

KEVIN M. GREENVILLE, CPA

Estero, FL 33928 | 301.395.4840 | kevingreenville@gmail.com

February 4, 2026

Dear Mayor and Members of the City Council,

I am writing to express my interest in the City Manager position for the City of Marco Island. I bring a decade of progressive senior leadership experience in municipal government, including executive administration, finance, operational support, organizational governance, economic development support, and disaster recovery. I am enthusiastic about the opportunity to serve a coastal community recognized for its quality of life, engaged residents, and commitment to professional, transparent local government.

Throughout my career, I have served as a trusted executive partner to elected officials and city managers within full-service municipal organizations. In my current role as Director of Finance for the Village of Estero, Florida, I am a key member of the executive leadership team, advising the Village Manager and Council on long-term financial sustainability, capital planning, policy development, and organizational priorities. My direct responsibilities include finance, human resources, information technology, risk management, and organizational resilience. Across my career, I have also worked closely with utilities, public works, and police departments on budget development, rate analysis, capital improvement planning, fleet and equipment replacement, internal controls, personnel matters, and operational policy implementation, ensuring that Council direction is translated into effective day-to-day operations.

I believe the next generation of City Managers must bring an entrepreneurial mindset to public service, as municipalities increasingly need to explore sustainable revenue sources beyond traditional tax and rate payer bases. I have supported economic development initiatives that balance fiscal responsibility with community priorities, including playing a key role in the planning and financial strategy for a \$100 million sports park and entertainment district. This work included public-private partnership analysis, long-term operating impact assessment, revenue modeling, and risk evaluation, while coordinating across departments to address infrastructure, utilities, public safety, and quality-of-life considerations.

In Florida, I have helped lead major organizational initiatives such as securing Estero's first AAA bond rating, implementing an enterprise-wide ERP system, modernizing governance and financial policies, and managing FEMA Public Assistance programs following major hurricanes. Given ongoing discussions in the Florida Legislature regarding potential reductions to ad valorem taxation, I believe my background uniquely positions me to help prepare and lead the City through any resulting fiscal impacts. My experience in long-term financial planning, diversification of revenue strategies, and disciplined expenditure management would support the City Council in maintaining service levels while adapting to a changing revenue environment.

My leadership style emphasizes collaboration, accountability, and service. I value clear roles and responsibilities, open communication with elected officials and residents, and strict adherence to Florida's Government-in-the-Sunshine Law and Public Records requirements. I am comfortable operating in highly visible public environments, supporting City Council decision-making in public meetings, and representing the organization in intergovernmental and community settings.

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Marco Island's focus on fiscal stewardship, service excellence, and thoughtful economic development aligns strongly with my experience and leadership philosophy. I would welcome the opportunity to bring my background in municipal administration, operational coordination, economic development support, and strategic financial leadership to serve the City Council, employees, residents, and visitors of Marco Island. I look forward to the opportunity to discuss how my skills and experience can support the City's continued success.

Respectfully,

Kevin M. Greenville, CPA

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MUNICIPAL EXECUTIVE | THOUGHT LEADER | STRATEGIC ADVISOR

Accomplished local government executive with a decade of progressive leadership experience in municipal administration, finance, and operations. Proven record of serving as a strategic partner to elected officials and city managers, leading complex organizations through growth, transformation, and crisis. Recognized for building high-performing teams, strengthening governance systems, advancing community priorities, and ensuring sound fiscal and operational stewardship.

MANAGEMENT & LEADERSHIP COMPETENCIES

- | | | |
|----------------------------------|--------------------------------------|-------------------------------|
| ▪ City & Departmental Operations | ▪ Risk Management | ▪ Public-Private Partnerships |
| ▪ Strategic Planning | ▪ Council Relations & Policy Support | ▪ Contract Negotiations |
| ▪ Budgeting | ▪ Economic Development | ▪ Bond Financing |

