union, NJ

October 2010 to December 2011

Smile, greet, and thank customers with a positive attitude. Stand for long periods of time, while checking out customers quickly and accurately. Keep your area clean and presentable. Answer customer questions and help them with their needs. Be available to assist associates across the store as needed.

Correctional Officer

Martin Correctional Institution-Indiantown, FL

June 2006 to May 2010

A Correctional Officer is responsible for enforcing the rules and maintaining routines at a jail, prison or another correctional facility. Their duties include inspecting jail cells according to security protocols and safety codes, supervising inmates during meals and recreational time and diffusing conflicts between inmates to help preserve peace and order.

Machine Operator

Tropicana-Fort Pierce, FL

September 2002 to April 2004

Set up machines. Control and adjust machine settings. Feed raw material and parts to semi-automated machines. Inspect parts with precision and measuring tools. Test operation of machines periodically. Fix issues that might occur during the shift.

Behavioral Health Technician

American Habilitation Services-Port Saint Lucie, FL

May 1999 to February 2002

Review instructions and supervisor updates for each client's program, interpreting previous data, collecting narrative data, and responding to correspondence. Manage program schedule, including group activities, tele-health appointments, and individual check-ins.

Education

Vocational school in Associates in Arts Degree

Indian River State College - Fort Pierce, FL

2014 to 2015

Vocational school in License in Nursing

Fortis Institute - Port Saint Lucie, FL

2013 to 2014

Vocational school in Certificate in Corrections

Indian River State Police Academy - Fort Pierce, FL

2007 to 2008

Vocational school in GED

Indian River State College - Fort Pierce, FL

2004 to 2005

Skills

- Mental Health Counseling
- Security
- Behavior Management
- Law Enforcement
- Case Management
- Medication Administration
- Call center
- Care plans
- Typing
- Windows
- Driving
- Leadership
- Customer service
- Communication skills
- Microsoft Office

- Grocery store
- Data analysis skills
- Warehouse experience
- Computer skills
- Organizational skills
- Cooking
- Kitchen experience
- Food service
- Surveillance
- Microsoft Outlook
- Phone etiquette
- QuickBooks

Certifications and Licenses

Driver's License

Gladys Llevat Christopher

453 Jacqueline Way SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Over 25 years of experience in Senior Living industry with a focus on hospitality and compassion. A highly experienced professional and effectual leader who has demonstrated the ability to lead diverse teams of professionals to new levels of success. Talented leader directing teams through stimulating change, building coalitions, and motivating people to act and support achievement of overall federal, state, and corporate guidelines. Licensed in Pennsylvania, Delaware, and Florida in Nursing Home Administration.

CORE COMPETENCIES

- Leadership
- Business Acumen
- Flexibility
- Cross Functional Team Building
- Communication
- Collaborative Problem Solving
- Result Driven
- Integrity
- Motivation
- Bilingual in Spanish/Fluent

PROFESSIONAL EXPERIENCE

Seabranch Health and Rehabilitation | Stuart, FL **2023 – Present**

Administrator

Direct, oversee and manage the day-to-day operations of a 120 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities. Drive improvement of employee morale and fostering an environment of collaboration and teamwork. Directly responsible for ensuring outstanding customer service and compassion to our residents, families, and employees.

- Successful annual survey with minor deficiencies
- Successful complain visits resulting in zero deficiencies
- 100% elimination of agency within two months of tenure
- 5% reduction in overtime
- Elimination of open shift bonuses due to recruitment efforts
- 23% increase in census
- Preparing for Joint Commission Accreditation & submitted for AHCA Bronze Award

Aidan Post-Acute and Rehabilitation | Fort Pierce, FL **2022 – 2023**

Administrator

Direct, oversee and manage the day-to-day operations of a 79 bed subacute care and skilled nursing facility. Supervise and lead approximately 150 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring outstanding customer service to our residents, families, and employees.
- Received our Joint Commission Accreditation under my tenure.
- Responsible for good survey results; one complaint visit in six months.
- Successfully increase Medicare census
- Improvement of employee morale and fostering an environment of collaboration and teamwork.

Gladys Llevat Christopher

INSPIRE FT. PIERCE | Fort Pierce, FL **2021 - 2022**

Administrator

Direct, oversee and manage the day-to-day operations of a 171 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving or exceeding the facility's business objectives and maintained an agency free environment
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for growing census 10% within one month of onboarding; as well as improving the site star rating

CONSULATE HEALTHCARE OF VERO BEACH | Vero Beach, FL **2020 - 2021**

Administrator

Direct, oversee and manage the day-to-day operations of a 159 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for growing census 15% within one month of onboarding; as well as improving the site star rating

REGENCY HEALTHCARE AND REHABILITATION CENTER | Wilmington, DE **2019 - 2020**

Administrator

Direct, oversee and manage the day-to-day operations of a 100 bed subacute care and skilled nursing facility. Supervise and lead approximately 200 employees, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Established and implemented federal, state and business guidelines and procedures with respect to COVID-19 and maintained a COVID free facility
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Responsible for ensuring census was achieved and maintained >95%
- Responsible for maintaining a five (5) star rating

STERLING HEALTHCARE AND REHABILITATION CENTER | Media, PA **2012 - 2019**

Administrator

Direct, oversee and manage the day-to-day operations of a 164 bed subacute care and skilled nursing facility. Supervise and lead approximately 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Responsible for ensuring the highest degree of quality care for the resident / patient while achieving the facility's business objectives
- Improvement of employee morale and fostering an environment of collaboration and teamwork
- Established a Customer Service training manual
- Responsible for ensuring census was achieved and maintained

SILVER LAKE CENTER | Bristol, PA **2011 – 2012**

Administrator

Direct, oversee and manage the day-to-day operations of a 174 bed subacute care and skilled nursing facility. Supervise and lead approximately 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long-term care facilities.

- Successfully achieve the facility's business objectives with respect to net operating income (NOI), decreasing expenses, improving employee morale, and decreasing employee turn-over

453 Jacqueline SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Gladys Llevat Christopher

- Exceeded ADC and Medicare census.

INNOVA HEALTH AND REHABILITATION | Mt. Laurel, NJ **2010- 2011**

Administrator

Direct, oversee and manage the day-to-day operations of a 240 bed skilled nursing facility. Supervise and lead approximately. 300 employees in a union environment, in accordance with the current federal, state, and local government regulations that govern long term-care facilities.

- Successful elimination of agency usage.
- Increased resident satisfaction.

BELLA TERRA INDEPENDENT, ASSISTED AND MEMORY CARE COMMUNITY | Jackson, NJ **2007 - 2010**

Executive Director

Direct, oversee and manage the day-to-day operations of a 215 Apartment Independent and Assisted Living Community.

- Successfully improved NOI by 86% year over year
- Received expense management award.
- Created a strong team environment through trust and accountability among all employees through engagement and support initiatives.
- Improved census year over year and maintained an agency free environment.

THE FOUNTAINS AT CEDAR PARK | Atco, NJ **2006 - 2007**

Administrator

Successfully directed a 60 bed skilled nursing unit and remained agency free and favorable in ancillary and medical supplies, while lowering overtime by 2% and maintaining a successful census of 60 with a wait list

BRENDENWOOD | Voorhees, NJ **2003 – 2006**

Executive Director

Responsible for the overall operations of the largest Assisted Living community in South Jersey, which consisted of 200 Assisted Living and Independent Living apartments and maintained a successful census. Directed and planned all the facilities programs and operation to include revenue improve programs, such as increasing the level of care rates by 7% and creating a medication program.

GENESIS ELDERCARE | Pennsauken, NJ **1999 – 2003**

Administrator

Effectively lead a nursing home operation and ensured full adherence to company policies while complying with all state and federal regulations. Improved customer satisfaction by providing the highest quality of service in a caring and compassionate atmosphere, which recognized the residents needs and rights.

MEDFORD CARE CENTER | Medford, NJ **1997 – 1999**

Director of Social Work

Successfully directed the Social Work department of a 180 bed Long Term Care facility and was directly responsible for the 60 bed subacute unit. Implemented cost saving initiatives by beginning discharge plan upon admission. Solely responsible for department budget to ensure year over year savings.

EDUCATION

Master of Social Work
Temple University, Philadelphia, PA

CERTIFICATIONS

Nursing Home Administrator
State of Delaware, 2019
State of Florida, 2008
State of Pennsylvania, 2000

453 Jacqueline SW, Vero Beach, FL 32968
856-397-3375 | gladyschristopher2@gmail.com

Maria D. Carmen Valdez

Stuart, FL 34994
mariadcarmenvaldez6_sfg@indeedemail.com
+1 772 475 5540

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

Store Manager

AT&T-West Palm Beach, FL
May 2022 to Present

Retail Sales Consultant

AT&T-Palm Beach Gardens, FL
August 2019 to Present

- Built relationships with customers
- Processed customer Phone, tablet, wearable upgrades
- Received and processed payments from sales
- Up-sold customer memberships and AT&T's rewards programs

Paralegal

Mentor Law Firm P.A.-Hobe Sound, FL
September 2017 to March 2019

I worked for a firm that practiced Immigration and Family Law. My duties consisted of scheduling hearing dates/ appointments, filing documents through the Florida e- Filing Portal, drafting up documents, filling out immigration forms, informing clients of supporting documents needed for their cases and getting everything put together and ready to be mailed out, receiving payments from clients and issuing receipts as well as keeping a receipt log book updated with every payment made to the firm. I consider myself a quick learner eager to gain more knowledge. I work well under pressure and make sure to meet deadlines.

Waitress

American Cafe-Stuart, FL
May 2013 to January 2016

I learned to be very detail orientated and work well under pressure as well as working in an environment with people from different racial backgrounds.

Education

MBA in Marketing

Florida Atlantic University - Boca Raton, FL
August 2019 to August 2021

BA in Political Science

Florida Atlantic University - Boca Raton, FL
August 2015 to May 2017

AA in Criminal Justice
Indian River State College - Fort Pierce, FL
August 2013 to May 2015

High school or equivalent
Martin County High School - Stuart, FL
August 2010 to June 2014

Skills

- Legal Research
- Legal Drafting
- Legal research
- Paralegal experience
- Research
- Sales

Languages

- Spanish - Expert

Certifications and Licenses

Notary Public

Paralegal Certificate
I graduated from Florida Atlantic University's Legal Studies Program July of 2018 with my Paralegal certificate and am currently working toward becoming certified through N.A.L.A.

Assessments

Office manager — Proficient
December 2019

Scheduling and budgeting
Full results: Proficient

Work motivation — Proficient
January 2021

Level of motivation and discipline applied toward work
Full results: Proficient

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

Jisel Leon

Port Saint Lucie, FL 34983
jiselleon5_pzd@indeedemail.com
+1 772 256 0664

Willing to relocate: Anywhere

Work Experience

Insurance Loss Mitigation Account Manager

USI Insurance Services-Port Saint Lucie, FL

October 2022 to Present

• Provided full-scope risk management services for clients including counseling, identifying risk associated with account activity, working on transferring risk, performing routine one-on-one check-ins, and following up with clients to determine if lifestyle or asset changes have evolved constituting new risk assessment and additional coverage.

Chief Executive Officer

Leon Tax Services-Port St. Lucie, FL

January 2017 to Present

• Manage all financial decisions including marketing and business software expense

• Prospecting potential new client while focusing on retention and relationship building with current clients

Sales Team Training Manager

Marsh & McLennan Companies-Palm Beach Gardens, FL

June 2019 to August 2022

• Risk analysis and identification of potential coverage gaps

• Training colleagues on carrier underwriting guidelines and risk mitigation techniques.

• Creating slide show presentations and presenting to all agency staff for training purposes

• Insurance transacting on all levels focused on loss mitigation and risk management.

Insurance Risk Management Specilast

Arden Insurance Associates Inc.-Lantana, FL

January 2016 to June 2019

• Vetted accounts and provided a full analysis of client-specific risks involved with each account based on income, hobbies, assets, and living situation.

• Insured homes that were built specifically for Habitat For Humanity for free and gifted to needy families

• Worked directly with project coordinators of Habitat for Humanity to set a contract in place to keep prices low and affordable to needy families

Project Manager

National Maintenance Services-Lake Worth, FL

October 2014 to November 2015

• Sorted, hired, and dispatched sub-contractors to service client locations as part of a corporate maintenance contract

• Tracked the progress and quality of work being performed by technicians' jobs nationwide

• Used project scheduling and control tools to monitor projects plans and executions along with vendor payments

Volunteer Work

Chamber of Commerce-San Dimas, CA

November 2012 to January 2013

• Answered multi- lined telephone system and aided in a professional office setting.

Volunteer Work

Legal Action Firm-Chino, California

January 2011 to November 2012

• Coordinated and prepared for meetings and special events by assisting with registrations and confirmation

Skills: Typing over 60 WPM, Experience with EPIC and TAM software, Salesforce, Emotional Intelligence and self-aware, levelheaded and calm, Proficient with office software including QuickBooks and Excel.

Education

Bachelor's Degree in Business Management

Wester Governors University

February 2019 to Present

Skills

- Bilingual: English & Spanish
- Salesforce
- Process Improvement
- Intelligence Experience
- Analysis Skills
- Presentation Skills
- Business Development
- Microsoft Outlook
- Team Management
- Business Analysis
- Management
- Tax Experience
- Project Management
- Risk Analysis
- Agile
- Epic
- Quality Assurance
- Research
- CRM Software
- Visio

- Underwriting
- Risk management
- Teaching
- B2B sales
- Swift
- Financial services

Languages

- Spanish - Expert

Certifications and Licenses

CPR Certification

Life & Health Insurance License

Insurance Producer License

Certified Information Systems Auditor

Krystal Masters

Port Saint Lucie, FL 34987
krystalmasters2_e83@indeedemail.com
(774) 200-8995

Professional Summary

Dedicated business professional offers experience in online marketing, social media and analytics. Skilled at goal reaching, learning in-depth computer functions and information about specialized platforms, instructional training and CRM applications. Excels at organization, creativity, management, and digital marketing techniques.

Work Experience

Business Development Manager

Masters Plumbing & Heating-Provincetown, MA
July 2023 to Present

Office duties including scheduling, billing, invoicing, and customer service.

Commercial Property Manager

Cutler Management-Del Carmen, PR
January 2022 to Present

- Manage 6 properties in Playa del Carmen, MX via VRBO and AirBnB.
- Created and maintain VRBO and AirBnB site content, images, pricing and guest correspondence.
- Accounting/bookkeeping
- Answer inquiries and provided assistance with suites and travel questions.
- Maintain accurate records of all financial transactions related to vacation properties.
- Advise landlord on marketing strategies to attract new tenants quickly.
- Provided support to guests regarding any issues or concerns they have about their rental units.
- Monitor market conditions in order to adjust rents accordingly when appropriate.
- Respond promptly to repair requests from guests in a professional manner.
- Maintain suite cleaning procedures, appliance maintenance, and overall suite appearance.
- Request guest exit reviews to increase our social presence.

Assistant Program Director

ArtWaves-Bar Harbor, ME
October 2023 to January 2024

- Created social media posts, videos, emails and classes.
- Generated marketing campaigns.
- Analyzed Mailchimp metrics, reviews and class feedback.
- Participated in weekly team meetings with Program Director to discuss progress on projects and initiatives.
- Reviewed grant applications and provided feedback to the Program

Director regarding potential funding opportunities.

- Organized monthly events such as workshops, seminars, and conferences for program participants.
- Collaborated with Program Director to establish program curriculum and goals.

Business Development Manager

Access Fixtures Remote-Worcester, MA

July 2018 to October 2021

- Devised innovative sales techniques and marketing plans enabling dramatic growth rate of 24.67%.
- Pursued valuable business opportunities to generate new company revenue and improve bottom line profit.
- Analyzed and collaborated with content manager to create new product categories on the WooCommerce platform.
- Responsible for qualifying leads, attending weekly staff meetings, proposing and initiating all RFQ and RFP and pricing commercial estimates and invoicing.
- Managed 2,000+ customer accounts.
- Determined business development opportunities and implemented effective strategy for client acquisition per HubSpot CRM.
- Communicated with other corporate departments to develop effective business strategies.
- Exceeded quotas consistently through new account penetration and territory expansion to Fort Lauderdale, Florida.

Owner

41 Closets Boutique-Manchester, CT

July 2014 to July 2018

- Devised, deployed, and monitored processes to boost long-term business success and increase profit levels.
- Improved productivity while reducing staffing and operational costs.
- Maintained retail store presentation by overseeing merchandise replenishment, customer courtesy and inquiry response.
- Trained, managed and motivated employees to promote professional skill development.
- Motivated employees to share ideas and feedback.
- Recruited and hired individuals demonstrating passion, dedication and added value to team.

Military - Contract Specialist

Hamilton Sundstrand Corporation-Windsor, CT

April 2012 to March 2014

- Maintained Army, Coast Guard, Marines, and Third Party contract fulfillment.
- Attended Global Compliance Training Knowledge of DFAR & Far.
- Negotiated and prepared contracts, bids and order forms.

Paralegal

Milton, Lawrence & Dixon Law Firm - Litigation-Worcester, MA

April 2011 to April 2012

- Performed variety of automated support tasks necessary to prepare, organize, index, develop and manage exhibits, evidence and data relevant to cases.
- Collected case materials such as evidence, exhibits, motions and subpoenas.
- Rendered technical and analytical assistance to support attorney litigation needs, including document review, research into case law, drafting of motions and proposed orders and electronic filing.

Owner/Operator

Nu-Du Hair Salons I, II, III-Webster, MA

January 1993 to January 2006

- Oversaw business budget planning and administration, accounting functions, procurement and weekly payroll.
- Managed and trained 23+ employees.
- Promoted high customer satisfaction by resolving problems with knowledgeable and friendly service.
- Performed as a Cosmetologist.
- Delegated work to staff, setting priorities and goals.
- Treated associates with fairness and respect, providing recognition of

Education

Bachelor of Arts in Legal Studies
Bay Path University - Longmeadow, MA
2011

Associate of Arts in Criminal Justice, Arts
Bay Path University - Longmeadow, MA
2009

A.B.A in Paralegal
Bay Path University - Longmeadow, MA
2009

Master of Science in Business
Bay Path University - Longmeadow, MA

Skills

- Videography
- Microsoft Office
- Market and competitive analysis
- Expert in WildApricot CRM
- Proficient in WooCommerce
- Business Development
- Social media marketing and advertising
- Sales and market development
- Expert in eCommerce
- Expert in PDF Expert
- Analytics
- Expert in HubSpot CRM
- Microsoft Office
- Microsoft Excel
- Digital marketing
- Videography
- Social media management

- HubSpot
- MailChimp
- Marketing
- E-commerce
- Analytics
- Photography
- Business development
- Canva
- Customer service
- Photo editing

Juan De Mata Briceno

Sebastian, FL 32958
juanbriceno98_sn2@indeedemail.com
+1 305 951 1594

Professional Summary

Efficient Closing Techniques
Excellent Client Relationships
Conveying Market Analysis Statistics and Reporting

Willing to relocate: Anywhere
Authorized to work in the US for any employer

Work Experience

New Home Consultant
LGI Homes-Vero Beach, FL
February 2024 to Present

New Home Sales Counselor
KB Home-Palm Bay, FL
March 2023 to January 2024

New Home Consultant
Holiday Builders-Palm Bay, FL
August 2020 to December 2022

Outside Sales Representative
Momentum Solar-Miami, FL
July 2018 to August 2020

Real Estate Consultant
Urban Resource Real Estate & Property-Miami, FL
May 2016 to July 2019

Leasing Consultant
AIMCO Property Management-Miami, FL
December 2013 to May 2016

Timeshare Sales Consultant
Wyndham Vacation Resorts Inc-Orlando, FL
April 2009 to May 2011

Timeshare Sales Consultant
Westgate Resorts-Orlando, FL
July 2004 to March 2009

Education

Bachelor's degree in Communications
Valencia College - Orlando, FL
2003 to 2007

High School Diploma
Vero Beach High School - Vero Beach, FL
2002

Skills

- Bilingual (English & Spanish)
  Increased Sales & Marketing
  MS Office, MS Excel, Windows, OneSite RealPage Products

- Property Management
- Market Analysis
- Market Research
- Computer literacy
- Sales
- Business Development
- Negotiation (10+ years)
- Sales Management
- Project Management
- Microsoft Outlook
- CRM Software
- Account Management
- Salesforce
- Presentation Skills
- Financial Report Writing
- Product Development
- Statistics

Certifications and Licenses

Real Estate License

Arek Stefaniak

Project Manager, R&D - LIVE LONG LED
Port Saint Lucie, FL 34986
arek92_f74@indeedemail.com
+1 772 240 6192

Professional Summary

I am a project manager with an extensive experience in renewable technology and innovative applications. As a system technology project manager, I have been implemented my skills for project specifications.

I am a very good planner, strategist. ISO and Six Sigma (Green Belt) certified.