CAREER HIGHLIGHTS

Village of Estero Director of Finance

Estero, FL
2022 – Present

Hired as a Director of Finance for a \$100 million budget and ± 40,000 population municipality in Lee County, Florida. Led and completed the conversion of a new ERP system, Enterprise ERP Software by Tyler Technologies, in eleven months at a total cost of \$200,000. Lower the ad valorem property tax by \$0.03 over three fiscal years to establish the lowest tax rate in the state. Obtain the Village's first AAA bond rating by S&P. Comprehensively update the management and financial policies including the investment policy and procurement policy. Implement a new investment strategy resulting in an increase of over 1,650% in year one and 52% in year two in investment earnings. Direct the human resources and employee benefits including the implementation of a new high-deductible health insurance plan with a health savings account employer contribution at no cost to the Village. Direct the information technology including adoption of an information security policy. Create and adopt the Village's first disaster recovery plan. Led through the FEMA Public Assistance grant program for hurricane Ian recovering over \$7 million. Advise the Village Manager and other senior management on financial matters to ensure long-term and strategic financial support is available to meet established goals. Serve as the Village's liaison with external auditors, financial advisors, and bond counsel. Develop and implement strategies for a ± \$100 million sports park and entertainment district including public-private partnerships to generate revenue to offset operating expenditures. Manage the Village's debt level to ensure sustainable future operating budgets. Ensure the highest level of financial accountability and transparency to the Village Council, Village management, and citizens. Maintain and encourage the highest ethical standards.

Town of La Plata Treasurer/Director of Finance

La Plata, MD
2018 – 2022

Hired as a Treasurer/Director of Finance for a \$20 million budget and ± 10,000 population municipality that is the County Seat of Charles County, Maryland. Established and implemented budget practices that

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led to the Town being awarded its first Government Finance Officers Association Distinguished Budget Presentation Award. Developed the Town's first five-year capital improvement plan to include preparation for different growth scenarios and future replacement of new infrastructure, facilities, equipment, and staffing. Managed and directed the administration of the Town's financial and accounting operations, which includes the General Fund, two major enterprise funds, the Water and Sewer Fund and the Sanitation Fund, and a third non-major fund, the Storm Water Utility Fund. Direct human resources, employee benefits, and information technology. Annually established utility rates to meet service needs by using an objective and analytical process based off historical data and expected future trends. Formulated and oversaw the Town's financial policies using GFOA best practices to ensure compliance with state and local law. Amended the Town's investment policy and implemented a new strategy resulting in an increase of over 250% in investment earnings. Prepared and presented monthly financial summary and forecast reports to Town Council. Managed the Town's special taxing districts. Provided expertise on other special taxing and tax increment financing by working closely with bond counsel and outside developers.

City of Mount Rainier Director of Finance

**Mount Rainier, MD
2017 – 2018**

Hired as a Director of Finance for a \$6.5 million budget and ± 8,500 population municipality in Prince George's County, Maryland. Established compliance, internal control, and modernization to a City and Finance Department in transition. Implemented and monitored financial policies for effective compliance with GASB and federal, state and local law. Developed and maintained a municipal budget of \$6.5 million by working closely with the City Manager, Department Heads, Community Groups, Mayor, and Council. Monitored budget allocations, expenditures, fund balances and related financial activities for the purpose of ensuring that allocations are accurate, revenues are recorded, expenses are within budget limits and/or fiscal practices are followed. Provided financial analysis and insights to City management through detailed write-ups. Regularly attended Council Meetings to provide financial knowledge, guidance, and updates on the City's financial health and future forecast. Drafted, wrote, and presented City ordinances, including budget ordinances, for the record. Institutionalized financial controls for effective cash flow management. Led and executed financial audits including finishing a late audit upon arrival. Uncovered over \$25,000 cash in unaccounted for police funds. Identified and corrected large scale policy violation costing the City significant revenue. Managed and maintained City tax billing including real property, business personal property, railroad, and public utility.

American Postal Workers Union Health Plan Senior Staff Accountant

**Glen Burnie, MD
2016 – 2017**

Hired as an experienced staff accountant for a \$1 billion revenue health insurance company in the Federal Employees Health Benefits Program. Promoted to Senior Staff Accountant in record speed due to my attention to detail, work ethic, leadership and technical skills, and emphasis on accounting process automation. Interpreted and administered corporate accounting policies ensuring compliance with GAAP and governmental regulations. Produced annual/quarterly financial statements to Office of Personnel Management, annual GAAP financial statements, and monthly internal financial statements for management. Supervised, motivated, directed, and guided six-person finance department in the maintenance of payroll, accounts payable, bank reconciliations, pension plans and bookkeeping. Managed and maintained the Plan's cash flow position including Letter of Credit drawdown with OPM totaling over \$1 billion in annual wires. Developed and maintained an annual budget of over \$100 million by working closely with managers and providing variance reports and financial projections. Led and

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executed quarterly/annual financial audits, annual pension audits, quarterly claims audits, and OIG government audits. Identified areas of the accounting process that could be automated including the recording of fixed assets, recording of journal entries, and bank reconciliations.

American Postal Workers Union Health Plan Accountant II

**Glen Burnie, MD Staff
2015 – 2016**

Managed payroll processing, payroll related tax, and 401K submissions to ensure accuracy and timeliness. Supervised, motivated, directed, and guided accounting clerks in the maintenance and processing of AP, cash reports, and bookkeeping. Responsible for all accounting and financial reporting for company pension plans and post-retirement benefit plans. Analyzed, examined, and reconciled pension and post-retirement investment accounts in excess of \$100 million. Assisted in the preparation and analysis of monthly financial statements, general ledger entries, and government reporting to OPM.

American Postal Workers Union Health Plan Accountant

**Glen Burnie, MD Staff
2012 – 2015**

Obtained a federal government security clearance as a requirement for employment. Performed accounting analysis including balance sheet accounts, expense accounts, payroll accruals, prepaid, insurance and fixed assets. Maintained accurate account and data reconciliation for numerous bank accounts and general ledgers. Prepared journal entries, accruals, and other adjusting entries.

EDUCATION

- **Certified Public Accountant (CPA)** | Florida Board of Public Accountancy
- **Master of Science, Accountancy** | University of Maryland University College, 2016
- **Bachelor of Science, Financial Economics** | University of Maryland, Baltimore County, 2012

PROFESSIONAL DEVELOPMENT

- **Chair** | Government Finance Officers Association Small Government Advisory Committee
- **President** | Florida Government Finance Officers Association Southwest Florida Chapter
- **Member** | Government Finance Officers Association Standing Committee on Governmental Budgeting and Fiscal Policy
- **Member** | Government Finance Officers Association Rethinking Budget Award Committee
- **Member** | American Institute of Certified Public Accountants
- **Member** | Florida Association of Certified Public Accountants
- **Member** | Government Finance Officers Association
- **Member** | Florida Government Finance Officers Association
- **Reviewer** | Government Finance Officers Distinguished Budget Presentation Award
- **Director** | Maryland Government Finance Officers Association Board of Directors *Past*
- **Tier 2 Security Clearance** | Office of Personnel Management *Past*

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RECENT SPEAKING ENGAGEMENTS

- **Maryland Government Finance Officers Association Spring Conference, April 2022** | Local Government Budget Outlook
- **Government Finance Officers Association Summer Conference, June 2022** | Developing Your First Capital Improvement Plan
- **Government Finance Officers Association Summer Conference, May 2023** | Best Practices for Implementing an ERP System
- **Florida Government Finance Officers Association Summer Conference, May 2024** | Components of Procurement
- **Government Finance Officers Association Summer Conference, June 2024** | Investing for Local Governments
- **Government Finance Officers Association Online CPE, April 2025** | Compensated Absences GAAP Update
- **Government Finance Officers Association Online CPE, June 2025** | Budget Best Practices Monthly Series: Focus on the Capital Budget Presentation
- **Florida Government Finance Officers Association Summer Conference, June 2025** | Bond Ratings Update
- **Government Finance Officers Association Summer Conference, July 2025** | Appropriate Reserve Levels Based Off Risk
- **Government Finance Officers Association Online CPE, January 2026** | Internal Controls for Small Governments

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Professional References:

Mary Gibbs, FAICP
Director of Community Development
Village of Estero
Phone: 239-565-3694

David Willems, P.E.
Public Works Director
Village of Estero
Phone: 239-851-3525

Carl Schinner
Chief of Police (Ret.) – Town of La Plata
Delegate, Commission on Accreditation for Law Enforcement Agencies (CALEA)
F.S. 119.071(4)(d)2.a.

Casey Lucius, Ph.D.

F.S. 119.071 (5)(k)1.a.(II)

February 27, 2025

Dear Marco Island City Council,

The attached resume will outline my experience and qualifications for the position of City Manager with the City of Marco Island. This letter serves to tell you why I'm interested in this position and what I love about Marco Island.