Willing to relocate: Anywhere

Work Experience

Project Manager, R&D

LIVE LONG LED-Juno Beach, FL

2016 to Present

- Managed present projects by providing the ultimate solution to the renewable energy & LED Lighting applications.
- Interact with the perspective customers, review specifications, estimate accurate lighting project needs / job estimates.
- Build projects proposals utilizing architectural recommendations and matrix calculation, an auditing and estimating software
- Estimate energy consumption and proposed solutions for clients
- Prepared proper documentations and other materials / specifications to present it to potential product buyer.
- Delivered complete lighting set-up as per architectural project and supervised installation
- Promoting LED & LCD products among the builders, envelopers, electrician and other professionals
- Interacting with line of Federal, State and local governmental institutions such recent projects and interest of Mayor of Port St. Lucie in energy cost reduction with Live Long LED products.
- Educational mission to new product application in order to increase productivity and enhance the luminescence of the workplaces for a fraction of the energy consumption compared to the incandescent or fluorescent lighting.
- Seeking improved technologically advanced, new products for commercial and governmental projects as per trend in development of brighter light LED bulbs.

Project Engineer, R&D

SOLAR TECH UNIVERSAL-Riviera Beach, FL

2015 to 2016

- Managed the engineering and product development activities to increase product performance, manufacturability, quality at low coast.
- Assigned to the development task of the Smart Wire Technology, Bi-facial PV Monocrystalline Module to archive max. 325 Watt PWR output.
- Used Meyer Burger format to create a Master Plan for advanced automated production.
- Composed engineering procedures for QC inspection process

- Focused on business plan, PV regulatory issues, state requirements and engineering resources
- Recommended and implemented new materials trough production process based on BOM.
- Selected Instrumentation for R&D applications and material improvements
- Involved in a new frame design and components selection
- Designed and implemented the test fixture for measuring pulling strength of the TPO and embedded wires in plastic foil
- Set-up a propier documentation as per FAI incoming, in-process and final inspection
- Assessed, prepared and incorporated certification submission as per acceptance process of ANSI 1703, UL/IEC 61215 & TUV 61730 requirements.
- Analyzed and executed logistics / shipments with necessary doc's for transportation
- Created the state-of-art automated modules selection and distribution system in cooperation with Pasan & Motex partnership
- Collaborated with all technician team members on schedules, estimated time to finish and cost associated with development progress as per project needs
- Provided assistance with market evaluation and prepared materials to communicate with potential product buyers

Project Engineer, R&D

KEYSTONE SYRENGISTIC-Port Saint Lucie, FL

2012 to 2015

- Developed metal composites methodology for state joining of aluminum and titanium alloy structures for DOD, DOE, US Navy, Air Force, US Army
- Assigned to experimental to experimental titanium and other metals joining methods, using NASA invented Thermal Stir Process.
- Providing with effective development methodology and NDT to archeive best results of the life span prolongation on composites microstructure of the stirred metals
- Supervised, programmed and implemented Fanuc Robotic Automated Welding System Technology to specific governmental projects in a several applications from aeronautical, spacecraft parts, avionic components to naval and automotive industry needs
- Introduced diffraction inspection methods for measurements of residual stress level and the determination of grain orientation in gas turbines parts of turbine blades (Pratt - Whitney engines).
- Directly involved in verification process of residual stress in directionally solidified single crystal nickel super-alloy turbine blades, using NDT methods
- Using 3-D layout, reconstructed dimensional distorted structures and repaired parts layout methodology of metal deposition of different alloys structure
- Familiarized with landing gears, wings and fluid control systems for aircraft industry and testing process
- Provide adequate documentation of engineeringand test results as per requirements

Project Manager, R&D

SOLAR OUTDOOR LIGHTING-Palm City, FL

1993 to 2012

- Oversized, reviewed and implemented per project management methologies, using personal skills to applied technologies for R&D improvements
- Proven excellent organization skills with a commitment to meeting deadlines and expectations while ensuring overall product quality
- Outstanding commitment to the more efficient lighting development.
- Successfully achieved modification of the Cobra lights and new more efficient lights for NASA aerodrome path project application.
- Engineered modifications using Auto CAD, Analyzed material compositions based on best selection and laboratory testing
- Managed production flow using schedules to optimize efficiency
- Generated weekly and monthly production schedules

- Improved electro-mechanical process for R&D implementation
- Implemented ISO 9001, ISO 14000, Six Sigma to the company needs.
- Used Lean manufacturing principles and ME process.
- Provided leadership and motivation to the project team members throughout the project life cycle.

Project Manager, Mfg/Eng

NORTHROP-GRUMMAN

1990 to 1993

- Managed company operations, project documentation and other duties; arranged meetings with clients (including products presentations and sales) and finalized contract agreement.
- Generated master productions schedule and achieved monthly inventory targets, maintained optimum inventory level and maximize operating efficiency.
- Consulted and revised new projects implementations of Auto-Cad dwg. Modifications as per ECN requirements.
- Developed network solution and review of new functions implementations.
- Used analytical, interpersonal, communication and problem solving skills to coordinate shipments and expedite on time delivery with the project manager.
- Directed company achievements and implemented with new techniques.
- Integrated Autodesk, Photopia and Adobe.
- Utilized Visio, Microsoft Work, Excel, Access, Word for other applications.
- Familiarized with Solid Works Inventor.
- Participated in sales and customer satisfaction surveys.

Education

Master's in Quality Assurance

MOLLOY COLLEGE, Rockville Centre - New York, NY

Master Degree in Production and Analytical Methods in Production and Analytical Methods

NATIONAL INSTITUTE OF TECHNOLOGY - Warsaw, PL

Bachelor's Degree of Science in Electro-Mechnical Technology in Electro-Mechnical Technology

ORLOWSKI TECHNICAL COLLEGE - Warsaw, PL

Skills

- customer relations. (Less than 1 year)
- organizational skills (Less than 1 year)
- production process (1 year)
- self starter (Less than 1 year)
- Customer Service
- Outlook
- Word
- Estimating
- Microsoft Project

- Scheduling
- budget
- Auto CAD
- Sales
- Maintenance
- PCI
- Root cause analysis
- Retail management
- Adobe Photoshop
- Adobe Illustrator
- Public relations
- Facilities management
- Property management
- Mechanical knowledge
- Operations management
- Analysis skills
- Budgeting
- Project scheduling
- Project management
- Inventory control
- Microsoft Word
- MRP
- Inventory management

Certifications and Licenses

ISO 9001/Six Sigma
February 2017 to Present

Please add to y files

Driver's License
November 2019 to November 2027

Add to my doc's

Blueprint readings certification
November 2017 to Present

Please add to files

Groups

Project Manager
Present

Managers & Engineers

Additional Information

EXPERTISE &
ARCHIVEMENTS:

- Extensive experience in E/M Engineering, sales, service, customer relations.
- Expertise in R&D, scientific projects improving mfg. production process.
- Managed Multi-Projects, supervised team of a several employees.
- Strong organizational skills significantly increased productivity to schedule.
- Always focused on work task and high performance, ethically motivated
- Outstanding record of performance on jobs and tasks from start to finish.
- Proficient in engineering implementation for each project, I was involved.
- Personally consider: professional, creative, self starter, also team player

Samantha Michels

Port Saint Lucie, FL 34952
samanthamellen2_965@indeedemail.com
+1 772 834 7201

Work Experience

Operations Manager

Precision Door Service-West Palm Beach, FL
November 2021 to Present

- Same responsibilities below
- Attend reunions throughout the country
- Rebuild the hiring procedure
- Manage P&L Reports
- Fleet Management - GeoTab
- Sandler Sales and Management Courses
- Accounts Payable - Heartland, CardPointe, Clover
- Advertising Budgets and relationships
- COG renegotiations
- Inventory revamp - (Service Titan, TookStock, Trello)
- Motivate team to hit goals
- Employee Accountability
- Certified through the IDA
- Build relationships with our franchise partners
- Attend meetings via Zoom, Teams or in person
- Hold weekly staff meetings (Employee and Management)
- Create a employee retention program

Office Manager (Promotion)

Precision Garage Door Service-Palm Beach County, FL
August 2016 to Present

Responsibilities

- Create and Manage schedules
- Permitting
- Inspection Schedule
- Manage/coach employees
- Ensure customer service it met with the highest regard
- Address customer issues
- Market to neighboring companies for cross promotions
- Answer and return all calls
- Schedule appointments
- Edit time cards (OPAL & Paychex Flex)
- HR responsibilities (Recruit, interview, and hire Team Members to build and maintain a high performing team)

- Computer skills including Microsoft office (Word, Excel, Outlook, Google Sheets)
- Ability to work without direct supervision
- Ability to manage multiple challenges
- Ability to manage and cope with change
- Excellent verbal, written, and interpersonal communication skills
- Ability to quickly develop rapport with children and adults
- Ensure proper control of expense items (e.g., operating supplies, utilities, telephone, and postage)
- Warehouse Management
- Inventory Control
- Revamping the way of hiring

Manager

Lifetouch Inc.-Jensen Beach, FL
July 2008 to July 2015

Responsibilities

- Create and Manage schedules
- Manage/coach employees
- Ensure customer service
- Regularly check reports (Key Metrics, P&L Reports, Labor Margin, etc.)
- Address customer issues
- Market to neighboring companies for cross promotions
- Answer and return all calls
- Schedule appointments
- Edit time cards (KRONOS & Workforce Management)
- HR responsibilities (Recruit, interview, and hire Team Members to build and maintain a high performing team)
- Basic computer skills including Microsoft office (Word, Excel, Outlook)
- Ability to work without direct supervision
- Ability to manage multiple challenges
- Ability to manage and cope with change
- Excellent verbal, written, and interpersonal communication skills
- Ability to quickly develop rapport with children and adults
- Ensure proper control of expense items (e.g., operating supplies, utilities, telephone, and postage)

Accomplishments

- District MVP - 3 years in a row
- 1st place district photography contest
- Customers love my methods and return frequently
- Ran 7 peak season (Christmas holiday)
- Turned the studio and made it jump 2 volumes ($100,000 increase)

Skills Used

- Organization
- Excellent communication
- Positive attitude
- Accountability
- Team player
- Dedication

- Organization
- Quick response if something went wrong
- Photoshop

Manager
Regency Cinema-Stuart, FL
2006 to 2008

Responsibilities
- Employee schedules
- Placed orders for food and drink
- Worked on projection machines
- Spliced films together
- Customer service
- Theft protection
- Employee Relations
- Projection
- Payroll
- Administrative work

Skills Used
- Confidence
- Time management
- Adhered to minor laws provided by state
- Efficiency in my work
- Organization
- Excellent communication
- Positive attitude
- Accountability
- Team player
- Dedication
- Organization
- Quick response if something went wrong

Education

Bachelors in Communications
Ashford University - San Diego, CA
2010 to 2018

Skills

- Excel (9 years)
- Word (9 years)
- Powerpoint (5 years)
- Photoshop (9 years)
- Photography (9 years)

- Customer Service (10+ years)
- Hr Policies & Procedures (10+ years)
- Human Resources (10+ years)
- Management (10+ years)
- Administrative Skills (8 years)
- Workforce Management
- Kronos
- Profit & Loss
- Interviewing
- Multi-line Phone Systems
- Recruiting
- Accounts Receivable
- PeopleSoft
- Office Management
- Employee Orientation
- Performance Management
- Operations Management
- Forecasting
- Human Resources Management
- Budgeting
- Team Management
- Accounts Payable
- Change Management
- Workers' Compensation
- Payroll
- Computer Networking
- Event Planning
- Conflict Management
- Quality Assurance
- Negotiation
- Paychex
- Trello
- Relationship management
- Presentation skills
- Account management
- Team management
- Customer service
- Quality assurance
- Computer networking
- Data collection

- Human resources
- Continuous improvement
- Operating systems
- Windows
- Public relations
- Events management
- Workforce management
- Digital marketing
- Profit & loss
- Google Suite
- Microsoft Access
- Adobe Photoshop
- Warehouse management
- Computer hardware
- Hospitality
- Typing
- Construction
- Freight
- Sales
- Conflict management
- Analytics
- Project management
- Senior leadership
- Analysis skills
- Marketing
- CRM software
- Data analysis skills
- Accounts receivable
- Manufacturing
- Operations management
- Warehouse management system
- Office management
- Photography
- Restaurant experience
- Crew management
- Human resources
- Continuous improvement
- Mac OS
- Bookkeeping
- QuickBooks

- Supervising experience
- Records management
- MailChimp
- Computer skills
- Social media management

Certifications and Licenses

Driver's License

Certified Notary Public

TAURUS LIGON

772-766-9907 ▪ mbahonorsgrad2017@gmail.com ▪ Open to relocation & travel
Available to work immediately ▪ www.linkedin.com/in/taurusligon

Senior Leader: Real Estate & Healthcare Administration

10+ years of real estate experience complemented by background enabling the growth of medical and dental practices.
Active Sales Agent/Real Estate License, State of Florida — MBA — Doctoral Candidate (Real Estate Focus)

Strategic leader and P&L owner skilled in defining a vision and strategy to improve business performance. *Career Highlights:*

- **Launched Head and Neck Surgery program for Cleveland Clinic's Indian River Hospital with build out of new office, lab, exam, and procedure space.** Oversaw space planning, staffing, and procurement functions to complete project under budget.
- **Opened new offices for high-growth orthopedic practice.** Identified properties, recruited staff, and managed budget.
- **Gained extensive real estate transaction experience** and consistently achieved millions of dollars in annual sales volume.
- **Repeatedly increased efficiency and effectiveness of operations while decreasing expenses** by uncovering opportunities to drive growth, streamline processes, and introduce more robust business/administrative structure.

Real Estate Transaction Management | P&L Management | Strategic Leadership | Budget Development | Real Estate Sales Performance Standards | Financial Reporting | Program Management | Relationship Building | Forecasting | Process Improvement Status Reports | Performance Metrics Reporting | Human Resources Leadership | Performance Evaluations | Best Practices

PROFESSIONAL EXPERIENCE

PROGRAM MANAGER, Meadows & Ohly — Atlanta, GA ▪ 2023–2024

Managed execution of all aspects of healthcare real estate development projects, including defining project objectives, ensuring adherence to schedules and budgets, and overseeing quality control throughout the project lifecycle. Provided project cost control and prepared timely and accurate monthly budget reports and invoices.

- **Monitored performance of general contractors and construction managers** and provided leadership in project safety, quality, and risk mitigation.
- **Led the architecture and engineering qualification, selection, and contract negotiation process.** Reviewed and approved A/E and consultant additional work requests.
- **Obtained required project public approvals** and reviewed design development and construction documents to ensure adequate allowances, contingencies, and general conditions.
- **Assisted partners, planners, and associates in performing project feasibility analysis.**

CLEVELAND CLINIC, INDIAN RIVER HOSPITAL — Vero Beach, FL ▪ 2020–2023

Surgical Services & Cancer Center Service Line Administrator |Project Manager

Initially hired as Director/ Service Line Administrator, promoted to manage the design, bidding and construction administration phases of projects. Served as a member of the hospital's executive team strategic advisor on operational performance, budgets, and strategy execution for Ambulatory Service lines. Supervise and coordinate team of 3 direct reports. Provide feedback and career growth opportunities.

- **Directed real estate project to launch Head and Neck Surgery program**, working closely with Cleveland Clinic real estate team.
  - *Real Estate Budget Management:* Administered $2 million project budget, successfully completing build-out of new 2,500 sq. ft. practice within 6 weeks and $300,000 under budget.
  - *Project Planning & Leadership:* Brought together IT, facilities, materials management, planning, maintenance, finance, and other project stakeholders and contractors to define requirements, timelines, and risks.
  - *Space Planning:* Worked closely with architects and engineering team to create office space, lab, and exam/procedure rooms.
  - *Equipment & Supply Procurement:* Interviewed physician's staff in existing office to identify necessary tools and equipment and ordered all supplies from local vendors.
  - *Staffing:* Conducted compensation research, developed justification for staffing needs, and recruited new employees.
- **Manage operational and business activities of the service line**, focusing on identifying and driving opportunities to improve patient access, patient experience, quality, and employee engagement.
- **Develop and manage operating budgets and lead key cost reduction strategies to achieve goals.**

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HEIR REALTY & BLVD REALTY Vero Beach, FL & Jersey City, NJ ▪ 2016–Present
Realtor | Residential Project Manager
Assist clients in buying and selling properties, leveraging strong knowledge of legal, compliance, banking, and property management regulations. Mediate negotiations between buyers and sellers. Develop and revise processes for real estate transactions, client service, and strategic marketing/branding of property inventory. Set expectations with both buyers and sellers and deliver exceptional service. *On track to achieve $6+ million in sales ('21).*

- **Work closely with local office of the nation's largest homebuilder to leverage sales that fall out of contract.**
- **Determine maximum property value through unique approach** involving extensive appraisal and analysis process that goes beyond traditional valuation method.
- **Serve as trusted real estate advisor to clients and achieve high level of referrals.** Communicate regularly with other stakeholders involved in real estate transactions to proactively address issues.

PURDUE UNIVERSITY GLOBAL Remote ▪ 2020–2023
Adjunct Faculty
Deliver instruction to students of accredited online university that is part of the respected Purdue University system.

- **Teach Basic Fundamentals of Real Estate and Real Estate Law courses** to undergraduate students in virtual learning environment.

GRAND OAKS DENTAL Ocala, FL ▪ 2019–2020
Business Development Manager
Brought on board to replicate success in growing medical offices and explore opportunities to expand 4-dentist practice. Managed day-to-day operations and continuously analyzed business performance to identify areas for growth. Supervised staff of 13 employees.

- **Accelerated growth of dental practice to achieve 20% increase in average monthly revenue in the first 5 months.**
- **Expanded administrative team from 2 to 5 staff to keep pace with growing number of patients.** Created formal job descriptions, training program, and bonus/incentive system to recognize and reward top performance.
- **Decreased broken appointment rate from 21% to 11%** by instituting new appointment/scheduling process.

VITAL ORTHOPEDICS New York, NY ▪ 2018
Operations Manager
Oversaw administrative and finance functions with team of 5 employees. Developed operations manual and formal job descriptions.

- **Identified and evaluated potential new office space** to support practice's growth strategy.

LARKING AGENCY | NEW YORK SMILE SPA New York, NY ▪ 2017
Operations Manager
Directed day-to-day operations of busy multi-doctor dental practice. Managed P&L, developed forecasts, and created financial analysis presentations for practice owners. Supervised staff of 6 employees.

- **Initiated the practice's first policy and procedure review in 12 years and introduced formal SOPs.**

JERSEY CITY EMPLOYMENT TRAINING Jersey City, NJ ▪ 2016–2017
Program Director
Managed state-funded program providing vocational training to residents reentering the workforce after incarceration. Supervised 14 case managers and worked collaboratively with an additional 10 supporting resources. Oversaw scheduling, payroll, assignments, and day-to-day operations of staff. Invited to serve as Guest Speaker for vocational graduating class.

- **Instrumental in defining and steering the organizational vision in collaboration with Board of Directors.**
- **Ensured program activities operated within $3 million budget,** focusing on controlling costs while maintaining service quality.
- **Negotiated innovative partnership** that connected participants with hard-to-fill vacancies in Waste Management & Sanitation Dept.
- **Reengineered policies and procedures to eliminate duplication of services and efforts.**
- **Evaluated existing vendor performance and renegotiated contracts** based on value of services provided.

NEW YORK SPORTS AND JOINTS New York, NY ▪ 2013–2015
Operations Manager
Supervised team of 9 employees responsible for all administrative operations, including billing, reception, records, and accounting.

- **Fueled rapid growth by opening 2 new offices (New York and New Jersey),** which involved developing budget, locating office space, and assisting in recruiting new staff (2 orthopedic surgeons, 1 podiatrist, and 2 physician assistants).
- **Restructured team, added a layer of management, and promoted high performers to prepare the practice for growth.**
- **Led implementation of practice management software** with new scalable capabilities that eliminated $72,000 in annual costs.

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MAJESTIC REALTORS & HOME SMART SERVICES LLC — Covington, GA ▪ 2006–2011
Broker & Realtor
Achieved multimillion-dollar Top Producer for 3 consecutive years at Home Smart Services. Launched Majestic Realtors and supervised up to 5 agents.

Military Service: *Honorably discharged from U.S. Army after active-duty service.*

EDUCATION & CREDENTIALS

DBA in Real Estate – Northcentral University, San Diego, CA — Anticipated 2025
MBA (GPA: 3.9) – Metropolitan College of New York, New York, NY — 2017
Bachelor of Science (BS), Healthcare Business Administration – New York City College of Technology, New York, NY — 2015

Samuel King

Sebastian, FL
samking29_v9o@indeedemail.com
+1 772 584 7115

Professional Summary

Innovative, highly motivated professional with direct managerial experience. Proven ability to lead teams of varying size and scope. Results oriented, socially intelligent self-starter with excellent team building and communication skills.

Willing to relocate to: Florida
Authorized to work in the US for any employer

Work Experience

GIS Analyst

GeoData Co-Remote
August 2022 to Present

- GIS analysis specializing in defense mapping contracts.
- TDS, MGCP, MUVD, GeoNames.
- Providing support through analyzing and collecting large scale areas of interest and in depth attribution.
- Communicating, collaborating and executing as a team, to effectively and efficiently reach project goals.

Site Administrator

Trulieve-Tallahassee, FL
July 2021 to July 2022

- Site Manager for over 150k sqft of indoor cannabis production.
- Overseeing full cycle production, 8 managers and 125 employees on site.
- Producing +$10m worth of product each month.