The residents: My favorite quote is by George Bell, "You can pretend to care, but you can't pretend to show up." Our residents show up. They show up when they want a baseball field, water quality, quiet neighborhoods, and sometimes just to keep us all accountable. We may not always agree, but when our residents show up, it means they care, and they make us all focus on being better.

The community: Marco Island is led by seven elected Council members, but it is also led by a very robust group of business owners, volunteers, and donors. When I think about the community, I think about the Chamber of Commerce, the Marco Island Center for the Arts, the Historical Society, Al's Pals, MICA, Our Daily Bread, and the many faith organizations – all of which serve the members of our community. Marco Island is not just a City, it's a community. Marco Island is a special place because of the people who lead the organizations and the residents who participate in making this a true paradise.

The staff: During Hurricanes Ian, Milton, and Helene, our staff slept on cots at the Police and Fire Stations, in the Water Department, and at Mackle Park. They worked around the clock for weeks in the aftermath of each storm, clearing debris, assisting residents stuck in condos without working elevators, tracking boats in front yards, fixing infrastructure, expediting permits, and so much more. City staff leave their own homes and families to serve our residents in times of need. They are committed to the City, they are hardworking, and I truly appreciate each one of them. I would be honored to lead them as the next City Manager.

I believe the City Manager has three core functions: 1) advise the City Council in policy facilitation and implementation, 2) ensure staff effectiveness, and 3) productively engage the community. As the City Manager, in my first year, I would focus the Council's

efforts on generating a sustainable revenue source for the future to minimize impact from State legislation or economic recession. In leading the staff, I will ensure staff vacancies are filled with quality candidates and set standards for customer service and professional integrity. In all of my dealings I will keep an open line of communication with Councilors and be fully transparent with the public.

If I'm appointed as the next City Manager of Marco Island, I would be the 14th appointment since 1997. It would be my goal to bring stability and continuity to the City Council and staff, for the long term. Having been a City Council member and a City Manager (Interim), I understand the roles, pressures and constraints of the elected body and staff. This knowledge will bring discipline and rigor to the office of the City Manager.

Thank you for the opportunity to serve as Assistant City Manager and Interim City Manager over the past six years. I am grateful for the trust you have placed in me, and I look forward to continuing to support the City Council and Councils in the future. Day in and day out, I will show up for our staff and our community.

Sincerely,

Casey Lucius

Casey Lucius, Ph.D.

F.S. 119.071 (5)(k)1.a.(II)

Experience

NOVEMBER 2025 – PRESENT

Interim City Manager / City of Marco Island

- Responsibility for \$34M General Fund budget, \$4M special revenue fund, \$36M enterprise fund
- Responsible for 267 employees and \$260M in total City assets
- Eleven direct reports; Police, Fire, Water/Sewer, Public Works, Finance, Community Affairs, IT, HR, Fleet/Facilities, Purchasing/Risk, City Clerk
- Weekly meetings and regular communication with seven Councilors
- Started weekly column in *Coastal Breeze News* answering questions posed by residents
- Started twice monthly City Manager reports on the Council agenda
- Facilitated a goal setting workshop with City Council; identifying six common goals for 2026
- Engaged Bond Counsel and outlined plan to pursue a transportation bond referendum
- Initiated negotiations with the County to increase revenue from impact fees
- Coordinated with the City of Naples, Collier County, and FDOT on the Naples Pier project to avoid road closures on Marco Island
- Attend regular community events and speaking engagements

MARCH 2020 – NOVEMBER 2025

Assistant City Manager / City of Marco Island

- Served as “Assistant to the City Manager” for one year before being promoted to Assistant CM
- Four direct reports: IT, HR, Fleet and Facilities, and Purchasing and Risk; responsibility for Executive, Legal, and Legislative budgets
- Transitioned from City owned vehicles to lease program, estimated savings is \$100,000 per year
- Identified and sold surplus real property (vacant parcels) generating approx \$1M in revenue
- Initiated and executed MOUs between the City and Naples Botanical Gardens, American Legion Post 404, and Collier County Public Schools, saving the City approximately \$600,000 in maintenance projects.
- Oversaw legislative affairs and work with the City’s lobbyist and Collier Legislative Delegation to secure over \$3M to support water quality capital projects.
- Lead negotiator in Fire Union Collective Bargaining Agreement negotiations 2025-2028.