GIS Property Analyst

Indian River County Property Appraisers Office-Vero Beach, FL
March 2020 to July 2021

- Provided the GIS support to the property appraisal of Indian River County.
- Maintained Property Appraisers parcel geo database for Indian River County, utilizing ArcGIS/Parcel Fabric.

Chief Strategy Officer

Indoor Garden Solutions-Toronto, ON
May 2017 to February 2020

- Provided clients with insight and direction regarding management and production decisions in the cannabis industry.

Site Manager

Canopy Growth Corporation-Niagara-on-the-Lake, ON

July 2016 to April 2017

- Provided managerial support during Tweed Farm's first full capacity (8 acres) seasons.
- Oversaw all operations and employees on site, to ensure production was met on time within safety and quality standards and government compliance requirements.
- Coached and mentored production managers and lead hands to ensure skillset.
- Tracked expenses vs. budget and engaged corrective actions to meet budget accordingly.
- Established best practices, standard work methods and lean production methods.

Senior Geospatial Analyst

AGERpoint Inc-New Smyrna Beach, FL

November 2015 to July 2016

- Overseeing development and Project Management of LiDAR and various Geo-Spatial processing tools and the development of best practices for the collection and processing of LiDAR data for various agricultural companies.
- Supported the geospatial department, through detailed analysis of remote sensing data.
- Responsible for processing of field collected data including trajectory, LiDAR point cloud, raster and spectral data.
- Worked closely with software development team to help trouble shoot and provide input on improvement of in house software production.
- Performed numerous data collects independently and successfully in various agricultural environments.

GIS Specialist

ACRT Inc-Daytona Beach, FL

August 2014 to November 2015

- Supported the Vegetation Management department of Florida Power and Lighting through detailed utility GIS data maintenance, production and visualization.
- Managed and updated statewide utility data through ArcServer, utilizing ArcSDE.
- Provided data management for FP&L Transmission operation's LiDAR and Clarion mobile solutions.
- Created innovate new ways to cut costs in the field using GIS/GPS for best route practices and a clear line inventory.
- Delivered support and expertise to successfully launch, maintain and analyze FP&L's Satellite Utilization Prescription program.

Cultivation Consultant

Indoor Garden Solutions

May 2012 to August 2014

- MMAR Licensed Grow Operations. Ontario, Canada
- Directed and managed staff of 25+ across 5 separate, large scale production facilities throughout Southern Ontario.
- Trained staff to perform various duties of the production process, including: propagation, pruning, transplanting, plant structure, feeding, disease detection, climate control, harvesting, drying as well as providing guidance and education to facility owners.
- Coordinated and conducted quality analysis checks and procedures for vegetative growth, flowering, pest/mold control, harvest/drying and packaging.
- Maintained cycle-driven inventory accordingly, providing weekly status reports.
- Acted as liaison between facility owners and electric, soil, nutrient supply companies, safety inspectors and license holders.

Geo-Spatial Analyst

Harris Corporation-Melbourne, FL

January 2009 to June 2012

• Production lead, responsible for the processing of high resolution imagery projects requiring image registration, tonal balancing, data management and seam line editing.

• Processed and manipulated multiple types of satellite imagery through MET/Linux.

• Managed numerous projects requiring strong quality assessment and correction of outsourced data.

• Oversaw analyst production to determine the effectiveness of both trusted and new techniques in the production of high resolution mosaics.

• Managed demographic and area data for representation in defense simulating devices.

• Handled data manipulation, vector processing tasks and TIN creation using ArcGIS/ArcView.

• Maintained and produced multiple types of defense data for accurate representation from a mariner's perspective.

• Worked closely with software engineers to solve any issues found during production.

• Collected multiple types of features through stereoscopic extraction techniques.

• Followed established GIS production processes and maintained working knowledge of all NGA product standards and requirements.

Education

Master of Science in Geographic Information Sciences in Spatial Analysis and Remote Sensing

Florida State University - Tallahassee, FL

2007 to 2009

Bachelor of Science in Political Science in Political Science

Florida State University - Tallahassee, FL

2002 to 2007

Skills

- Peoplesoft
- GIS
- Lean Manufacturing
- ArcGIS
- Software Troubleshooting
- Facilities management
- CAD
- Project management
- SharePoint
- Data collection
- Continuous improvement
- Root cause analysis
- Microsoft Access
- GIS

- Manufacturing
- Technical writing
- ArcGIS
- AutoCAD
- Documentation review
- Drafting
- Customer service
- Scripting
- Microsoft Word
- Python
- Databases
- AWS
- SQL
- Java
- R
- Analysis skills
- Software troubleshooting
- Management
- Editing
- Citrix
- Microsoft SQL Server
- PL/SQL
- Natural resource management
- Writing skills
- MicroStation
- Data management
- Adobe Photoshop
- Intelligence analysis
- Research
- CAD
- Project leadership
- Windows
- GeoServer
- Adobe InDesign
- Computer networking
- IT
- Manufacturing management
- Plant management
- Organizational skills
- Communication skills

- Leadership
- Computer skills
- English
- Microsoft Outlook
- Microsoft Excel
- Agriculture
- Growing experience
- Farming
- Time management
- Database management
- VPN
- Restoration
- Energy audits
- Horticulture
- Agile
- Kanban
- Visio
- Workday

Certifications and Licenses

Driver's License

Pieter van Dalen

Vero Beach, FL 32960
pietervandalen5_6mo@indeedemail.com
+1 772 453 6347

Professional Summary

Hands on logistics supervisor, oversee and coordinate daily warehouse activities to ensure customer and company expectations.

Authorized to work in the US for any employer

Work Experience

Logistics Supervisor

OCULUS, inc.-Port Saint Lucie, FL
November 2021 to Present

Oversee and coordinate the daily warehouse activities and staff to ensure customer and company expectations. Activities include but not limited to.

- Shipping and receiving.
- Storage and inventory.
- Preparation of customer orders.
- Performance management.
- Scheduling.
- Guidance and communication of departmental processes.
- Prioritize and delegate work tasks to ensure proper functioning of the department.
- Communicate job expectations, train, lead, coach and motivate based on companies fundamentals.
- Ensure daily shipping/receiving tasks are processed and completed timely.
- Ensure quality testing of medical devices and customization of computers related to those devices.
- Respond to customers and vendors in a timely manner.
- Utilization of company ERP system.
- Supervise and evaluate warehouse related activities.
- Assist establishing warehouse standards, procedures and improvements.
- Assist with inventory control, purchasing and other tasks as assigned.
- safely operate companies forklifts.
- Comply with company safety policy and guidelines.
- Software installation.

Manager of Parts and Operations/ International Shipping Coordinator.

FlightSafety International/Skyborne Airline Academy
April 2010 to November 2021

Manage flow of parts and aviation supplies for a fleet in excess of 90 aircraft. Work closely with 15-20 maintenance staff to meet aggressive flight schedules. Arrange international shipping for flight materials. Verify and keep records on incoming and outgoing shipments and prepare items for shipment by performing the following duties to quality and productivity standards.

Price Negotiation # Filing & Organization # Warranty Tracking
Vendor Relations # Inventory Control # Balancing Budgets
Purchasing # Safety Management # AP and AR
Customer Service # Tool Calibration # Shelf Life Auditing
Shipping and Receiving # Monthly Inspections

Assistant Manager for Parts and Sales
Sun Aviation
September 2007 to April 2010

Price Negotiation # Customer Service # Outbound and Overseas
Vendor Relations # Shipping and Receiving Sales
Purchasing # Inventory Control

Assistant Manager for Parts and Sales.
FlightSafety International
December 1996 to September 2007

See above.

Production Line Supervisor
Macho Products
March 1994 to December 1996

Supervised the line production of various martial arts goods.
Enthusiastic Leadership # Analytical and Critical
Quality Control Assessment of product

Education

Associates Degree in Hotel and Restaurant Business Administration
Institute San Martin - Lima, PE

Skills

- Bilingual
- Spanish/English
- Calibration
- SAP/MMS/ACMP,ERP
- Strong Work Ethic
- Purchasing
- Communication
- Leadership
- Logistics
- Organization
- Problem Solving
- Shipping & Receiving

- Resilience
- Team Work
- Warehouse Management
- Reliability
- Procurement
- Freight Experience
- Warehouse Supervisor Experience
- Computer Networking
- Supply Chain
- Forecasting
- Self starter
- Outbound Sales
- Management
- Process Improvement
- Performance Management
- Auditing
- Budgeting
- Analysis skills
- Plumbing
- Conflict management
- Microsoft Excel
- Communication skills
- Organizational skills
- Plant management
- Manufacturing management
- Manufacturing
- Production planning
- Lean
- ISO 9001
- Warehouse management
- MRP
- Quality control
- Supply chain
- Warehouse management system
- Order fulfillment
- Leadership
- Industrial equipment
- ERP systems
- Purchasing
- Procurement management

- Project management
- SAP
- Budgeting
- Quality assurance
- Project management software
- Forecasting
- Procurement
- Operations management
- Pricing
- Freight
- Sales management
- Negotiation
- HR sourcing
- Restaurant experience
- E-commerce
- Mentoring
- Hospitality
- Workforce management
- Google Suite
- Account management
- Relationship management
- SAP Supply Chain Management
- SAP Materials Management
- Google Docs
- Oracle
- Hotel experience
- Presentation skills
- Dealership experience
- Product management
- POS
- Marketing
- Business analysis
- Customer service
- Business development
- Data analysis skills
- Accounting
- Sales
- Office management
- Market research
- Merchandising

- Operating systems
- Computer science
- Live chat
- Computer networking
- Analytics
- Driving
- Data management
- Supply chain management
- Microsoft Project
- Salesforce
- Supervising experience
- Team management
- Federal Acquisition Regulations
- Software deployment
- HVAC
- Research & development
- Research
- Product development
- B2B
- NetSuite
- Aviation
- Customer support
- Supplier management
- Asset management

Certifications and Licenses

Certified Forklift Operator

Driver's License

Additional Information

Cpr and First aid

PATRICIA GREENE, P.A

Licensed Realtor
Port Saint Lucie, FL 34984
patriciagreenehqrpe_pk5@indeedemail.com
(772) 940-4962

Professional Summary

A professional licensed realtor combines market knowledge, negotiation skills, and ethical conduct to facilitate successful real estate transactions and provide exceptional service to their clients.

Authorized to work in the US for any employer

Work Experience

Licensed Realtor

Elite Realty Partners-Miramar, FL
August 2022 to Present

Expertise and Knowledge

1. Market Knowledge: Possessing deep understanding of the local real estate market, including trends, property values, and neighborhood specifics.

2. Regulatory Compliance: Staying updated with local, state, and federal real estate laws and regulations.

Client Services

1. Client Representation: Acting as a fiduciary for clients, ensuring their best interests are prioritized in all transactions.

2. Consultation: Providing expert advice on buying, selling, and investment opportunities in real estate.

3. Negotiation: Skillfully negotiating deals to achieve the best possible terms for clients.

Marketing and Sales

1. Property Marketing: Creating and implementing effective marketing strategies to attract potential buyers or renters.

2. Open Houses and Showings: Organizing and conducting open houses and property showings to interested parties.

Transaction Management

1. Documentation: Ensuring all necessary documents are accurately completed and submitted on time.

2. Coordination: Coordinating with other professionals such as inspectors, appraisers, and attorneys to facilitate smooth transactions.

Professional Development

1. Continued Education: Engaging in continuous learning to keep up with changes in the real estate industry and enhance skills.

2. Networking: Building and maintaining a network of contacts within the industry, including other realtors, contractors, and service providers.

Ethical Standards

1. Adherence to Code of Ethics: Following the National Association of Realtors (NAR) Code of Ethics and Standards of Practice.

2. Conflict Resolution: Managing and resolving conflicts or issues that may arise during real estate transactions professionally and ethically.

Community Involvement

1. Local Engagement: Participating in community events and activities to stay connected with the local area and its residents.

2. Volunteer Work: Engaging in volunteer work or local organizations to give back to the community.

CEO

Global Compliance Solutions-Port Saint Lucie, FL

October 2018 to Present

The CEO of Global Compliance Solutions is pivotal in steering the company towards success, ensuring compliance excellence, and fostering a culture of innovation and integrity.

Multi-Site Property Manager

Madison Vines Apartments/Madison Cay Apartments, Leland Enterprise Inc-Fort Pierce, FL

January 2014 to October 2018

Responsible for day-to-day operations of LIHTC Section 42 Community of 300+ Affordable Senior & Multi-Family Units. Maintained 100% occupancy as well as 100% rent collection, maintained a clean and sanitary community, daily activities for the residents according to the LURA, monitored compliance, recertifications, processed files for move-in/move-out, prepared monthly Program Reports and submitted to FHFC and monitoring agency, analyze budget variances and initiated appropriate guidelines to aggressively control expenditures and increase profitability, supervise a staff of 12.

Compliance Officer/Regional Manager

Improsynergies. LLC-Palm Beach Gardens, FL

October 2012 to January 2014

Oversee day-to-day operations of Compliance for 3200+ units in the Section 42 LIHTC Industry, Review Initial Certification before move-in and Renewal Files to ensure continued compliance ensure required set-asides are met, conduct site visits to include files audits and physical inspection of units and property to ensure continued compliance. Prepare Monthly/Quarterly/Annual Program Reports for submission to FHFC, review and prepare audit responses to monitoring agencies and syndicators, Ensure LURA is adhered to for all sites to include Resident Programs and requirements, Ensure Utility Allowance is verified, Ensure Occupancy is maintained above 90% occupancy.

Certified Senior Property Manager

BRIDGE PROPERTY MANAGEMENT-San Francisco, CA

June 1994 to February 2012

Steamboat Point Apartments-LIHTC

Richmond City Center Apartments-LIHTC (RHCP)

Carquinez Apartments-Section 236

Park Circle Homes

Fell Street Apartments-Lease-up LIHTC.

- Was responsible for the daily operations of multiple multi-family & senior affordable housing, Section 42, RHCP, Section 8 Program, and HUD sites.
- Duties included daily deposits, marketing, leasing, recertification, budget control, budget variance executive summary reports, collections, and maintaining delinquency below 1% and occupancy at 100%.
- Received an Award for the URBAN LAND INSTITUTE AWARD FOR EXCELLENCE
- Maintained 100% occupancy and 0% delinquency.
- Appeared on affordable housing in McNeil/Lehrer News Hour & People Magazine.
- Bridge Property Spokesperson related to RHCP, Section 42 Affordable Housing

Compliance Specialist

Seltzer Management Group, Inc-Panama City Beach, FL

November 2006 to November 2007

Oversee monitoring of Affordable Housing Programs administered through the Florida Housing Finance Corporation. Conduct reviews of Initial and Annual Tenant certifications and physical property/unit

inspections to ensure residents are living in a safe and healthy environment, and ensure all required tenant programs and all required services elected by the owner comply with the Land Use Restriction Agreement/Extended Use Agreement, review and monitor properties Program Reports every month, prepare overall report regarding any findings of files reviewed, units/properties inspected and submit to Owners, Management Agent, Finance Agencies, Trustees and Florida Housing Finance Corporation.

Director of Compliance

CREATIVE CHOICE HOMES-Palm Beach Gardens, FL

March 2003 to May 2006

- Responsible for auditing on-site files to ensure the accuracy of Section 42 and HUD compliance guidelines for 4,200+ units.
- Overseen acquisition rehab for a substantial tax credit portfolio.
- Overseen new development construction for tax credit portfolio to include 300+ units.
- Responsible for submission of first-year files to syndicates.
- Compliance Training to office staff regarding Section 42, HUD, and State Audits/Inspection regulations monthly.
- Monitor daily operations of housing credits and HUD rules and regulations.
- Provide ongoing training related to policy and procedures.
- Conduct on-site physical inspections six sites/month.
- Prepare the site for audits and inspections by agencies.
- Complete annual audit response related to audit reviews.
- Provide daily support to on-site staff.
- Develop and implement preventive maintenance plans and preventive measures related to compliance.
- Review, complete and electronically submit compliance recap reports to Florida Housing, First Housing, Seltzer Management, and syndicates.

Education

B.A. in Accounting

Baruch College - Manhattan, NY

August 1985 to December 1987

Skills

- Property Boss
  Yardi Voyager 2000
  Rent Roll 2000
  One Site
  MS Word
  Excel
  PowerPoint

- Residential & Commercial Real Estate
- Section 8
- Office Management
- Account Reconciliation
- Management
- LIHTC

- Property Leasing
- Accounting
- Auditing
- Microsoft Outlook
- General Ledger Reconciliation
- Marketing
- Budgeting
- Bookkeeping
- Research
- Pricing
- Market Analysis
- Tax Experience
- Fair Housing Regulations
- Financial Report Writing
- Property Management
- SAP
- QuickBooks
- Payroll
- Accounts Receivable
- Negotiation
- Bank Reconciliation
- Personal Assistant Experience
- Accounts Payable
- Sales

Certifications and Licenses

Certified Property Manager

Real Estate License

Dawn M. Atwood
772-971-2046
Dawnnoli67@yahoo.com
1366 Bayshore Drive
Fort Pierce, Florida 34949

Profile

I am a seasoned professional in the management business with over 15 years in the property management field and holding an active Community Association Manager's License and over 30 years in the property, office, retail and amusement park management fields. My long history and experience in these fields have provided me with a large assortment of diver skills. These skills include contract management, capital budgeting, contract negotiation, contract terms, vendor and contractor procurement as well as supervising and hiring staffs, purchasing and inventory control.

I am a self-starter and great team leader and team mate. I am capable of successfully accomplishing all projects, tasks and deadlines because I am proficient in prioritizing and delegating when necessary. My strengths include attention to details, strong and effective communication, time management, project management and contract facilitation from start to finish, overseeing daily operations and budgets in excess of 5 million dollars.

Most recently, in my current position, I directed and facilitated a change in the association's insurance company and record of agent, which generated a savings of over $500,000 dollars in insurance premiums. Due to this huge savings, we were able to amend the associations current budget and significantly reduce the quarterly maintenance dues.

In every community and business, I have managed, I have negotiated contracts and procured vendors and contractors to provide a cost savings and best service while building and maintaining great relationships.

WORK EXPERIENCE

First Service Residential Management Inc. LCAM Property Manager
September 2021 to **Current** – Harbour Isle East Condominium Association.
Sited Property Manager for 288 units, 35 storage garage units, clubhouse, fitness center, office, pool, spa, tennis court, bocce court, security building and mangrove mitigation area on 6 acres. Responsible for managing all daily operations and staff of the association, which includes an administrative staff and maintenance staff. Liaison and facilitation for the Board of Directors.

First Service Residential Management Inc. LCAM Property Manager
March 2016 to September 2021- Harbour Isle West Condominium Assoc.

Sited Property manager for 624 units, 112 storage garage units, clubhouse, fitness center, office, pool spa, tennis courts and bocce court, security building and mangrove mitigation area on 63 acres.

First Service Residential Management Inc. LCAM Property Manage
July 2009 to March 2016 – Water Song POA, Bay Tree HOA, Hutchinson House Condominium Assoc., Ocean Towers Condominium Assoc.

Portfolio Property Manager for 5 separate associations totaling 405 units with clubhouses, fitness centers, tennis courts and security gates on 45 acres.

AWARDS AND ACCOMPLISHMENTS

First Service Residential Management Inc. Awards: 2015 Financial Innovation Award, 2019 Building Great Relationships Award, 2019 Improve It Property Award, 2021 Outstanding Service Award and 2022 Aim High Award.

EDUCATION

University of Cincinnati, Cincinnati, Ohio
1987 to 1989

Liberal Arts

Southern Ohio University, Fairfield, Ohio
1990-1992

Associates Degree Fashion Design and Merchandising.

Miami University, Oxford, Ohio
1992-1993

Continuing Education Anthrophony

KEY SKILLS AND CHARACTERISTICS

Over 30 Years of Management Experience & Customer Service • Financial & Budget Management • Built strong relationships with the boards, staff members and contractors that service the community • Strong skills with meeting requirements for Reserve Studies, Insurance Appraisals, Tax filing, Budget Submissions, required inspections and DBPR Annual Filing. • Established great relationships and contacts with the South Florida Water Management District, Environmental Protection Agency and City of Fort Pierce Building Department. • Strong skills in event planning, presentations and meetings • Strong skills in contract negotiations, terms and request for proposals • Excellent listener & genuinely helpful • Friendly, courteous, and service oriented • Poised under pressure • Staff Training, Coaching and Evaluations • Recruiting and Hiring Talent • Quality Assurance • Solid written and verbal communicator • Computer skills: Excel, Word, Outlook, Connect, Administration Software, Website Management, Background Screening and Mass Communications

References

Annette Sanniota – 772-631-8711

Director of Sales and Leasing for Harbour Isle Property Maintenance Association

Judy Brauer – 772-646-1740

Assistant Manager for Harbour Isle West Condominium Association

Joylyn Sikora - 772-209-1763

Harbour Isle Real Estate

Hobbies

Walking and trails with my dogs

Spending time with family and friends

The beach and swimming

The water and boating

Traveling anywhere

Music

Great food

Hosting holiday festivities

DARREN M. SHEPHERD

2357 SW Norton Street
Port Saint Lucie, FL 34953
(407) 719-3044; dmshepherd@ymail.com

Objective: Obtain a residential, commercial or industrial property management position that utilizes my background and experience in all aspects of management including operations, client relations, capital expenditures, budgeting/forecasting, development, leasing and marketing.

Experience:

Commercial/Residential/Industrial Property Manager: Cohen Commercial Management, January 2023 - present

- Responsible for overall property management of 15 separate properties located in Central and South Florida consisting of retail centers, office complexes, residential complexes and industrial.
- Manage budgets which includes setting the budgets and forecasting, invoice approvals as required.
- Manage and interact with an office staff administering day to day operational and administrative activities. Also provide oversight to contract providers while administering their contracts.
- Role of property manager includes operations, administration of leases, tenant relations, and routine inspections of the portfolio of properties.
- Assist eleven different clients with capital expenditures and respond promptly to client concerns as requested.
- Perform client relations as a third party property manager, administering to their concerns and producing monthly reports to illustrate the performance of the property.
- Residential property management at Woodbine Commons including HOA experience.

Teacher: St. Lucie Public Schools, December 2020-December 2022

- Successfully executed long term teaching assignments at multiple schools in the St. Lucie County school system teaching English and Language Arts primarily to 6th and 7th grade classes.
- Taught general education, gifted level and individuals with learning challenges. Received Certification in Business Education for teaching.

General Manager: Simon Properties, Treasure Coast Square & Boynton Beach Mall, December 2010-September 2019

- Responsible for overall property management of a 1.1 million square foot enclosed mall facility with major anchor tenants, plus over a hundred restaurants and shops.
- Managed Boynton Beach Mall from Dec. 2010-Oct. 2014, a 1.1 million square foot facility with five major anchors, cinema and over 130 specialty shops and restaurants.
- Promoted to manage Treasure Coast Square in Oct. 2014, a 900,000 square foot facility with five major anchors, cinema and over 120 special shops and restaurants.
- Assume temporary management of other Simon area properties as needed. Temporary assignments include Indian River Mall in Vero Beach, FL, Sawgrass Mills in Weston, FL and Plaza Carolina in Puerto Rico.
- Manage budgets including monthly forecasting, capital investments and cost savings initiatives.
- Administer service contracts including request for proposal process, renewals and bid evaluations.
- Manage an office staff of personnel who administer day to day operational, marketing and leasing activities. Also provide oversight to contract providers for security and janitorial services.

- Perform a dual role as Operations Director as needed, providing direct oversight of tenant coordination, construction, repair issues and capital initiatives on property.

- Responsible for community relations with city government and local organizations. This includes serving as Vice President and Chairman of the Jensen Beach Chamber of Commerce.

- Administered separate budgets for client, interior and exterior mall operations, leasing, and marketing. Renegotiated service contracts, including ten service contracts resulting in $900,000 in annual savings. Managed a staff of five personnel who administered operations, client relations, accounting, and marketing.

- Performed multiple roles as Operations Manager, Leasing Representative, Tenant Coordinator, and Marketing Manager for a diverse 130+ acre property that included two lakes, three outparcels and a canal. Oversaw client relations with mall ownership, assuring concerns were addressed promptly and professionally.

General Manager: General Growth Properties and Jones Lang LaSalle, Festival Bay Mall, February 2008-December 2010

- Responsible for overall property management of a 1.1 million square foot enclosed mall facility with five anchors, plus restaurants and shops.

- Administered separate budgets for client, interior and exterior mall operations, leasing, and marketing. Renegotiated service contracts, including ten service contracts resulting in $1.25 million in annual savings. Managed a staff of five personnel who administered operations, client relations, accounting, and marketing.

- Performed multiple roles as Operations Manager, Leasing Representative, Tenant Coordinator, and Marketing Manager for a diverse 130+ acre property that included two lakes, three outparcels and a canal. Oversaw client relations with mall ownership, assuring concerns were addressed promptly and professionally.

General Manager: Westfield Concession Management, LLC

Orlando International Airport/Wash. Dulles International Airport August 2004-February 2008

- Responsible for overall management, direction and coordination of a 100+ store concession program that included food and beverage, specialty retail, retail, and newsstand operations.

- Managed a staff of five personnel who administered the day to day operational activities, client relations, accounting, and marketing.

- Monitored on-site tenant construction and development projects as part of a two-year redevelopment program that resulted in a major expansion of an airport concourse.

- Managed client relations and assured that concerns were addressed promptly and professionally. Contributed to Westfield Concession Management's efforts to acquire additional airport properties through writing of request for proposals.

- Proposed and conceptualized additional revenue opportunities, including the successful effort to add specialty leasing at Orlando International and resulted in the creation of the top performing RMU program in the Westfield airport portfolio.

Director of Marketing Development: Massey Services Inc., Maitland, FL. July 2003-August 2004

- Responsible for all marketing associated with residential categories of services. Submitted an annual plan of marketing programs and justification of resource allocation that included objectives and goals that was used to measure success. Worked with external and internal resources to develop marketing programs from concept to completion.

- Assisted in the writing, design and production of television and radio commercials, publications, advertising, point of purchase materials, direct mail pieces, interactive media, and trade show/event marketing.

- Responsible for maintaining a $2 million dollar marketing budget.

Skills: FDOE Teaching certification in Business Education. Received leadership training at Simon, Westfield, and General Growth Properties. Proficient in desktop publishing, spreadsheet, word processing and project management software applications in both mac and PC format. Familiar with One World/JD Edwards, Yardi, Anaplan, Salesforce and other applications. CPR certification.

Education: University of South Carolina Degree: B.A. Journalism/Mass Communications minor in Business. Embry-Riddle Aeronautical University M.B.A. Program: post-graduate work.

MEREDITH BURKEY, FRP.

Mschill99@gmail.com
(561) 389-2630

SUMMARY OF QUALIFICATIONS

- Adapt easily to new concepts, adept at handling multiple responsibilities.
- Function well independently and in a team environment.
- Ability to handle a fast-paced environment.
- Strong attention to detail, experience preparing for quarterly legal audits and received high ratings for performance.

EMPLOYMENT EXPERIENCE

Relive Health Corporate (and affiliates) 07/2024-Present
In House Corporate Paralegal

- Assist and provide a range of legal support and administration to lawyers and other legal professionals.
- Provide support to the potential and/or current Franchisee's of the Health Clinics.
- Draft and revise Franchise Agreements and Distribution Contracts.
- Coordinate execution of documents including issuance of documents for e-signature and notarization.
- Maintain and organize contract files.

Office of the City Attorney for the City of Port St. Lucie-Port St. Lucie, FL 02/2022-07/2024
Paralegal III

- Reviews complex legal documents including, but not limited to, deeds, leases, contracts, ordinances and resolutions for accuracy and conformance with proper legal standards and City policies.
- Provides high-level litigation support, including drafting and responding to discovery requests, communicating, and interacting with judicial assistants and other court personnel, scheduling court reporters, coordinating hearings, mediations, depositions, and other litigation related appearances, communicating with witnesses, and other related litigation support work.
- Interact with officials from other cities and government entities, and state officials as necessary, as well as elected officials, management, and department directors of the City.
- Draft legal documents for attorney review and approval. This includes, but is not limited to, contracts, ordinances, resolutions, pleadings, motions, notices, subpoenas, lease and license agreements, unities of title, terminations of restrictive covenant, memoranda, city council agenda items and presentations, legal opinions, and correspondence.

Law Office of Craig Goldenfarb, P.A.-West Palm Beach, FL 02/2018-02/2022
Pre-suit Legal Assistant, Litigation Secretary and Senior Closing Assistant

- Coordinate and Schedule all meetings, hearings, and depositions of current team cases.
- Prepare motions and orders for the requested by the attorney.
- File initial lawsuits and complete the process of service within the state law.
- Communicate with all Client's during all aspects of their case.
- Request and obtain all records and bill from treating providers.
- Handled all incoming mail and client contracts.
- Prepare and finalize all client settlement disbursals.

Shapiro, Fishman & Gache, LLP-Boca Raton, FL 10/2013-04/2014 & 04/2015-02/2018
Legal Assistant

- Process and update clients of all foreclosure sales for each day.
- Prepare motions and orders for the lawyers to have them signed by the County judges.
- Prepare and file Notice of Foreclosure Sales and handle all stages of the foreclosure sale

process.
- Perform clerical duties such as email, scanning, E-filing, and creating FedEx packages.

Webster Five Cent Savings Bank, Oxford, MA 07/2014- 02/2015
Personal Banker
- Provides exceptional service to all Bank customers –External and Internal.
- Develops and expands new and existing customer relationships by proactively assessing customer needs.
- Attains Individual Sales Goals.
- Account Opening - Opens personal and commercial accounts and services for new and existing customers.
- Performs all daily teller duties and tasks.
- Addresses customer inquiries, research and resolve problems in person or by phone or written communication.

Sports Authority, West Palm Beach, FL 08/2010- 10/2013
Operations/Softlines (Apparel/Footwear) Manager
- Train employees in safety and loss prevention.
- In charge of preparing store for quarterly legal audit.
- Perform clerical duties such as faxing, scanning, and filing.
- Consistently supervise merchandising and track objectives within the departments, along with maintaining a great sales culture to offer highly satisfying customer service.

Customer Service Cashier Lead
06/2008- 10/2013
- Maintained the front of the store, which included sales, exchanges, and returns.

EDUCATION
Florida Atlantic University, Boca Raton, FL 2012
Bachelor of Arts, Major in Criminal Justice with a Minor in Sociology, and a Women's Studies Certification

AWARDS
- Florida Registered Paralegal effective 07/12/2021 FRP #1029606
- Business Observer Top 10 Paralegals of 2015
- Graduated from Florida Atlantic University with honors of Cum Laude
- Elected President in 2010-2012 and Vice President in 2009-2010 in American Criminal Justice Associate Beta Phi Chapter at FAU.
- Member of the National Society of Collegiate Scholars University Honors program

KAREN PROCTOR

1237 NW Fiorenza Ct. Port St. Lucie, FL 34986 (702) 886-5505
karenp773@gmail.com

Skilled

Skilled Plant Operations Manager

Professional Summary

Dedicated and results-driven Plant Operations Manager with a proven track record in achieving and exceeding financial targets. A strategic thinker with comprehensive market insights and responsible for the overall plant operations, including all production and ensuring all employees strive to meet the standards set forth by the company for Safety, Quality, Efficiency, Preventative Maintenance.

Areas of Expertise

- Market Growth Strategy
- Planning and Coordination
- Sales Reporting
- Team Management
- Customer Relations
- Operational Enhancements
- Continuous Improvement
- Advocacy and Communication
- Safety Compliance
- Cultural Insight
- Budgeting
- Quality & Cost Control

Education

BSc., Finance and Business Management, University of Ulster, Belfast, UK

My Core values are

Building Relationships through Trust and Honesty. Accountability by keeping my word. Safety and Care for my Team. Continuous improvement through entrepreneurial drive. Customer commitment, and sustainability of materials for our next generation.

Professional Experience

Plant Operations Manager | Hobart Industries | Las Vegas, NV | [9/2014 – Present

Responsible for the overall Planning and coordinating manufacturing operations, including production, processing, packaging, and machinery.

- Knowledge of construction products and electronics as well as programmable controllers.
- Implementing and maintaining quality control measures to ensure high-quality output. This includes monitoring equipment quality and inspections.
- Leading and training a team of production staff, including operators, technicians, and assistants. Assigning tasks, setting performance goals and providing guidance to ensure a productive and efficient workforce.
- Plan and direct the layout of equipment, workflow and workforce utilization as well as participating in the procurement of raw materials, supplies and other production needs.
- Analyzing production costs and implementing strategies to minimize expense while maintaining quality standards by optimizing equipment usage, negotiating with suppliers, and identifying cost saving opportunities.
- Strong working knowledge of OSHA and safety procedures proven by ensuring compliance with health and safety regulations within the production facility. Implementing safety protocols, conducting regular inspections, and providing training to employees to maintain a safe work environment.
- Generating regular P&L reports on production metrics, such as output volume, quality, efficiency, and profitability. Analyzing data to identify trends and areas for improvement.

- Cultivate strong relationships with customers, actively seeking creative solutions to address challenging situations.
- Provide direction to Parts and Service teams in resolving major customer concerns, distinguishing when to escalate through appropriate channels.
- Advocate for customer service and address issues between departments, by maintaining the overall appearance of the plant and creating a positive environment for team Provide insights to
- leadership and HR on the cultural status within the Plant Operations.
- Maintain a positive and professional working relationship with peers, management, and support resources, demonstrating a continuous commitment to teamwork and exemplary customer service.
- Efficiently manage time-off requests and staffing requirements for my location.
- Ensure timely communication with relevant parties, including Senior managers and VPs.
- Execute all other duties assigned by management in a professional and efficient manner.

Plant Manager| Hays construction | Belfast, UK | [9/08 – 05/14]

Lead and communicate with PM/s, Subcontractors and Vendors to assist them in working to the Project Schedule. Administer financial aspects of the Owner's contract, subcontracts, and purchase orders. Build effective working relationships with clients and the project team members. provide leadership and direction to the Project team, Assistant Project Managers, Project engineers, and administrative staff to deliver a quality project within he agreed schedule, maximizing the return to the company while earning repeat business from the client.

- Assist in overseeing all activities on the construction site.
- Manage and direct subcontractors and employees to ensure that all projects develop according to plans and specifications, on time, and within budget.
- In addition, inspect the quality of the work from start through completion and ensure that all workers comply with government standards including Hays Construction's safety policies.
- Assist Project Manager as required.
- Organize & plan job with all Project Managers.
- Organize, schedule & direct personnel & subcontractors.

- Review cost and progress weekly.
- Ensure testing coordination.
- Coordinate & maintain equipment.
- Field procurements.
- Create and maintain field notes & daily reports.
- Conducting comprehensive internal and external research to formulate robust business strategies.
- Execute and develop a competitive analysis through researching competitive solutions and documenting their relative strengths and weaknesses.

11.27.2024

Dear Hiring Manager,

I am excited to submit my application for the position of City Manager for the city of Fort Pierce. As a seasoned executive with over 20 years of experience of multi-unit operations across diverse industries, including hospitality, real estate, construction, asset and property management, I bring a proven track record of driving organizational excellence, fostering community engagement, and delivering sustained growth.

My previous role as Vice President, I oversee complex operations for portfolio of 108 companies. My responsibilities span strategic planning, budgeting, contract negotiations, and team leadership for over 200 employees, ensuring consistent alignment with organization goals and community priorities.

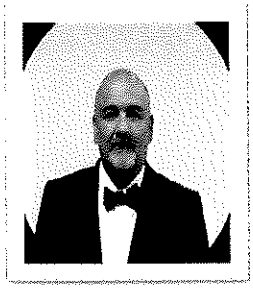
My tenure in Fort Pierce has given me a deep appreciation for the city's cultural heritage, natural beauty and economic potential. With my expertise in long- and short-term planning, team building, and public – private partnership, I am confident in my ability to deliver innovative solutions that enhance quality of life, promote economic development, and strength civic engagement.

I look forward to hearing from you. Have a wonderful Thanksgiving to you and your family.

Kind Regards,

Burak Sezgin

Tyler



BURAK (BROCK) SEZGIN
Email: brocksezgin@gmail.com Contact Number: 772-777-9003 Location: Jensen Beach, FL
linkedin.com/in/burak-sezgin-a1a574108

Accomplished multi-unit leader with extensive experience across a wide range of industries, including luxury resorts, hotels, country clubs, premium dining, retail, yachting, and property & asset management, overseeing operations that manage over $400 million in annual sales. Proven track record of driving organizational growth through strategic market analysis, long-term planning, and high-end asset acquisitions. Expertise in leading complex quality assurance initiatives, large-scale renovations, and the development of innovative food and beverage concepts that elevate brand value.

Skilled in optimizing revenue through strategic yield management, sales and marketing initiatives, and effective brand positioning. Adept at financial forecasting, budget planning, and asset management to maximize profitability and shareholder value. Recognized for successfully negotiating high-value contracts, building high-performing cross-functional teams, and fostering a culture of excellence through leadership development. Known for transforming underperforming operations, executing successful turnaround strategies, and consistently delivering growth and enhanced customer experiences in complex, competitive environments.

- **Award-Winning Performance**:
  - 2022 Hilton Best Development Award
  - 2021 Hilton QA #1 in North America
  - 2019-2020 Best Financial Results in the Company
  - 2018 #1 Hotel in Company; 2017 #2 Hotel
  - 2015 Hilton SALT Score #1 in Company
- **Industry Accolades**:
  - 2014 Hospitality Management Award
  - 2013 Leadership Award, Chamber of Commerce
  - 2012 Top Audit Score & Hotel & Restaurant Association Recognition
  - 2010 Best Performer, White Lodging Services
  - 2009 International Hoteliers Association Award
- **Notable Recognitions**:
  - 2006 Recognition by Mr. Marriott, Marriott International
  - 2005 Diamond Award from CEO of Club Corp
  - 2004 Service Excellence Award from the President of the United States

HOTEL OPENINGS, RENOVATIONS & ASSET MANAGEMENT EXPERTISE

Extensive experience in overseeing successful hotel openings, large-scale renovations, and comprehensive asset & property management for high-profile properties, including:

- Hutchinson Island Marriott Marina, Golf & Resort – 240 Rooms
- CY & RI Austin Downtown Marriott – 485 Rooms
- Marriott Hilton Head Resort & Golf – 520 Rooms
- Westin Austin Domain – 280 Rooms
- Airport Marriott South – 300 Rooms
- Courtyard Austin Airport – 200 Rooms
- DT Hilton Largo Washington DC – 230 Rooms
- Orlando Airport Marriott Lakeside – 485 Rooms
- Greensboro Downtown Marriott – 300 Rooms
- Buccaneer Marina & Resort – 20 Rooms
- Airplus One Jets – 6 Private Jets
- Renar Residences – 200 Condos & Townhouses
- Barton Creek Country Club – 240 Single Homes
- Peninsula Senior Living – 800 Units & Residences

RESTAURANT & BISTRO MANAGEMENT EXPERIENCE

Proven track record in managing upscale dining establishments, ranging from casual to fine dining, including:

- Champion Sports Bar & Grill – 300 Seats
- Legends Sports Bar & Grill – 200 Seats
- Lime Stone Grill – 120 Seats
- Urban Grill – 180 Seats
- The Bistro on Lake – 250 Seats
- Driskill Steak & Sea Food Fine Dining – 200 Seats
- XC Bar & Bistro Fine Dining – 180 Seats
- Governor Restaurant – 220 Seats
- Ocean Blue Fine Dining – 210 Seats
- Baha Bahamas Grill & Bistro
- Alexander Great Steak House – 180 Seats
- Bosque Fine Dining – 300 Seats
- Circa69 – 220 Seats
- Buccaneer (Rooftop) – 240 Seats
- Ucho – 120 Seats

BANQUET, CATERING & EVENT MANAGEMENT

Extensive experience in managing large-scale events and banquets across more than 200,000 sq. ft. of meeting space, serving up to 7,500 guests. Led and supervised teams of over 600 staff members for a variety of high-profile events, including: Celebrity weddings, VIP events, 5-10K

marathons, farmers markets, car shows, Boat shows, music & food festivals, and other special events

WORK EXPERIENCE:

Vice President of Hospitality Operations
Sharfi Holdings – Jensen Beach, FL
August 2022 – Present

- Lead operations for Sharfi Holdings, a multi-billion dollar enterprise managing several companies across diverse industries, including technology, real estate, asset & equity management, airline charter, yacht and hospitality.
- Oversee projects encompassing construction, design, sales and marketing, property management, and business development, with a strong focus on quality assurance and control.
- Provide strategic leadership for multi-unit operations including luxury resorts, country clubs, marinas, restaurants, retail stores, convention center, airline and yacht facilities, organic self sustain farm, ranch and catering & food and beverage operations.
- Responsible for budgeting, financial forecasting, yield management, P&L oversight, sales optimization, talent acquisition, contract negotiations, business acquisitions, renovations, construction, and asset management.
- Directly manage a team of over 200 employees, driving operational excellence and sustained business growth.

General Manager
Hotel Melby, Tapestry Collection by Hilton – Melbourne, FL
August 2021 – July 2022

- Led operations for a 180-room luxury lifestyle hotel located in downtown Melbourne, featuring 5,500 sq. ft. of indoor and 9,000 sq. ft. of outdoor meeting space, and a 250-seat award-winning rooftop bar and restaurant.
- Achieved an outstanding **99.73** Hilton QA Audit score, reflecting operational excellence.
- Delivered **$8 million** in room revenue and **$3.8 million** in food and beverage revenue.
- Generated **$1.2 million** in additional bottom-line revenue through strategic cost controls and revenue management initiatives

Regional TF General Manager / Director of Operations
Marriott Hotels – September 2016 to July 2021

Based at Hutchinson Island Marriott Resort, Golf & Marina, led multi-property operations across multiple Marriott locations under Columbia Sussex, overseeing a portfolio of high-profile resorts, airport hotels, and convention centers. Consistently met and exceeded key performance indicators (KPIs) related to guest satisfaction, operational efficiency, and financial performance across multiple leadership roles.

- **Hutchinson Island Marriott Beach Resort, Golf, and Marina** – Managed a 200-acres oceanfront property with 274 rooms, 5 F&B outlets, 40,000 sq. ft. of banquet space, 3 pools, a 500-member golf course, a 300-member tennis club, and a 79-slip marina. Annual sales: $24 million.
- **Hilton Head Marriott Beach Resort & Golf** – 520-room oceanfront property with 6 F&B outlets, Olympic-size pool & SPA, PGA golf course, and 48,000 sq. ft. of meeting space. Annual sales: $48 million.
- **Orlando Airport Marriott Lakeside** – Oversaw a 485-room property at the 4th busiest airport in the U.S., featuring 3 F&B outlets and 40,000 sq. ft. of banquet space. Annual sales: $28 million.
- **Greensborough Marriott Downtown** – 300-room convention hotel with 3 F&B outlets and 28,500 sq. ft. of meeting space. Annual sales: $13 million.
- **Columbia Downtown Marriott** – 300-room convention hotel with 3 F&B outlets and 17,800 sq. ft. of meeting space. Annual sales: $15 million.

Executive Consultant – Food & Beverage Division
Renaissance Marriott Hotels, Region 3 – Europe April 2014 to September 2016

- Provided expert consultation for the Food & Beverage division across multiple properties in Region 3, Europe, enhancing operations and profitability.
- Delivered strategic guidance on menu development, service standards, and operational efficiencies, improving guest satisfaction and F&B revenue.
- Collaborated with property leadership teams to implement innovative dining concepts and optimize F&B operations.

Director -Banquets, F&B,Rooms Division, Operations, AGM, General Manager
Marriott | Hilton | IHG | Four Seasons Hotels | Country Clubs June 2001 – April 2014

- Held diverse leadership roles across premier hospitality brands, managing banquet operations, food & beverage services, and overall hotel operations.
- Directed large-scale F&B and banquet operations, ensuring high service standards, operational efficiency, and guest satisfaction.
- Provided hands-on leadership in property management, staff development, and guest experience enhancement, driving operational excellence and revenue growth.
- Demonstrated versatility by excelling in various roles including General Manager, with a focus on delivering top-tier hospitality experiences.

EDUCATION:

Bachelor Degree – Hotel & Restaurant Management 2002 Bilkent University

Bachelor Degree – Economics & Business Administration – 1998 Anatolian University

Daniel Cody Beard

https://www.linkedin.com/in/cody-beard-17912b32 ■ (772) 341-5503 ■ dcbeard772@gmail.com

Education

Louisiana State University Shreveport, Louisiana
Master of Business Administration

Florida Atlantic University Boca Raton, Florida
B.S. Geography

Experience

2021-Present **Cemex** East Region
Director of Maintenance

- Department head for the equipment repair and maintenance division at Cemex USA; align fleet operations with the company's financial goals and safely maintain all company assets (currently at 5 years with Zero LTI's)
- Owner of mobile fleet and fixed assets (3,000+ units)
- Implement and enforce all safety guidelines, lead monthly safety training, deliver monthly/quarterly safety reports, and champion all OSHA/MSHA compliance efforts
- Map and improve business processes within the maintenance division to improve material procurement activities (REQ/PO flow, invoice automation, payment tracking)
- Provide maximum availability (average 93% uptime since October 2021) for all assets including concrete plants, aggregate mining equip., concrete trucks, trailers, forklifts, loaders, medium duty trucks and line transport fleet
- Full P&L ownership, manage annual operating ($94M) and capital ($51M) budgets
- Full ownership of the region's P&L; provide monthly EBITDA/cash flow updates
- Lead all warranty efforts to maximize claim submittals and collections
- Develop analytics tools and data visualizations to report customer satisfaction and overall quality of service for repair and maintenance activities; track KPI's and deliver quarterly performance metrics to leadership
- Plan and execute production and project schedules to ensure stakeholder satisfaction
- Recruit, develop, and provide leadership to a diverse team of managers, technicians and administrative staff (12 direct/143 indirect reports) across 10 repair districts
- Champion continuous improvement and provide monthly feedback to managers on all six sigma and lean efforts
- Deliver presentations to executives and stakeholders (publicly owned) to review financial performance related to repair, maintenance, and special projects

2018-2021 **Florida Crystals Corporation** West Palm Beach, Florida
Senior Manager, Agriculture Shops (Promotion)

- Manage the repair and maintenance program for 2,000+ pieces of agriculture equipment and two (3) equipment repair facilities
- Implement and enforce all safety guidelines, deliver monthly/quarterly safety reports, and coordinate annual OSHA trainings
- Manage annual operating ($16M) and capital ($10M) budget, monitor costs, and present cost performance measures to executive management and stakeholders
- Monitor P&L and provide monthly updates to executive management
- Develop KPI's and leverage metrics to improve performance, fleet availability, create development plans for technical and management staff, and recruit/retain top tier talent in a competitive industry
- Develop analytics tools and data visualizations to report customer satisfaction and overall quality of service for repair and maintenance activities
- Implemented new software program designed to manage core business automation processes through an analytics dashboard
- Plan and review production and project schedules to ensure stakeholder satisfaction
- Generate reports for internal and external clients, partners, and government agencies
- Recruit, develop, and provide leadership to a diverse team of administrative and field personnel through coaching and participative management (7 direct/59 indirect reports)

2014-2018 **Florida Crystals Corporation** West Palm Beach, Florida
Agricultural Systems Manager

- Manage day-to-day business activity and provide leadership for ag operations, accounting, finance, and inventory specialists (9 direct reports)
- Warehouse management for all crop nutrition and pest/weed control inventories
- Manage the Precision Ag department; hire and train staff, train on installation and use of data collecting equipment, map network infrastructure, and acquire GPS instruments and guidance systems for a large fleet of specialized agricultural equipment
- Develop training programs for all operators and their supervisors, create/analyze performance metrics, conduct annual evaluations, and guide employee development
- Supervise the implementation and maintenance of information systems and hardware, train others on its use, and continue to research emerging technologies
- Generate reports for internal and external clients/agencies (USDA, FSA, SFWMD, etc.)
- Produce financial reports, manage the production estimate computer model

2013-2014 **Louisiana State University** Baton Rouge, Louisiana
Geospatial Scientist II

- Manage the creation of a critical infrastructure database in support of selected parish, Homeland Security, and emergency preparedness agencies
- Collect and analyze geospatial and remote sensing data to provide optimized evacuation logistics
- Perform advanced GIS functions to include script writing, querying, and spatial analysis
- Create shape files for use in the building and implementation of critical databases
- Gather, process and verify field data for utilization in existing mapping applications

2008-2013 **Wojcieszak & Associates** Stuart, Florida
Engineering Technician

- Design and draft construction documents for civil applications
- Learn and apply MEP building codes and design practices
- Coordinate engineering tasks with utility providers and project managers
- Aid senior engineer(s) in solving basic electrical engineering problems

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Skills

Project Management
Personnel Management
Procurement Management
Preventative Maintenance
Fleet Management
Operations Management
Budget Planning /Management
LEAN Practices
Six Sigma
Strategic Planning
Information Systems
P&L
Data Analytics
OSHA
Human Resources
Geospatial Engineering (GIS)
Logistics/Supply Chain
AutoCAD
Microsoft Office
SAP

SCOTT WESTERVELT

833 SW Janette Avenue, Port Saint Lucie, FL • H: 607 592 8320 • Scott.Westervelt@gmail.com

PROFESSIONAL SUMMARY

Effective leader and problem-solver with advanced troubleshooting skills, and a hardworking mentality. Seeking to apply expertise and extensive experience, taking on a challenging new role with a growing team.

SKILLS

- Advanced troubleshooting, mechanical, electrical, automation
- Strong leadership and team building skills.
- Team leadership, continuous improvement and budget management.
- Drive to meet and exceed KPI targets.
- Effective communicator and deck plate leadership.

WORK HISTORY

Area Maintenance Manager – Riviera Beach, Florida

Jones Long Lasalle, Amazon Account

08/2024 – Current

- Promoted to Facility Manager of MCO13 a Kuiper satellite processing facility at NASA Kennedy Space Station, Florida.
- Compliance with all JLL, Amazon, NASA and ITAR policies.
- Manage a staff of 10 technicians that run 24/7 operations on building, operation and ground equipment.
- Stand up all new PM program, PdM program as well as incorporate all new SOP's, and safety programs.
- Establish complete turn key operations for a new account launch.
- Coordinate the construction and launch process of MCO13 and MCO14 both being built together.
- Strong emphasis on KPI's and vendor management and sourcing

08/2023 – 08/2024

- Fulfillment center Maintenance, Engineering and Reliability
- Responsible for all plant and H-Drive robotic floor metrics
- 24/7 On call support
- Successful new plant launch in October 2023.
- Drive KPI's and plant metrics to exceed expectations and target goals.
- Manage all MHE and Base Building plant activities across the entire property.
- Key player in all CM, Capex and Opex projects.
- Training, motivating and encouraging success amongst RME direct reports.

Maintenance and Engineering Manager – Portland, Oregon

Danone North America

08/2022 – 08/2023

- Manager the facility and maintenance department.
- Lean management, OEE driven result focus

- 6s focus, scrap reduction
- Rewrote entire PM system
- Implemented process improvements
- Staffing and Budget management
- Capex, Opex and program management
- 6m dollar budget and capex financial management.
- FDA and Food Safety compliance.

Industrial Manufacturing Engineer. De Leon Springs, FL

Sparton Aerospace and Defense Company.

03/2021 – 07/2022

- Assist maintenance department in advanced troubleshooting.
- Design consumable items and production tools to promote ergonomics as well as lean principles.
- Jira, Agile, A3 root cause analysis
- Lead team of 8 members working 24/5 schedule.
- Kaizen event focus to increase work flow, ergonomics and production.
- Advanced troubleshooting on mechanical, electrical, PLC , conveyor systems.

Maintenance Manager. West Henrietta, NY

Coopervision Medical.

09/2018 – 10/2020

- Performed all staffing related hiring, firing and scheduling. Used Kronos Software.
- Responsible for emphasis on lean management and 5S.
- Managed staff of 25 workers in all aspects of day to day operations.
- Lead department to record numbers in company's history 4 months in a row.
- DCO, ECO and agile technical documentation development. PM design and implementation on all new equipment.
- Scheduled, evaluated and implanted all training programs, vendors and documentation for staff.
- Process Improvement Coordinator as well as PM Coordinator and developer.
- Continuous Improvement leader, Kaizen Events, OEE Implementation and Scrap Reduction/Yeild improvement manager.
- Adheres to all FDA guidelines.
- Machine design and implementation before and after FAT, to ensure capacity demands are met

Group leader - Maintenance department - Rochester, NY

Bausch & Lomb Vision Care

03/2016 – 07-2018

- Worked directly with maintenance, quality, engineering and operations to achieve optimal production.
- Designed developed and tested new developments.
- Supervised and provided leadership for over 20 employees, from task assignments to scheduling time off.
- Handled direct reports from operations, production, quality and engineering.
- Performed advanced troubleshooting and repairs on all electro-mechanical PLC, automation, robotics issues in a clean room environment.
- Highly motivated, who worked with little to no supervision or support. outside our department.

Mechanical Consultant - Ithaca, NY

Borg Warner Automotive

09/2014 - 08/2015

Design and implementation of new engineering advancements to increase production, eliminate waste, promote safety SOP's

Provided leadership for 15 union mechanics and 12 union electricians as well as HVAC technicians as the company hired (nonunion) representative.

Troubleshooting electrical/mechanical issues on a variety of PLC and automated equipment

Senior R&D Lab Manager, Owego NY. (Contract)

Lockheed Martin

03/2013 - 04/2014

- Led a comprehensive aviation systems training for 40 staff members.
- Handled under staffing, disputes, terminating employees and administering disciplinary procedures.
- Provided leadership and guidance to engineering (software, hardware, system) so that they could test new developments on helicopter simulators as well as on actual helicopters.
- Maintained a secret clearance environment and handled sensitive material with no supervision.
- Developed operating procedures on system use for training purposes. □ Developed an inventory tracking system.

Lead Avionics Technician - Crew Chief. Owego, NY (Contract)

Sikorsky Aerospace

09/2011 - 03/2013

- Obtained documents, clearances, certificates and approvals from local, state and federal agencies.
- Verified data integrity and accuracy.
- Provided leadership and training to avionics department on repairs and troubleshooting.
- Complied with department of defense directives as well as in-house directives.
- Handled direct reports from all major divisions.
- Ordered all parts and supplies required to perform job functions for our department. □ Scheduled vacation and logged hours for all employees.

Petty Officer Second Class - Avionics Technician

United States Navy

02/2007 - 02/2011

3 overseas deployments in combat zones.

Complete systems qualified as a collateral duty inspector on weapon systems, countermeasures, avionics, electronics, air frames, and power plants.

Promoted to a leadership position and manage over 65 sailors.

Responsible for training, time off, and attendance.

Fleet recognition for outstanding program management. Laser, ESD, Tool Control, and Training Programs.

High level of flexibility and ability to cope with a changing environment and job stress.

EDUCATION

Master of Science: Organizational Strategy and Leadership

Michigan State University - East Lansing, MI 2015

Bachelor of Science: Aerospace Science and Management
Embry-Riddle Aeronautical University - Daytona Beach - Daytona Beach, FL 2014

Associate of Applied Science: Business Management
Tompkins-Cortland Community College - Dryden, NY 2003

ACCOMPLISHMENTS

Dean's list graduate

2001 High School Male Athlete of the Year

Naval Achievement Medal

Promoted to leadership positions at every job

Received the top marks for yearly evaluations four years in the US Navy as well as the past 3 years at B&L

CERTIFICATIONS

FCC License as a General Radio Operator as well as in RADAR

Valentin Usov

Executive Leader

valpusov@gmail.com • (626) 241-3513

Proven track record in developing and leading high-performance teams across manufacturing, supply chain, and business operations within the Space, Defense, Aircraft, and commercial manufacturing sectors. Demonstrate strong business acumen with expertise in end-to-end product development and launch, product line management, and R&D budgeting.

- Organizational Scaling: Successfully scaled organizations to enhance productivity, drive ROI, and foster execution, ownership, and accountability.
- Solution Ecosystems: Proven ability to create effective solution ecosystems and forge strategic partnerships to exceed customer expectations.
- Lean/Six Sigma Expertise: Deep knowledge of Lean and Six Sigma methodologies, including Cause and Effect analysis, root cause analysis, Pareto analysis, control charts, and standard work.

Skilled in implementing process improvements that optimize operations and deliver measurable results.

- P&L Management
- Project Management
- Change Management
- New Product Introduction (NPI)
- SIOP / S&OP
- Lean Manufacturing
- Process Improvement
- Demand/Capacity Analysis
- Contract Manufacturing
- Value Stream Mapping
- Schedule Management
- High Volume Production
- Supplier Management
- Logistics and Distribution
- Business Planning

Professional Experience

The Boeing Company – Miami, FL
Senior Corporate Manager, Supply Chain Quality, US (Boeing Distribution Segment)
March 2024 to Present
Specialized manufacturer of commercial airplanes, military, defense, and space equipment.

- Manage operations across 11 business units with an annual revenue of $2 billion.
- Lean Initiatives: Enhanced throughput by 20% across 4 business units through targeted lean initiatives.
- Supplier Performance: Established a Supplier Performance team, driving a 10% improvement in supplier quality and on-time delivery (OTD).
- Quality Management Systems: Initiated a Quality Management Systems (QMS) department to support AS9100/AS9120 certification goals.
- Margin Improvement: Boosted margins by 10% through KPI overhaul, lean practices, and improved internal communication.
- Inventory Optimization: Facilitated Sales, Inventory, and Operations Planning (SIOP) activities, preserving $25 million in cash through optimized inventory management.
- Facilities Management: Overhauled the facilities department to enhance equipment preventive maintenance schedules and facility upkeep.
- Safety Culture: Reintroduced the "Go 4 Zero" safety initiative, achieving zero safety incidents over two quarters.

Two Way Radio Gear – Fort Pierce, FL
Senior Director of Operations
July 2022 to March 2024
Telecommunications systems distributor serving commercial, federal, and aerospace markets.

- Promotion: Advanced to Senior Director within 12 months.
- Acquisition Leadership: Led the acquisition and integration of a Texas business unit, implementing the TWRG operations model.
- Revenue Growth: Executed the Annual Operating Plan (AOP), achieving a 25% revenue increase in 2023 and exceeding targets by 20% year-to-date.
- Order Lifecycle Overhaul: Spearheaded an overhaul of the order lifecycle, resulting in 99.9% on-time delivery and a 32% improvement in velocity.
- Supply Chain Management: Managed end-to-end supply chain and e-commerce marketing and fulfillment.
- Customer Service: Developed a customer service department, reducing RMA turnaround time by 95%.

Amazon – Port St Lucie, FL
Regional Manager (South Florida)
July 2020 to July 2022
Focused on last-mile deliveries for Amazon.com.

- Promotion: Advanced to Regional Manager in 12 months.
- On-Time Delivery Improvement: Achieved a 20% improvement in on-time delivery, resulting in the lowest return rates and highest customer satisfaction.
- S&OP Initiatives: Drove upstream Sales and Operations Planning (S&OP) initiatives, improving material availability by 40%.
- Lean Implementation: Applied lean tools to enhance one-piece flow, improving first-pass yield (FPY) quality by 60%.
- KPI Standardization: Standardized KPI reporting and labor review processes to support scalability.

Wavestream Corporation – San Dimas, CA
Director of Operations
July 2019 to July 2020
Manufacturer of high-power solid-state RF amplifiers for aerospace, defense, and commercial markets.

Continued...

- Shift Creation: Implemented a third shift, increasing test equipment utilization to 99% and supporting a 20% growth ramp-up.
- Cost Reduction: Reduced operations costs by 15% through optimized shift schedules, overtime management, and temporary workforce reduction.
- WIP Inventory Reduction: Cut work-in-progress inventory by 35% through strategic manufacturing planning and kit management.
- On-Time Delivery Improvement: Increased on-time delivery by 20% by defining Takt time and throughput targets.
- Delinquency Reduction: Halved delinquencies by overhauling the order entry process and enhancing customer service.

American Drilling – Hawthorne, CA
Director of Operations
October 2018 to July 2019
Precision manufacturer serving aerospace, defense, and medical markets.

- Order Entry Process: Developed a sales order entry process and backlog report, boosting on-time delivery by 15%.
- Delinquency Reduction: Reduced delinquencies by 80% within 6 months through master scheduling principles and CRM improvements.
- Cost Savings: Achieved a 20% reduction in overall spend via the implementation of vending machines for shop supplies and tooling under a VMI agreement.
- Business Growth: Drove a 20% increase in business growth and a 7% increase in EBITDA.

Esterline Technologies Corporation – Sylmar, CA
Supply Chain Operations Manager
October 2017 to October 2018
Specialized in manufacturing for aerospace and defense markets.

- Forecast Accuracy: Enhanced monthly sales forecast accuracy from 80% to 95% through a Kaizen event in S&OP.
- WIP Reduction: Reduced stagnant work-in-progress inventory by 20% by enforcing accountability within the supply chain.
- On-Time Delivery Improvement: Increased on-time delivery from 75% to 85% within 3 months by creating an order entry review process.
- Supplier Integration: Mitigated purchased part shortages through improved supplier integration, forecasting, and capacity reviews.

Klune Industries – North Hollywood, CA
Production Control Manager
September 2015 to June 2017
Manufacturer of aerospace and defense components and assemblies.

- On-Time Start: Increased on-time job starts to 99% by revamping demand planning processes.
- Cost Reduction: Reduced variable costs and employee safety hours by over 15%, while boosting productivity by 10% through improved work order queues.
- Inventory Accuracy: Led a Kaizen event for inventory management, achieving 100% cycle count accuracy and 90% accuracy during annual physical inventory.
- Delinquency Reduction: Cut delinquencies from $2.7M to $1.0M within the first 12 months using Lean/Six Sigma techniques.
- Operating Cost Reduction: Reduced department operating costs by 20% and improved on-time delivery to 95% by eliminating non-value-added steps.

SpaceX – Hawthorne, CA
Production Control Specialist (Contract)
January 2015 to September 2015
Manufacturer and launcher of advanced rockets and spacecraft.

- Downtime Reduction: Reduced SMT machine downtime by 40% through improved scheduling and production management.
- Efficiency Increase: Enhanced efficiency by 28% in SMT and 40% in mechanical assembly lanes by implementing work order location scanning and auto-scheduling.
- Software Integration: Streamlined scheduling with the implementation of the Factory Schedule Module in a homegrown ERP system.

Prior Experience:
Arecont Vision 2006-2014 | Operations Manager– Surveillance equipment manufacturer. (Start up to $40mll/yr)

Education

Master of Science, Supply Chain Operations Management, 2019
Michigan State University • Lansing, MI

APICS CPIM Certification, 2016
ASQ Lean Six Sigma, 2016

JAMES CORY MAXWELL

Micco, FL 32976 • (772) 216 6112 • JamesCMaxwell.03@gmail.com• linkedin.com/in/JCMaxwell29

QUALITY AND MISSION ASSURANCE LEAD

Quality Assurance .ıll Agile Project Management .ıll Quality Systems Engineering

Driven professional with 17+ years of experience championing technical support teams and driving company vision to achieve operational efficiency and innovation. Methodological leader proficient in overseeing projects while being a change agent for cross-functional processes and corporate procedures. Highly motivated individual leveraging excellent communication, problem-solving, and collaborative team building skills to optimize productivity aligned with achieving goals. Equipped with absolute integrity, flexibility, dedication, a strong sense of professionalism and dependability, and excellence in managing a team to new levels of effectiveness that positively impacts the organization. Currently, holds an active secret clearance.

CORE EXPERTISE

Technical Project Management | AS9100 Lead Auditor | Root Cause Analysis| Production Quality | Quality Management System | Agile Scrum Lean Methodologies | Strategic Direction | Quality Engineering | Automation | Performance Management | Data Acquisition & Analysis | Continuous Process Improvement | Risk Management | Internal Auditing | Business Development | Interpersonal Skills | Conflict Resolution Skills | Cross-functional Team Leadership

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PROFESSIONAL EXPERIENCE

QMA Lead | Senior Principal Quality Engineer | Northrop Grumman, Orlando, FL — Feb 2023 – Present

Lead Quality and Mission Assurance (QMA) program for the WSTARS, WRMS, JTAGS and MLGC SATCOM programs in both in-person and virtual environments within the Global Battle Management and Readiness (GBMR) division to include, but not limited to, compliance audits, continuous improvement objectives, risk-based process evaluations, root cause corrective actions, test witnessing and certifications.

- Develop, implement, and maintain quality programs, metrics, and control systems for programs & processes. Collaborate with engineering, manufacturing, management, customers, and suppliers as required to ensure quality standards are in place and programs maintain AS9100/ISO 9001 compliance.
- Manage quality program through developing BOE's, schedules, and estimated manpower throughout all phases of programs including during program start-ups and program closeouts, interfacing daily with program management and site leadership.
- Lead HQMS/Root Cause Corrective Action investigations and internal process audits to identify gaps, analyze and determine root causes, define corrective actions, and implement best engineering practices to mitigate the re-occurrence of non-conforming procedures, processes, or products.
- Manage the Government-Industry Data Management Program (GIDEP), ensuring any active alerts are disseminated and any program impacts are quickly corrected to minimize or eliminate potential escapes.
- Provide guidance and training to engineering and management on relevant company processes and procedures, making sure to keep programs in compliance while finding solutions to complex problems.

Key Achievements:

- Led the Quality effort to bring WSTARS and JTAGS program into compliance and gain AS9100D certification.
- Developed and implemented internal process documentation management system for Orlando Site.
- Authored and implemented Calibration, Receiving, and Electrostatic Discharge (ESD) program(s) for Orlando site.

Principal Mission Assurance Engineer | Northrop Grumman, Melbourne, FL — Sep 2020 – Feb 2023

Supervise a team of engineers in daily activities, including operations, continuous improvement, systems engineering, and inspections to certify configuration, perform test operations, and conduct quality audits, ensuring stringent compliance across multiple large-scale build projects in engineering and production/manufacturing environments within the Strike program.

- Collaborate with the Strike Program and DCMA to promote clear communications in an aerospace production environment.
- Lead Root Cause Corrective Action investigations to analyze and determine root causes, define corrective actions, and implement best engineering practices to mitigate the re-occurrence of non-conforming procedures, processes, or products, ensuring program maintains AS9100/ISO9001 compliance.

» Perform data analysis by reviewing and interpreting test equipment reports, instrumentation, procedures, CDRLs/SDRLs and flight documentation, as well as ascertain software installation to flight and engineering development hardware.

» Provide guidance, mentoring, and knowledge transfer to enhance the technical competence of junior staff in report preparation, designing system test plans, records retention, as well as maintaining machinery and testing equipment.

Key Achievements:

» Completed all configuration audits, end-user acceptance testing, and official sell-off of a certification package and assisted in successfully delivering a multi-million-dollar simulator system to a government customer within the set deadline.

» Developed a Basis of Estimates (BOEs) for all future program requirements to facilitate proper staffing and budgeting.

» Amplified by 80% efficiency of the assurance quality certification processes by developing and implementing an organized quality management system to track variances in work orders, certification data, and production performance metrics.

Project Manager/ Realtor | Living Coastal Realty, Sebastian, FL Apr 2016 – Sep 2021

Leveraged technical knowledge in supervising large-scale home construction and remodeling projects, collaborating with subcontractors to complete projects ahead of the deadline and under budget, maximizing profitability by an average of 20%.

» Evaluated vendors while reviewing and enforcing purchase contracts to manage budgets and terms aligned with goals.

» Negotiated pricing, oversaw multiple projects, consulted on creative design, and implemented cost controls to drive profit.

» Reinforced consistent compliance with company policies in supervising purchasing management initiatives and strategies.

» Exhibited superior negotiation, problem-solving, interpersonal, and excellent communication skills to drive company sales.

Lead Manufacturing Technician | Intel Corporation, Chandler, AZ Jan 2012 – Sep 2015

Spearheaded quality assurance, testing, and control of semiconductor manufacturing processes to maintain product excellence.

» Coordinated scheduling, maintenance forecasting, and business area metrics to internal stakeholders and management.

» Supervised the machinery technician and engineering teams to produce 10,000 wafers daily, exceeding production targets while maintaining product quality within a high-volume, ISO 7 clean room manufacturing environment.

» Facilitated systems integration for a new semiconductor technology to be deployed corporate-wide by reporting and creating standard test, safety, and maintenance procedures, streamlining the manufacturing processes by 20%.

MILITARY CAREER

Work Center Supervisor / Quality Assurance | United States Marine Corps, Camp Pendleton, CA Aug 2005 – Sep 2010

Oversaw planning workload and scheduling of the avionics workcenter, ensuring smooth daily operations.

» Performed airworthiness inspections and certifications of combat helicopter fleet regularly to ascertain 90-100% uptime.

» Supervised the project management to re-outfit 15+ combat helicopters with the Blue Force Tracker System, resulting in reduced reaction time and increased efficiency of ground support in various combat situations and simulations.

» Established documentation and reporting of daily flight and maintenance progress status to top-level Marine leadership.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Science in Aeronautics | ***Occupational Health and Safety, Aviation Law,*** Embry-Riddle Aeronautical Univ. | 2020
Dean's List: Spring 2018, Summer 2018, Fall 2019, Spring 2020 | GPA: 3.27
Vice President, Embry-Riddle University Student Veterans Organization

AS9100 Lead Auditor, DEKRA North America | 2023

TECHNICAL SKILLS

WorkDay | Tableau | Adobe Suite | Microsoft Project | CAD | MES | JIRA | Microsoft Teams | Confluence | SharePoint | Microsoft Office Suite (Word, Excel, PowerPoint, Outlook) | Zoom | Duo | | Kaizen | Google Meet | SPC | ISO 9001/ AS9100 | FOD | FOE | ESD | PR | MRB | RCCA | ISO 7 | HQMS | EVMS | Systems Engineering | Lean

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CPD

1002 Jamaica Ave, Fort Pierce, FL 34982

Christopher Dzadovsky
1002 Jamaica Ave
Fort Pierce, FL 34982
772 834 8539
Cdzadovsky@bellsouth.net
December 13, 2024

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

Mayor Hudson and City Commissioners:

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

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

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

CPD

1002 Jamaica Ave. Fort Pierce, FL 34982

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

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

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

Sincerely,

Chris Dzadovsky

Full Application

changes recorded Sat Dec 14 2024 at 18:31:10 GMT-0500 (Eastern Standard Time)
by chris Dzadovsky (cdzadovsky@bellsouth.net)

APPLICANT INFORMATION

First Name
CHRISTOPHER

Middle Initial
P

Last Name
DZADOVSKY

Address
1002 Jamaica Ave

City
Fort Pierce

State
FLORIDA

Zip Code
34982

Phone Number
7728348539

Email Address
cdzadovsky@bellsouth.net

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
CAUCASIAN

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
No

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
Yes

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
n/a

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
FLORIDA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
D231-115-61-363-0

EXPIRATION DATE
10/3/2025

List any restrictions and/or endorsements that you have.
Safe Driver Motorcycle Also

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
NOT A VETERAN

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
OTHER THAN HONORABLE DISCHARGE

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Indian River State College

College City
Fort Pierce

College State
Florida

Select your degree level.
ASSOCIATES DEGREE

What did you major in?
Political Science / Business Administration

Did you graduate?
Yes

Please include any relevant details.

COLLEGE INSTITUTION 2

College Name
St. Lucie County Government

College City
Fort Pierce

College State
Florida

Select your degree level.
MASTERS DEGREE

What did you major in?
Government

Did you graduate?
Yes

Please include any relevant details.
16 years Government Policy Education and Experience Equivalencies Master's Degree. See backup documentation attached with resume

HIGH SCHOOL

High School Name
Southmoreland

High School City
Alverton PA

High School State
Pennsylvania

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
11/11/2008

End Date
11/19/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
St. Lucie County

Employer City
Fort Pierce

Employer State
FLORIDA

Employer Phone Number
7724621400

Position Title
Commissioner

Final Salary (Whole Numbers Only - No Decimals/Commas)
$104,000

Number of Employees Supervised
2

Position Duties
Policy Direction and Management

Reason for Leaving
Not Re-elected

Supervisor Name
George Landry

Contact Email
landryg@stlucieco.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name	Occupation	Phone Number	Email Address
Howard Tipton	Town Manager Longboat Key	321-239-4612	hmtipton.hm@gmail.com

PROFESSIONAL REFERENCE 2

Reference Name	Occupation	Phone Number	Email Address
Ron Parrish	Retired Public Safety Dir	772-216-6146	firestream103@aol.com

PERSONAL REFERENCE

Reference Name	Occupation	Phone Number	Email Address
Robert Delgadillo	Retired	772 453 4826	rob78@gmail.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
No

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

COVER LETTER

No data provided

RESUME

No data provided

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City

Do you currently reside in or are you

Do you have a bachelor's degree of

Do you have at least 10 years of

Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

willing to move into City Limits?

Yes

higher?

Yes

progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

Yes

Chanceler Gloger

Tampa, FL 33605
chancelersage@yahoo.com
+1 813 381 9882

Dynamic individual with experience in sales, marketing and customer service. Proven ability to develop and implement effective sales and marketing strategies to drive revenue growth. Experienced in motivating, training and managing teams to exceed performance targets and customer expectations. Excellent communication and interpersonal skills and adept at building relationships with clients and colleagues.
Ambitious with strong organizational and multitasking skills, as well as an aptitude for technology. Ready to apply knowledge and skills to any challenge.

Work Experience

Territory Sales Manager

ClearVision Optical - Tampa, FL
November 2021 to Present

Responsible for making my own route and schedule to maintain and gain new
• accounts for the company
I also deal with any and all type of follow up or complaints and resolve to ensure
• customer is always satisfied with service
Regularly have a route/cycle to visit new and prospect accounts and report to
• my regional of successes and ways to improve.
Drafted and negotiated contract terms and requirements during business deals.
• Managed multiple accounts simultaneously while ensuring customer
• satisfaction goals were met or exceeded.
Ensured compliance with all company policies related to sales practices.
• Organized meetings and appointments between clients and company
• executives.
Utilized networks and leads to contact potential clients and recruit new
• employees.
Created monthly and quarterly reports detailing sales activities within the
• assigned territory.
Coordinated training sessions for existing staff on new products and services
• offered.
Organized trade shows, conferences, and special events as part of a
• comprehensive marketing plan.
Developed promotional materials and presentations to promote products and
• services to customers.
Implemented innovative solutions to address customer issues or concerns in a
• timely manner.
Assisted customers with product selection based on their individual needs.
•
Conducted regular visits with customers in order to build relationships and gain

• insights into their needs.
Utilized CRM software to track customer interactions, orders, leads, and sales
• performance.
Negotiated contracts with vendors and suppliers to secure competitive pricing
• for products and services.
Maintained accurate records of all sales transactions including quotes, invoices,
• orders.
Developed quotes and proposals for prospective and existing clients.

Optical Laboratory Manager

Capstone Vision - Tampa, FL
November 2018 to March 2022

This was a second job I worked overnight overseeing one additional staff
• member for the lab. This position sometimes would require me to go to stores to educate them on ordering processes to ensure we save money by doing our own lab work at the correct labs and Insurance orders going to the correct locations as well.
Provided exceptional customer service to patients while managing the optical
• laboratory.
Utilized problem solving skills to resolve technical issues with equipment or
• software programs.
Ensured compliance with HIPAA regulations regarding patient information
• privacy.
Performed regular maintenance on lab equipment such as edgers, tracers,
• polishers.
Implemented strategies for improving workflow in order to increase productivity.
• Managed daily operations of the optical laboratory ensuring production
• deadlines were met.
Created detailed reports outlining production data, sales figures, efficiency
• statistics.
Analyzed financial records related to labor costs, overhead expenses, material
• costs.
Demonstrated strong leadership by training new employees on optical lab
• procedures and safety regulations.
Negotiated contracts with vendors providing services or products used by the
• optical lab.
Developed and implemented efficient processes for ordering, receiving, tracking,
• and distributing frames and lenses.
Established quality assurance protocols to ensure accuracy of prescriptions and
• lens designs.
Monitored employee attendance records and time sheets in order to maintain
• accurate payroll records.
Initiated cost-saving measures that improved the overall profitability of the
• laboratory.

Customer Service Lead Supervisor

Essilor Luxottica - Tampa, FL
January 2020 to November 2021

Responsible for all management type call backs and overseeing a pod of 18

• employees to ensure customer satisfaction
Regularly coaching and engaging with employees to ensure the utmost quality
• of customer service is given to each account
Scheduling and maintains coverage for all peak hours and to maintain KPI's
• company has set in place.
Trained customer service representatives on customer service standards,
• policies, and procedures.
Strengthened and improved team KPIs with positive interaction and team-
• building exercises.
Enforced compliance standards set by management when responding to
• customer inquiries.
Reviewed employee attendance records regularly to ensure adherence to
• company policies.
Continually assessed processes for improvement opportunities that could
• enhance overall efficiency.
Trained new customer service staff on company policies, procedures, and
• software systems.
Observed staff performance with ticket observations and call observations to
• identify training needs.
Provided excellent customer service to clients, resolving their inquiries and
• complaints in a timely manner.
Maintained accurate records of customer interactions for future reference.
• Utilized problem-solving skills to troubleshoot technical problems with
• customers quickly and effectively.
Administered training and development programs to increase overall job
• performance.
Conducted regular one-on-one meetings with team members to review
• progress and provide constructive feedback.
Maintained up-to-date knowledge of changes in products or services offered by
• the company.
Collaborated closely with Human Resources department during recruitment
• process for open positions within the team.
Communicated effectively between departments regarding product availability
• status updates for customers.
Analyzed customer data from surveys and feedback forms to identify areas
• where improvements can be made.
Provided accurate information to customers on merchandise return policies,
• refunds and warranty repairs.
Developed new hires by coaching and evaluating employee performance.
• Coordinated customer service activities to ensure customer satisfaction and
• loyalty.
Reviewed historical and real-time reports within call management system to
• provide service level.

Optical Store Manager

Optics Soho - Tampa, FL
November 2017 to January 2020

Researched new products and suppliers to expand product offerings in order to

• meet consumer demand.
Provided feedback on staff performance so they could better understand their
• roles within the organization.
Collaborated with other departments within the company to ensure seamless
• integration between marketing, sales, finance, and operations teams.
Created innovative marketing campaigns to increase brand awareness and drive
• sales growth.
Conducted weekly meetings with staff members in order to discuss any issues
• or concerns related to their job duties.
Developed relationships with vendors in order to secure competitive prices on
• products needed for the store's inventory.
Developed employee training programs to ensure the highest standards of
• customer service were maintained throughout the store.
Participated actively in industry trade shows or conferences in order to stay
• informed about current trends in optical retailing.
Implemented strategies to reduce operating costs while maintaining quality
• standards.
Developed strong relationships with customers to ensure repeat business and
• referrals.
Implemented cost-saving measures to reduce overhead expenses while still
• providing quality products and services.
Monitored daily operations and implemented strategies to improve efficiency
• and accuracy within the store.
Recruited qualified personnel when necessary by conducting interviews and
• background checks.
Maintained detailed records of inventory levels, orders, and customer
• transactions for accurate accounting purposes.
Demonstrated excellent interpersonal skills while working with customers to
• identify their needs and provide appropriate solutions.
Processed payments from customers using cash registers or other payment
• processing systems.
Established systems for tracking customer complaints so that any necessary
• corrective actions could be taken promptly.

Lab Manager

Lenscrafters - Tampa, FL
November 2009 to November 2017

I am in charge of making a complex schedule with associates, providing
• extraordinary customer service to patients, and all processing of the eyeglasses at the location
Accomplishments
• A steady amount of patients that will only deal with me because of the personal
• connection I had with them
I also have reorganized the lab I work at to increase productivity, organization,
• and cleanliness.

Education

business
Hillsborough community college - Tampa, FL
January 2016

High School Diploma
Gaither High School
April 2009

Skills

- Vendor Management
- Territory Management
- Sales (10+ years)
- Process Improvement (9 years)
- Employee Relations (10+ years)
- Deal Structuring
- Quality Control (10+ years)
- Territory Volume
- Price Structuring
- Social Media Platforms
- Time Management
- Quality Assurance
- Staff Management
- Performance Management
- Salesforce Software
- Business Growth and Retention
- Laboratory Management
- Budgeting
- Recruiting (2 year)
- Payroll (5 years)
- Scheduling (5 years)
- Strategic Business Planning
- Operating Procedures and Policies
- Cold Calling
- Laboratory Experience
- Providing Feedback
- CRM Software
- Research
- Sales Expertise

- Hiring (4 years)
- Training & Development (5 years)
- Managerial (8 years)
- ABO
- Business Development
- Optician
- Product and Service Sales
- Word (10+ years)
- Operational Standards
- Team Recruiting and Onboarding
- Account and Territory Management
- Salesforce Marketing Cloud
- EHR systems
- B2B Sales
- Account Management
- Sales Management
- Management

Certifications and Licenses

ABO Certification

Full Application

changes recorded Tue Dec 10 2024 at 05:39:02 GMT-0500 (Eastern Standard Time)
by Chance Gloger (chancelersage@gmail.com)

APPLICANT INFORMATION

First Name
CHANCE

Middle Initial
n/a

Last Name
GLOGER

Address
223 e arbor ave

City
Port Saint Lucie

State
FLORIDA

Zip Code
34952

Phone Number

8133819882

Email Address

chancelersage@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER

n/a

RACE

n/a

HISPANIC OR LATINO

No

AMERICAN INDIAN OR ALASKA NATIVE

Yes

ASIAN

No

BLACK OR AFRICAN AMERICAN

No

NATIVE HAWAIIAN OR PACIFIC ISLANDER

No

WHITE

No

TWO OR MORE RACES

No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?

Yes

Check this box if you are a citizen of the United States.

Yes

Check this box if you are lawfully authorized to work in the United States.

Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?

Yes

Are you related to any employee(s) of the City of Fort Pierce?

No

If yes, please, list their name(s).

n/a

Check this box if you have ever been employed by the City of Fort Pierce.

No

If you are a former employee, please list your position.

n/a

Check this box if you are currently employed by the City of Fort Pierce.

No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE

FLORIDA

DRIVER'S LICENSE TYPE

CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER

G426117911250

EXPIRATION DATE

4/5/2029

List any restrictions and/or endorsements that you have.

n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?

n/a

Date Inducted

n/a

Rank at Discharge

n/a

Type of Discharge

n/a

Date of Discharge

n/a

Are you currently a member of any branch of the military or Naval Reserves?

No

If yes, please indicate the date your military obligations expire.

n/a

Years of Creditable Active Service

n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?

No

If eligible, which Veterans' Preference are you claiming?

n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.

BACHELORS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name

University of South Florida

College City

Tampa

College State

Florida

Select your degree level.

BACHELORS DEGREE

What did you major in?

Business management

Did you graduate?

Yes

Please include any relevant details.

n/a

HIGH SCHOOL

High School Name

Gaither high school

High School City

Tampa

High School State

Florida

Did you graduate?

Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date

4/30/2024

End Date

12/10/2024

Status - Full Time or Part Time

FULL TIME

Employer Name

Schmidt’s optical

Employer City

Stuart

Employer State

FLORIDA

Employer Phone Number

8135704196

Position Title

Director of operations

Final Salary (Whole Numbers Only - No Decimals/Commas)

$105,000

Number of Employees Supervised

9

Position Duties

Management of all lab productions and machinery. Training and development of staffing. Continuous improvements manager

Reason for Leaving

Travel

Supervisor Name

Lydia Schmidt

Contact Email

Chancelersage@yahoo.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.

Yes

Please, explain any work gap(s) you may have.

See resume for time frames

EMPLOYMENT INFORMATION 2

Start Date

1/1/2023

End Date

4/30/2024

Status - Full Time or Part Time

FULL TIME

Employer Name

Design eyewear group

Employer City

Remote

Employer State

FLORIDA

Employer Phone Number

8133819882

Position Title

Position Title

Regional sales manager

Final Salary (Whole Numbers Only - No Decimals/Commas)

$90,000

Number of Employees Supervised

13

Position Duties

Sales management Business development Marketing

Reason for Leaving

Pay

Supervisor Name

David chernoff

Contact Email

Sage11987@aol.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.

Yes

Please, explain any work gap(s) you may have.

n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name

Cheri Rocha

Occupation

Coworker

Phone Number

8135704196

Email Address

Rochacherri@gmail.com

PROFESSIONAL REFERENCE 2

Reference Name

Chris Perez

Occupation

Optician

Phone Number

8133819882

Email Address

Chancelersage@yahoo.com

PERSONAL REFERENCE

Reference Name

Rebekah Reineck

Occupation

Business owner

Phone Number

8133819882

Email Address

Chancelersage@gmail.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.

No

If your answer is yes (you have checked the box), please, answer the 5 questions above.

n/a

COVER LETTER

No data provided

RESUME

FILE ATTACHMENT (PDF or JPEG)

Chanceler-Gloger resume indeed.pdf

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

Do you currently reside in or are you willing to move into City Limits?

Yes

Do you have a bachelor's degree of higher?

Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

Yes

Lawrence E. Kopp
311 Dogwood Trail
Delaware Water Gap, PA 18327

December 12th, 2024

City of Fort Pierce
100 North U.S. Highway 1
Fort Pierce, FL 34950

Dear Sir or Madam,

I was very pleased to learn of the opening for City Manager with the City of Fort Pierce. Because of a background comprised of experience as a municipal manager, an executive director of nonprofit community organizations, a commissioned officer in the United States Army and as a former resident of Fort Pierce, I feel that I am singularly qualified to excel at this position.

When I undertook my current duties as Borough Manager with the Borough of Stroudsburg, I took charge of a position that has suffered considerable turnover during the past decade and inherited a municipality that had seen five years of multi-million-dollar budget deficits. To meet this challenge, I implemented financial policies that resulted in considerable surpluses across all twelve municipal funds for the entirety of my tenure, with projections for budgetary surpluses again in 2024. In conjunction with financial initiatives, working with the Mayor and Borough Council, I carried out numerous infrastructure projects to better serve and support the residents of the Borough. These initiatives, which addressed the municipality's unique needs and goals, have borne considerable fruit, positioning the Borough for continued future stability and growth.

Prior to my career as an appointed official, I worked in community nonprofit management as executive director with six organizations around the country, specializing in change management, analyzing internal operations and identifying areas of process improvement. I established multi-year strategic plans to overcome budgetary shortfalls, successfully increasing funding by up to 300% and streamlining costs while bolstering critical programs that supported the community. These initiatives generated financial stability and programmatic excellence, planting the seeds for remarkable progress. I am proud that every one of the organizations I led as executive director enjoyed their best years, most praiseworthy successes, and their greatest growth during my tenure.

I am most pleased, nonetheless, with the strategic, collaborative partnerships I forged in support of these plans. I initiated and established these partnerships between municipalities, economic development entities, nonprofits, school districts, and other organizations. The innovative programs that emerged from these collaborations became successful, productive spurs for economic and community growth. I am proud of the many successes these projects enjoyed and especially with the lasting relationships they cultivated, creating a stronger community for all residents.

The professional skills I use daily, I developed during my time serving as an officer in the U.S. Army. This experience was invaluable in honing leadership as well as communication, planning, organizational and

interpersonal skills. While in the Army, I led organizations with staffs of up to 200 personnel as well as developing and managing budgets of up to $3.5M. I was entrusted with designing and implementing complex, large-scale projects in addition to conducting detailed planning on both a short and long-range basis. Of equal importance to leadership is the ability to work effectively as a team member. During my time in the Army, I built and maintained numerous lasting relationships with individuals of various backgrounds, temperaments and walks of life.

As a former resident, I was extremely excited to see the opening for the position of City Manager and would love to be afforded the opportunity to serve this wonderful community. By virtue of my extensive professional experience, understanding of the community, unique and varied skills, proven abilities and passion for service to the community, I feel I would excel as City Manager with the City of Fort Pierce. I look forward to discussing my candidacy during an interview. Thank you in advance for your time and consideration.

Sincerely yours,

Lawrence Kopp

Lawrence E. Kopp
311 Dogwood Trail
Delaware Water Gap, PA 18327
Cell Phone: (724) 301-5536
E-mail: L.Emerson.Kopp@gmail.com

Professional Profile

Dedicated, extremely hardworking municipal leader with a significant record of accomplishments. Exceptional communication skills, both verbal and written. Relationship builder, forging collaborative partnerships within organizations and across the community. Superior problem-solving skills, quickly assimilating complex information, identifying obstacles, developing and implementing plans to turn challenges into opportunities for growth. Outstanding team building and project management abilities.

Municipal Manager Responsibilities and Accomplishments (2019 – Present)

- Developed and implemented annual budgets comprised of up to 12 funds totaling as much as $12.1 Million. Under my watch, all funds ended fiscal years balanced or with surpluses.
- Supervised staffs of up to 20 full-time and 2 part-time employees. Oversaw collective bargaining and guided union staff. Administered 11 Borough properties; three parks; three cemeteries; 22.6 miles of streets; and municipal equipment with a total worth of over $32 million.
- Managed a municipal Electric Department, providing power to all 1,500 residents. Responsibilities included the Borough's electric grid with over 10 miles of power lines and over 100 transformers as well as billing and customer service, all with an annual budget of $1.6M.
- Led management of wastewater collection systems and a wastewater treatment plant.
- Worked effectively and extensively with public safety officials in the support of municipal police and fire departments, developing and implementing budgets, recruiting employees and ensuring retention, purchasing equipment and supervising maintenance. Currently Secretary and member of the Stroud Area Regional Police Department Commission.
- Acted as Plan Administrator for Municipal Uniformed and Non-Uniformed Pension Plans.
- Developed and implemented a comprehensive plan to reduce inflow and infiltration within the wastewater collection system. Designed and executed a borough-wide plan for the reevaluation of equivalent dwelling units (EDUs) on all properties to ensure fair billing and maximizing revenue.
- Managed municipal Stormwater Management Plans. Developed and implemented MS4 Plans, assumed responsibility and carried out all reporting requirements.
- Acted as Flood Plain Manager, completing FEMA's basic and advanced Flood Plain Manager Courses.
- Worked with consultants and a focus group of community members to develop and implement a comprehensive Economic Development Plan for the municipality.
- Developed and implemented 10-year Capital Improvements Plans, including buildings, parking lots, parks, sewer & stormwater infrastructure, street paving, as well as public works equipment and facilities.
- Developed and executed an implementation plan for a Borough-wide Solid Waste Ordinance, providing waste disposal services to over 2,000 residences.

- Planned and executed the implementation of a Rental Property Inspection Ordinance for the municipality, requiring the regular inspection of over 1,500 rental units.
- Acted as project manager for numerous capital improvements, including the replacement of a key portion of the Borough's wastewater system with a budget close to 1M. Most projects were completed ahead of schedule and under budget.
- Spearheaded the implementation of online software that included all municipal licensing, permitting, code enforcement and zoning functions with a customer service portal.
- Built strong, productive relationships with elected officials and their staffs, including county commissioners and state legislators from the House of Representatives and Senate.

Executive Director Responsibilities and Accomplishments (2003 – 2018)

- Change management specialist with financially distressed organizations. Designed and implemented comprehensive short and long-range plans that streamlined costs and operations while increasing funding, restoring organizational stability and preventing bankruptcy.
- Extensive experience in successful grant writing. Grew annual funding from grants by as much as 300%, and increased the number of funders by as much as 400%.
- Considerable experience in public relations and communications, developing and implementing short and long-range communications plans. Extensive experience acting as an organizational spokesman and liaison with the press.

Career in the Military (1992 – 2003)

- Led organizations composed of staffs ranging from seven to over 200, comprised of Airborne, Air Assault and Special Operations personnel, the most elite in the military.
- Developed, implemented and managed annual budgets up to $3.5M.
- Planned for organizations ranging in personnel size from under 100 to over 100K. Developed, implemented and managed their short-term, annual and multi-year plans.
- Extensive project management experience, particularly large-scale, high-visibility, long-term projects.
- Built, maintained and led high-performing teams that exceeded prevailing standards and achieved all goals. Coached and mentored subordinates in view of personal development and the realization of professional potential.
- Within the unanticipated scope of a two-week deadline, planned and executed the movement of a 670-person organization from Fort Campbell, Kentucky, to Panama City, Republic of Panama, and their subsequent return two months later. Responsibilities included the transportation of all personnel and equipment via sea and air as well as coordination of lodging and all logistical requirements.
- Planned, coordinated and implemented the $2M renovation and occupation of a consolidated 60K sq. ft. facility, a former base hospital, to be converted into a consolidated soldier support center. Led and supervised the work completed by 14 separate organizations with combined staffs of over 500.
- Developed and implemented plans for the fielding of new identification cards and promotion policies at Fort Bragg, North Carolina, to a total supported population of over 60K. Both plans were subsequently adopted for use and implemented by the Department of the Army worldwide.

Work History

Current Position

Borough Manager	Borough of Stroudsburg	2021 - Present

Previous Positions

Borough Manager	Catawissa Borough, Catawissa, PA
Executive Director	The Arts Center, Jamestown, ND
Executive Director	Ridgefield Symphony Orchestra, Ridgefield, CT
Executive Director	Yakima Symphony Orchestra, Yakima, WA
Executive Director	Valley Symphony Orchestra, McAllen, TX
Executive Director	Atlantic Classical Orchestra, Ft. Pierce, FL
Executive Director	Altoona Symphony Orchestra, Altoona, PA

Education

Completed Coursework for M.M. in Music History, Temple University, Philadelphia, Pennsylvania
B.M. Cum Laude, Music Performance, Temple University, Philadelphia, Pennsylvania

Full Application

changes recorded Thu Dec 12 2024 at 16:48:40 GMT-0500 (Eastern Standard Time)
by Lawrence Kopp (l.emerson.kopp@gmail.com)

APPLICANT INFORMATION

First Name
LAWRENCE

Middle Initial
E

Last Name
KOPP

Address
311 Dogwood Trail

City
Delaware Water Gap

State
PENNSYLVANIA

Zip Code
18327

Phone Number
7243015536

Email Address
l.emerson.kopp@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
n/a

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
No

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
Yes

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
PENNSYLVANIA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
20978953

EXPIRATION DATE
8/20/2028

List any restrictions and/or endorsements that you have.
n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
VETERAN

Date Inducted
7/14/1992

Rank at Discharge
Captain

Type of Discharge
HONORABLE DISCHARGE

Date of Discharge
9/30/2003

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
BACHELORS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Temple University

College City
Philadelphia

College State
Pennsylvania

Select your degree level.
BACHELORS DEGREE

What did you major in?
Music

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 2

College Name
Temple University

College City
Philadelphia

College State
Pennsylvania

Select your degree level.
MASTERS DEGREE

What did you major in?
Music History

Did you graduate?
No

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
Southern Columbia Area High School

High School City
Catawissa

High School State
Pennsylvania

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
4/1/2021

End Date
12/4/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
Borough of Strodusburg

Employer City
Stroudsburg

Employer State
PENNSYLVANIA

Employer Phone Number
570-421-5444

Position Title
Borough Manager

Final Salary (Whole Numbers Only - No Decimals/Commas)
$125,000

Number of Employees Supervised
22

Position Duties
Senior Appointed Official and Chief Operating Officer for a municipality of 5,900 residents in Northeast Pennsylvania.

Reason for Leaving
Still employed in this position.

Supervisor Name
Matt Abell

Contact Email
mattabellmattabell@gmail.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
No

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name	Occupation	Phone Number	Email Address
Tarah Probst	PA House of Representativ	570-417-2552	tprobst@pahouse.net

PROFESSIONAL REFERENCE 2

Reference Name	Occupation	Phone Number	Email Address
Jim Evanisko	Former Council Member	570-517-5019	jimevanisko@gmail.com

PERSONAL REFERENCE

Reference Name	Occupation	Phone Number	Email Address
German Ciuba	Priest	330-406-8631	gciuba@gmail.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
No

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

COVER LETTER

FILE ATTACHMENT (PDF or JPEG)
Kopp Cover Letter.docx

RESUME

FILE ATTACHMENT (PDF or JPEG)
Kopp Resume.docx

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager,

Do you currently reside in or are you willing to move into City Limits?

Do you have a bachelor's degree of higher?

Do you have at least 10 years of progressively responsible experience in

Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Yes

Yes

Yes

administration, management, and /or coordination of local government programs and personnel?

Yes

Michael Reilly
Staten Island, NY
718-490-3165
MikeWReilly@gmail.com

Search Committee
City of Fort Pierce, FL

Dear Members of the Search Committee,

I am writing to express my strong interest in the City Manager position with the City of Fort Pierce. With over 30 years of executive leadership experience in public service, legislative advocacy, and strategic planning, I am excited about the opportunity to bring my proven ability to lead municipal operations, foster community engagement, and drive sustainable growth to a vibrant and culturally rich city like Fort Pierce.

Throughout my career, I have led large-scale initiatives that transformed public services, improved safety, and enhanced quality of life for residents. As a member of the New York State Assembly, I secured $10M for statewide law enforcement training and $110M for school infrastructure projects. These efforts required balancing complex budgets, building consensus among stakeholders, and addressing the immediate and long-term needs of diverse communities—skills I am eager to bring to Fort Pierce.

As President of Reilly Strategies and a former Lieutenant in the NYPD, I have developed and implemented strategies to improve operational efficiency and drive results. My experience overseeing multidisciplinary teams has honed my ability to build cohesive units, manage resources effectively, and achieve organizational goals. These qualities align with Fort Pierce's priorities of redevelopment, park enhancements, and environmental sustainability.

I am particularly inspired by Fort Pierce's commitment to fostering a strong sense of community while embracing growth. My background in advocating for underserved communities and leading community-driven projects, such as traffic safety improvements and public facility upgrades, positions me to collaborate with residents, businesses, and government leaders to achieve the city's vision for the future.

Fort Pierce's unique combination of small-town charm and strategic opportunities for growth presents an exciting opportunity to apply my leadership, financial management, and operational expertise. I am fully prepared to relocate and am committed to becoming an active member of the Fort Pierce community.

Thank you for considering my application. I welcome the opportunity to discuss how my experience and vision align with the goals of the City of Fort Pierce.

Yours in service,

Michael Reilly

MICHAEL REILLY

Staten Island, N.Y. | 718-490-3165 | MikeWReilly@gmail.com | Michael Reilly | LinkedIn

Accomplished executive with over 30 years of dedicated experience in legislative advocacy, community engagement, and effective leadership across public and private sectors. Proficient in securing substantial funding for large-scale initiatives, adept at assembling and guiding high-performing teams, and skilled in developing innovative solutions for complex challenges. A visionary strategist driven by a profound commitment to community growth and transformative change.

Professional Experience

New York State Assembly
Member, 62nd Assembly District
January 2019 – Present

- Legislative Committees: Higher Education, Education, Governmental Employees, Codes, Cities, and Rules
- Secured $10M in state budget to expand the Law Enforcement Drug Recognition Expert Training program, resulting in a 5% increase in qualified officers addressing Driving While Impaired across NYS
- Co-chaired Task Force on School Safety and Security, facilitating regional forums and synthesizing stakeholder input to craft a comprehensive report with legislative solutions and best practices for enhancing school safety
- Led advocacy campaign for implementation of advanced security measures at 1,400 NYC public school buildings, securing $45M in funding, navigating logistical challenges, and ensuring timely project delivery from NYC Department of Education
- Appointed by Governor to serve on Metropolitan Transportation Authority Inspector General Advisory Board, leveraging expertise to support I.G. in identifying opportunities to enhance operational efficiency

Siena College
Adjunct Lecturer – Criminal Justice
September 2024 – Present

- Develop and implement engaging curriculum that fosters critical thinking and prepares students for careers in criminal justice and public policy

Southern New Hampshire University
Adjunct Faculty – Business/Leadership
January 2024 – Present

- Initiate and grade assignments and assessments, ensuring alignment with curriculum standards
- Mentor and advise students on academic and career goals, providing guidance and support to enhance their educational experience
- Collaborate with faculty to refine and improve course offerings based on feedback and evolving industry trends

Reilly Strategies
President - Digital Citizenship Speaker – Leadership Coach
April 2006 – Present

- Partnered with school administrators and community-based organizations to present Digital Citizenship/Cyberbullying workshops, reaching more than 75,000 students, families, and staff to raise awareness of responsible technology use and online safety
- Coached not-for-profit Board members, improving efficiency and team committee dynamics, increasing membership participation by 20% through targeted training and streamlined communication strategies

New York City Community Education Council
President
July 2009 – December 2018

- Secured $110M in Capital Project allocations for schools, including bathroom remodels, security camera installations, public address/fire alarm system overhauls, and sports field/playground projects

- Attained a $900,000 state grant for district school community initiative “Building Empathy, Equity and Excellence,” contributing to a 5% increase in student attendance over two years
- Developed NYC Department of Transportation “Slow Zones” to upgrade traffic safety in three Staten Island communities, resulting in a 15% reduction in collisions
- Invited in 2018 to testify before the U.S. Congress, Committee on Homeland Security, to offer recommendations to improve school safety based on expertise in the field

New York City Police Department
Lieutenant, Platoon Commander Video Patrol Operations
September 1993 – April 2006

- Commanded video patrol operations, leveraged resources, serving 40,000 residents across 23 NYC Housing Authority development buildings, decreasing major crime by 16%
- Strategically led a team of 8 Sergeants, 50 Police Officers, and 4 civilian employees, resulting in a 15% reduction in major crime in the 90th Precinct
- Supervised non-uniform patrol and investigations of robberies, burglaries, and illegal possession of firearms, analyzed data in high-risk areas for deployment, resulting in a 12% decrease in major crimes in the 67th Precinct

Education

- **Master of Science, Management and Leadership**
  Western Governors University, Utah

- **Lindsay Fellow in Government Leadership and Practice**
  Institute for State and Local Governance (ISLG)
  The Graduate Center, City University of New York

- **Bachelor of Science, Legal Studies**
  John Jay College of Criminal Justice, City University of New York

- **Leadership Institute – NYC Department of Education**
  - Inaugural 2015 cohort for Critical Leadership Building, Coaching, and Mentoring.
  - Advanced Cohort 2016, focused on establishing effective mentoring methodologies.
  - Led the Mentorship Development Team 2017, developed the conception, implementation, testing, evaluation, assessment, and feedback of the mentorship program.

Community Involvement

- **YMCA, Board Member**
  Collaborated with colleagues to plan, promote, and implement a strategy to add 50 pre-school student seats for Staten Island families

- **Canvass Institute, Board Member**
  Amplify the positive impact of community-driven artists to promote equity and diversity in the community

- **Staten Island Community Transformation Advisory Board Member**
  Empower leaders to create impactful and lasting change in their community, hosting thought-provoking table discussions focused on values

Military Service

United States Army Reserves
Specialist
June 1992 – June 1998

- Provided administrative support for the Commanding General, 77th Army Reserve Command

Full Application

changes recorded Mon Dec 09 2024 at 17:08:30 GMT-0500 (Eastern Standard Time)
by Michael Reilly (mikewreilly@gmail.com)

APPLICANT INFORMATION

First Name
MICHAEL

Middle Initial
W

Last Name
REILLY

Address
410 Lyndale Ave

City
Staten Island

State
NEW YORK

Zip Code
10312

Phone Number
7189673027

Email Address
mikewreilly@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
MALE

RACE
CAUCASIAN

HISPANIC OR LATINO
No

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
No

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
Yes

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
No

Check this box if you are lawfully authorized to work in the United States.
No

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
n/a

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
NEW YORK

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
781945591

EXPIRATION DATE
1/30/2027

List any restrictions and/or endorsements that you have.
n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
VETERAN

Date Inducted
6/1/1992

Rank at Discharge
Specialist

Type of Discharge
HONORABLE DISCHARGE

Date of Discharge
6/1/2000

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
MASTERS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
Western Governors University

College City
Salt Lake City

College State
UT

Select your degree level.
MASTERS DEGREE

What did you major in?
Management and Leadership

Did you graduate?
Yes

Please include any relevant details.
n/a

COLLEGE INSTITUTION 2

College Name
John Jay College

College City
New York

College State
New York

Select your degree level.
BACHELORS DEGREE

What did you major in?
Legal Studies

Did you graduate?
Yes

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
High School of Telecommunications and Technology

High School City
Brooklyn

High School State
NY

Did you graduate?
Yes

EMPLOYMENT INFORMATION

Start Date
1/1/2019

End Date
12/9/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
New York State Assembly

Employer City
New York

Employer State
NEW YORK

Employer Phone Number
718 4903165

Position Title
Member of Assembly

Final Salary (Whole Numbers Only - No Decimals/Commas)
$142,000

Number of Employees Supervised
10

Position Duties
New York State Assembly Member, 62nd Assembly District January 2019 – Present • Legislative Committees: Higher Education, Education, Governmental Employees, Codes, Cities, and Rules • Secured $10M in state budget to expand the Law Enforcement Drug Recognition Expert Training program, resulting in a 5% increase in qualified officers addressing Driving While Impaired across NYS • Co-chaired Task Force on School Safety and Security, facilitating regional forums

Reason for Leaving
Still employed

and synthesizing stakeholder input to craft a comprehensive report with legislative solutions and best practices for enhancing school safety • Led advocacy campaign for implementation of advanced security measures at 1,400 NYC public school buildings, securing $45M in funding, navigating logistical challenges, and ensuring timely project delivery from NYC Department of Education • Appointed by Governor to serve on Metropolitan Transportation Authority Inspector General Advisory Board, leveraging expertise to support I.G. in identifying opportunities to enhance operational efficiency Siena College Adjunct Lecturer – Criminal Justice September 2024 – Present • Develop and implement engaging curriculum that fosters critical thinking and prepares students for careers in criminal justice and public policy Southern New Hampshire University Adjunct Faculty – Business/Leadership January 2024 – Present • Initiate and grade assignments and assessments, ensuring alignment with curriculum standards • Mentor and advise students on academic and career goals, providing guidance and support to enhance their educational experience • Collaborate with faculty to refine and improve course offerings based on feedback and evolving industry trends Reilly Strategies President - Digital Citizenship Speaker – Leadership Coach April 2006 – Present • Partnered with school administrators and community-based organizations to present Digital Citizenship/Cyberbullying workshops, reaching more than 75,000 students, families, and staff to raise awareness of responsible technology use and online safety • Coached not-for-profit Board members, improving efficiency and team committee dynamics, increasing membership participation by 20% through targeted training and streamlined communication strategies New York City Community Education Council

President July 2009 – December 2018 • Secured $110M in Capital Project allocations for schools, including bathroom remodels, security camera installations, public address/fire alarm system overhauls, and sports field/playground projects • Attained a $900,000 state grant for district school community initiative “Building Empathy, Equity and Excellence,” contributing to a 5% increase in student attendance over two years • Developed NYC Department of Transportation “Slow Zones” to upgrade traffic safety in three Staten Island communities, resulting in a 15% reduction in collisions • Invited in 2018 to testify before the U.S. Congress, Committee on Homeland Security, to offer recommendations to improve school safety based on expertise in the field New York City Police Department Lieutenant, Platoon Commander Video Patrol Operations September 1993 – April 2006 • Commanded video patrol operations, leveraged resources, serving 40,000 residents across 23 NYC Housing Authority development buildings, decreasing major crime by 16% • Strategically led a team of 8 Sergeants, 50 Police Officers, and 4 civilian employees, resulting in a 15% reduction in major crime in the 90th Precinct • Supervised non-uniform patrol and investigations of robberies, burglaries, and illegal possession of firearms, analyzed data in high-risk areas for deployment, resulting in a 12% decrease in major crimes in the 67th Precinct

Supervisor Name
Self

Contact Email
mikewreilly@gmail.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
No

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name
Michael Tannousis

Occupation
NYS Assembly Member

Phone Number
6463442779

Email Address
Tannousis@gmail.com

PROFESSIONAL REFERENCE 2

PROFESSIONAL REFERENCE 2

Reference Name
Fred Ccerullo

Occupation
CEO Grand Central BID

Phone Number
9178853035

Email Address
acerullo@gcpbid.org

PERSONAL REFERENCE

Reference Name
Brian Sharkey

Occupation
Principal

Phone Number
9083036959

Email Address
bsharke@schools.nyc.gov

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.
No

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

COVER LETTER

FILE ATTACHMENT (PDF or JPEG)
MReilly Cover Letter Ft. Pierce CM.pdf

RESUME

FILE ATTACHMENT (PDF or JPEG)
Resume MWR.pdf

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

JOB SPECIFIC QUESTIONS

Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

Do you currently reside in or are you willing to move into City Limits?
Yes

Do you have a bachelor's degree of higher?
Yes

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?
Yes

Yes

Chelsea Reive

CITY OF FORT PIERCE

GRANT WRITER

1766 SW Success Street
Port Saint Lucie, FL 34953
Chels.lopez90@gmail.com
615-556-8118

Dear Hiring Manager,

I am writing to express my interest in the City Manager position at City of Fort Pierce. With extensive executive-level experience in municipal operations and a strong background in business administration, I am confident in my ability to lead and enhance the administrative functions of your city.

In my recent role as a Business Operations Analyst at YesCare, I have honed my skills in data analysis, project management, and strategic planning over the past 10+ years. These experiences have equipped me with the knowledge and expertise necessary to efficiently oversee city operations, including law enforcement, public maintenance, and financial operations.

My technical skills are comprehensive and include advanced proficiency in Power BI, SQL, Alteryx, Tableau, and Microsoft Office. These are complemented by my strengths in leadership, critical thinking, communication, and problem-solving, all of which are crucial for the City Manager role. My ability to work collaboratively while driving results has been demonstrated through continuous improvements in process efficiencies and stakeholder satisfaction in my previous positions.

I hold a Bachelor's degree in Business Administration from Middle Tennessee University, which has provided me with a solid foundation in administrative and financial management principles relevant to the responsibilities of a City Manager.

I am enthusiastic about the opportunity to bring my leadership, experience, and vision to the City of Fort Pierce. I am committed to fostering an inclusive, efficient, and progressive community environment. I look forward to the possibility of discussing how I can contribute to the future successes of your city.

Thank you for considering my application. I am looking forward to your response.

Chelsea Reive

CHELSEA JUDY REIVE

1766 SW Success St. |Port Saint Lucie, FL 34953 | (615) 556-8118 | Chels.lopez90@gmail.com

SKILLS SUMMARY

Business/Data Analyst with a broad industry background that includes a track record of accomplishments in Analytics and Dashboard Building. A business professional with proven leadership, project management, and problem-solving capabilities. Results driven with a strong commitment to excellence. Skills include the proven ability to:

- Collaborate with multiple external and internal stakeholders across the organization to ensure data quality, data accuracy, data availability, and data accessibility.
- Use developed business acumen insight and think outside the box while utilizing critical thinking skills to solve issues within the company and business development process as they arise.
- Link day-to-day work to bigger objectives of the organization, proficient with spend analytics tools to help meet customer requirements and resolve issues as they arise.
- Data validation and prototype creation for analytical solutions that support business or customer use cases.
- Ensure data stewardship and consistent analytical methods are applied throughout the organization.
- Analyze data to identify data quality issues and recommend solutions to ensure data integrity.
- Manage multiple projects and achieve goals in a fast-paced, results-oriented, innovative, and changing environment.
- Learn new complex concepts quickly, and effectively communicate technical concepts to other stakeholders in the organization.
- Work effectively with a culturally diverse team or achieve results working independently with little or no supervision.
- Use data analytic tools including Power BI, SQL, Alteryx, and Tableau. Additional proficiency with Microsoft Project, Word, Excel, PowerPoint, SAP, Access, and multiple databases including SharePoint, Kronos and SalesForce.

WORK EXPERIENCE

Business Operations Analyst **July 2019 to August 2024**

YesCare; Brentwood, TN

- Develop, validate, and maintain automated data transmissions from internal and external sources.
- Stage, organize, and analyze large amounts of data in Alteryx for reporting in Power BI
- Discuss, design, and implement automated reports in Power BI/Alteryx for senior leadership/executives.
- Identifies and resolves any data quality issues by conducting both routine and ad-hoc data cleaning and testing.
- Support Business Operations in the areas of reviewing operations related data, financial reporting, and other project management tasks.
- Analyze data to assist in the creation of different performance and sales metrics needed for yearly and quarterly goals.
- Mine different types of data needed and build reports in SAP Business Objects.

Assistant Practice Manager **July 2018 to July 2019**
Sonobello; Brentwood, TN

- Manage day-to-day operations and work collaboratively across practice functions to improve patient care and enhance physician productivity.
- Maintain social media platforms, including Facebook and Instagram, updating regularly to strengthen practice brand.
- Communicate clearly and effectively with customers on social channels, over the phone, and in person.
- Onboard cross-train, and supervise employees, prepare employee performance reviews and provide feedback one on one.
- Manage budgets, track daily deposits, review expense reports, assist with payroll, auditing and prepare accounts receivables and other financial reports
- Translate documents into Spanish and serve as an interpreter for Spanish speaking patients.
- Provide excellent customer care, including making financial arrangements for patients and addressing problems promptly.
- Coach employees on opportunities to make day-to-day social interactions with patients smooth, seamless, and efficient.
- Prepare and conduct weekly staff meetings, create and execute monthly team building events.
- Manage provider and employee schedules.
- Seek out opportunities to streamline and improve processes to decrease wait times, improve workflow and increase patient satisfaction.
- Analyze patient evaluations, prepare Excel spreadsheets to track levels of satisfaction monthly and quarterly, identify trends and areas for improvement and make recommendations for changes to management.

Office Manager **August 2017 to July 2018**
Donelson Eye Care; Donelson, TN

- Maintained social media platforms and provided excellent customer care.
- Managed day-to-day business operations and managed financial functions.
- Supervised and trained employees conducted performance reviews and disciplinary actions.

Employee Relations Manager **April 2016 to August 2017**
Nissan North America; Smyrna, TN

- Built excel reports that tracked payroll, employee absences, disciplinary actions, and complaints.
- Managed administration of benefits FMLA, Short-Term Disability, Long-Term Disability, and Education Reimbursements.
- Made presentations at Manager Staff Meetings and provided coaching for supervisors on employment issues.
- Evaluated Employee Satisfaction Surveys, documented results in Excel spreadsheet, identified trends, and reported findings to leadership.
- Frequently translated for Spanish speaking employees.

Medical Assistant **November 2013 to April 2016**

Franklin Dermatology Group; Franklin, TN

- Worked with patients to obtain medical information and perform minor medical procedures; documented patient visit in EMR system; and managed schedules.

Medical Assistant **February 2011 to November 2013**

Skin Solutions Dermatology; Franklin, TN

- Worked with patients to obtain medical information and perform minor medical procedures; Assist in MOHs surgery; documented patient visit in EMR system; and managed schedules.

Medical Assistant **July 2009 to February 2011**

Neuhaus Foot & Ankle; Smyrna, TN

- Verified insurance coverage, scheduled patient appointments, provided excellent customer care including translation services for Hispanic patients.

ACCOMPLISHMENTS

Honor Society Board; Middle Tennessee State University; Murfreesboro, TN

- Presented monthly and quarterly financial reports.
- Organized implementation of Power BI companywide, including Dashboard Creation, for all aspects of the company.
- Developed and implemented advertising promotion program that increased the number of advertisers by 22% and generated the largest amount of advertising dollars at Sonobello.

EDUCATION

- Bachelor of Science/Business Administration; Middle Tennessee University; Murfreesboro, TN
- Completed additional coursework in Personal Management, Business Management, Business Ethics, Business Law, Macroeconomics, Statistics, Marketing and Sales, Minor in Spanish

Full Application

changes recorded Wed Dec 11 2024 at 14:41:43 GMT-0500 (Eastern Standard Time)
by Chelsea Lopez (chels.lopez90@gmail.com)

APPLICANT INFORMATION

First Name
CHELSEA

Middle Initial
J

Last Name
REIVE

Address
1766 SW SUCCESS ST

City
PORT SAINT LUCIE

State
TENNESSEE

Zip Code
34953

Phone Number
6155568118

Email Address
chels.lopez90@gmail.com

VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER
FEMALE

RACE
CAUCASIAN

HISPANIC OR LATINO
Yes

AMERICAN INDIAN OR ALASKA NATIVE
No

ASIAN
No

BLACK OR AFRICAN AMERICAN
No

NATIVE HAWAIIAN OR PACIFIC ISLANDER
No

WHITE
Yes

TWO OR MORE RACES
No

ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?
Yes

Check this box if you are a citizen of the United States.
Yes

Check this box if you are lawfully authorized to work in the United States.
Yes

If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes

Are you related to any employee(s) of the City of Fort Pierce?
No

If yes, please, list their name(s).
n/a

Check this box if you have ever been employed by the City of Fort Pierce.
No

If you are a former employee, please list your position.
n/a

Check this box if you are currently employed by the City of Fort Pierce.
No

DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE
FLORIDA

DRIVER'S LICENSE TYPE
CLASS E PERSONAL VEHICLE

DRIVER'S LICENSE NUMBER
R100110908840

EXPIRATION DATE
10/24/2030

List any restrictions and/or endorsements that you have.
n/a

MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?
NOT A VETERAN

Date Inducted
n/a

Rank at Discharge
n/a

Type of Discharge
n/a

Date of Discharge
n/a

Are you currently a member of any branch of the military or Naval Reserves?
No

If yes, please indicate the date your military obligations expire.
n/a

Years of Creditable Active Service
n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?
No

If eligible, which Veterans' Preference are you claiming?
n/a

HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.
BACHELORS DEGREE

COLLEGE INSTITUTION

COLLEGE INSTITUTION 1

College Name
MIDDLE TENNESSEE STATE UNIVERSITY

College City
MURFREESBORO

College State
TN

Select your degree level.
BACHELORS DEGREE

What did you major in?
HEALTHCARE/BUSINESS ADMINISTRATION

Did you graduate?
Yes

Please include any relevant details.
n/a

HIGH SCHOOL

High School Name
LA VERGNE HIGH SCHOOL

High School City
LA VERGNE

High School State
TN

Did you graduate?
Yes

EMPLOYMENT INFORMATION

EMPLOYMENT INFORMATION 1

Start Date
7/30/2019

End Date
8/20/2024

Status - Full Time or Part Time
FULL TIME

Employer Name
YESCARE

Employer City
BRENTWOOD

Employer State
TENNESSEE

Employer Phone Number
800) 729-0069

Position Title
OPERATIONS ANALYST

Final Salary (Whole Numbers Only - No Decimals/Commas)
$80,000

Number of Employees Supervised
0

Position Duties
• Develop, validate, and maintain automated data transmissions from internal and external sources. • Stage, organize, and analyze large amounts of data in Alteryx for reporting in Power BI • Discuss, design, and implement automated reports in Power BI/Alteryx for senior leadership/executives. • Identifies and resolves any data quality issues by conducting both routine and ad-hoc data cleaning and testing. • Support Business Operations in the areas of reviewing operations related data, financial reporting, and other project management tasks. • Analyze data to assist in the creation of different performance and sales metrics

Reason for Leaving
COMPANY WIDE LAYOFFS

needed for yearly and quarterly goals. • Mine different types of data needed and build reports in SAP Business Objects.

Supervisor Name
SHERRY WELLS

Contact Email
JCSKWELLS@GMAIL.COM

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 2

Start Date
7/2/2018

End Date
7/28/2019

Status - Full Time or Part Time
FULL TIME

Employer Name
SONOBELLO

Employer City
BRENTWOOD

Employer State
TENNESSEE

Employer Phone Number
615) 866-4427

Position Title
ASSISTANT PRACTICE MANAGER

Final Salary (Whole Numbers Only - No Decimals/Commas)
$70,000

Number of Employees Supervised
25

Position Duties
• Manage day-to-day operations and work collaboratively across practice functions to improve patient care and enhance physician productivity. • Maintain social media platforms, including Facebook and Instagram, updating regularly to strengthen practice brand. • Communicate clearly and effectively with customers on social channels, over the phone, and in person. • Onboard cross-train, and supervise employees, prepare employee performance reviews and provide feedback one on one. • Manage budgets, track daily deposits, review expense reports, assist with payroll, auditing and prepare accounts receivables and other financial reports • Translate documents into Spanish and serve as an interpreter for Spanish speaking patients. • Provide excellent customer care, including making financial arrangements for patients and addressing problems promptly. • Coach employees on opportunities to make day-to-day social interactions with patients smooth, seamless, and efficient. • Prepare and conduct weekly staff meetings, create and execute monthly team building events. • Manage provider and employee schedules. • Seek out opportunities to streamline and improve processes to decrease wait times, improve workflow and increase patient satisfaction. • Analyze patient evaluations, prepare Excel spreadsheets to track levels of satisfaction monthly and

Reason for Leaving
BETTER CAREER OPPORTUNITY

quarterly, identify trends and areas for improvement and make recommendations for changes to management.

Supervisor Name
LAUREN GRIMES

Contact Email
LGRIMES@SONOBELLO.COM

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 3

Start Date
8/7/2017

End Date
7/1/2018

Status - Full Time or Part Time
FULL TIME

Employer Name
DONELSON EYECARE

Employer City
NASHVILLE

Employer State
TENNESSEE

Employer Phone Number
(615) 889-0147

Position Title
PRACTICE MANAGER

Final Salary (Whole Numbers Only - No Decimals/Commas)
$50,000

Number of Employees Supervised
15

Position Duties
• Maintained social media platforms and provided excellent customer care. • Managed day-to-day business operations and managed financial functions. • Supervised and trained employees conducted performance reviews and disciplinary actions.

Reason for Leaving
BETTER BENEFITS/CAREER OPPORTUNITY

Supervisor Name
KATIE JOHNSON

Contact Email
KATIE@COOLSPRINGSEYECARE.COM

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
No

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 4

Start Date
11/1/2013

End Date
4/1/2016

Status - Full Time or Part Time
PART TIME

Employer Name
FRANKLIN DERMATOLOGY

Employer City
FRANKLIN

Employer State
TENNESSEE

Employer Phone Number
(615) 771-1881

Position Title
MEDICAL ASSISTANT

Final Salary (Whole Numbers Only - No Decimals/Commas)
$41,600

Number of Employees Supervised
0

Position Duties
• Worked with patients to obtain medical information and perform minor medical procedures; documented patient visit in EMR system; and managed schedules. Translated for Spanish speaking patients.

Reason for Leaving
BETTER CAREER OPPORTUNITY

Supervisor Name
LYN HIXSON

Contact Email
LYNHIXON@FRANKLINDERM.NET

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

EMPLOYMENT INFORMATION 5

Start Date
4/4/2016

End Date
8/4/2017

Status - Full Time or Part Time
FULL TIME

Employer Name
NISSAN NORTH AMERICA

Employer City
SMYRNA

Employer State
TENNESSEE

Employer Phone Number
549575

Position Title
EMPLOYEE RELATIONS

REPRESENTATIVE

Final Salary (Whole Numbers Only - No Decimals/Commas)
$50,000

Number of Employees Supervised
1,000

Position Duties
• Built excel reports that tracked payroll, employee absences, disciplinary actions, and complaints. • Managed administration of benefits FMLA, Short-Term Disability, Long-Term Disability, and Education Reimbursements. • Made presentations at Manager Staff Meetings and provided coaching for supervisors on employment issues. • Evaluated Employee Satisfaction Surveys, documented results in Excel spreadsheet, identified trends, and reported findings to leadership. • Frequently translated for Spanish speaking employees.

Reason for Leaving
ROTATING SHIFT

Supervisor Name
GALE ROBINSON

Contact Email
GALE.ROBINSON@NISSAN-USA.COM

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.
Yes

Please, explain any work gap(s) you may have.
n/a

PROFESSIONAL REFERENCE

PROFESSIONAL REFERENCE 1

Reference Name
CINDY HAGENHOFF

Occupation
DIRECTOR

Phone Number
314-402-2356

Email Address
jchagenhoff@gmail.com

PROFESSIONAL REFERENCE 2

Reference Name
LAUREN GRIMES

Occupation
AREA VICE PRESIDENT

Phone Number
812-598-7322

Email Address
lgrimes@sonobello.com

PROFESSIONAL REFERENCE 3

Reference Name
SHANNON COURSEY

Occupation
ACCOUNTING ASSISTANT

Phone Number
625-337-4371

Email Address
shannonycoursey@gmail.com

PROFESSIONAL REFERENCE 4

Reference Name
SHERRY WELLS

Occupation
MANAGER

Phone Number
630-333-5092

Email Address
jcskwells@gmail.com

PERSONAL REFERENCE

Reference Name
CINDY HAGENHOFF

Occupation
DIRECTOR

Phone Number
314-402-2356

Email Address
jchagenhoff@gmail.com

BACKGROUND INFORMATION

Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal

If your answer is yes (you have checked the box), please, answer the 5 questions above.
n/a

offense, felony, misdemeanor or otherwise, by court or a military tribunal.

No

COVER LETTER

FILE ATTACHMENT (PDF or JPEG)

Chelsea Reive City Manager Cover Letter.docx, Chelsea Reive Executive Asisstant Cover Letter.docx, Chelsea Reive City Manager Cover Letter.docx, Chelsea Reive Grant Writer Cover Letter.docx, Chelsea Reive Grant Writer Cover Letter.docx

RESUME

FILE ATTACHMENT (PDF or JPEG)

Chelsea Reive.docx, Chelsea Reive.docx, Chelsea Reive.docx

CERTIFICATE/LICENSE

CERTIFICATE/LICENSE 1

No data provided

RECOMMENDATION LETTER

RECOMMENDATION LETTER 1

No data provided

OTHER DOCUMENTATION

OTHER DOCUMENTATION 1

No data provided

City Commission Special Meeting **5. a.**

Meeting Date: 02/19/2025

Re:

SUBJECT:

Discussion and decision regarding City Manager position.

Attachments

Final Voting Forms

Form Review

Form Started By: Tina Rel Started On: 02/14/2025 08:57 AM

Final Approval Date: 02/14/2025

CITY MANAGER SEARCH

Top Selected Candidate: Richard Chess

SUBMITTED BY (your name): Curtis Johnson

CITY MANAGER SEARCH

Top Selected Candidate: Linda Cox

SUBMITTED BY (your name): Linda Hudson

CITY MANAGER SEARCH

Top Selected Candidate: Derek Scrapchansky

SUBMITTED BY (your name): TAYLOR

CITY MANAGER SEARCH

Top Selected Candidate: Richard Chess

SUBMITTED BY (your name): Arnold S. Gaines

CITY MANAGER SEARCH

Top Selected Candidate: LINDA COX

SUBMITTED BY (your name): M BRODRICK

CITY MANAGER SEARCH

Hedges
Talley

Top Selected Candidate: _____

SUBMITTED BY (your name): _____

Chess II
Cox II
minus
Scrapchansky I