- In coordination with City Manager, hired executive leadership including Purchasing/Risk, Public Works Director, IT Director, Fire Chief, City Clerk, Fleet/Facilities Manager, HR & Finance Directors
- Conducted two employee engagement surveys and one citizen satisfaction survey; developed follow-up planning cell and workplan based on survey results
- Led five high quality employee investigations between 2021 and 2023 resulting in the resignation and termination of several negligent employees
- Led City-wide communications strategy implementing a new City mobile app and new City website with newsletter, email blast, social media, and app notifications
- Completed all required FEMA training including advanced communications course; serve in EOC during emergencies as Joint Information Center lead; worked with NCH Urgent Care to set up temporary shelter during Hurricane Ian
- Developed and analyzed proposal for City Council including vacation rental registration, salary study recommendations, code fining and collection process, sidewalk maintenance, City-run health clinic, purchase of City Hall Annex, presentation of FY25 and FY26 operating budgets
- Regularly spoke to various civic groups and attended public events
- Presented at multiple FCCMA and ICMA Annual Conferences

2018-2020

Director of Learning and Development / Moorings Park, Naples

- Supported the organization of 800 employees, 4,000 residents (\$130M budget); designed and led all organizational professional development; reported to Vice President
- Used online training software to teach courses, track attendance, and measure outcomes.
- Courses included customer service, dealing with difficult people, public engagement, conducting performance evaluations, supervisory skills, managing up, and leadership development.

2017-2020

Independent Consultant / Launch Learning Systems, Naples

- Led strategic planning workshops with Leadership Collier Foundation, City of Mary Esther, Naples Therapeutic Riding Center
- Training webinars and conference presentations with the FL Public Pension Trustee Association, FL Association of City Clerks, Youth Haven Southwest FL

2012-2016

City Council Member / Pacific Grove, CA

- Pacific Grove is on the Monterey Peninsula, a wealthy coastal community of 18,000 residents and a \$35M budget
- Develop a 10-year infrastructure plan, approved union contracts and annual City budget
- Served on Fort Ord Land Reuse Authority (\$21M budget); responsible for oversight of land redevelopment including a VA cemetery, conservation lands, and jurisdictional water rights

Casey Lucius

2009 - 2016

Professor, National Security Decision Making / Naval War College, Monterey, CA

Taught graduate level courses to military officers from all branches of service. Led a department of 4 professors and approximately 350 students per year. Published two books, one book chapter, and dozens of peer-reviewed articles. Presented at several academic conferences.

2006-2008

Chief of Staff to US Ambassador / US Embassy Hanoi, Vietnam

Worked for the State Department supporting US Ambassador to achieve policy priorities in Asia. Traveled with the Ambassador to 40+ provinces, meetings with foreign counterparts, cross-departmental collaboration, and policy research. Developed an online system to track tasks with department heads.

1998-2005

Naval Intelligence Officer/ US Navy, Active Duty

Stationed on USS Stennis Aircraft Carrier, deployed to Persian Gulf in support of U.N. sanctions. Supervised 30+ intelligence specialists and served as Maritime Interdiction Officer. Assigned to Pacific Fleet HQ at Pearl Harbor, presented daily intelligence briefings to the Commander of the Pacific Fleet (4-star Admiral). Assigned to Naval Postgraduate School for Masters in National Security Studies.

1997-1998

Legislative Assistant/ Ohio House of Representatives, Columbus

Assistant to State Representative, duties included speech writing, constituent engagement, and policy research.

Education

Ph.D., Political Science / University of Hawaii, Honolulu, 2007

M.A., National Security Affairs / Naval Postgraduate School, Monterey, CA, 2001

Graduate Certificate, HR Strategic Leadership / Cornell University, online, 2018

B.A., Political Science / Ashland University, Ashland, OH, 1997

Joint Professional Military Education, US Naval War College, 2001

Vietnamese Language Program, Foreign Service Institute, 2005

Affiliations

Member of International City Management Assn (ICMA), FL City Management Assn. (FCCMA), and Women in Government

FCCMA, Communications Committee Chair, Professional Development Committee Chair

ICMA, Veterans Advisory Committee, Assistant City Managers Advisory Committee

International Institute for Municipal Clerks, certified trainer

Leadership Collier, 2019

Leadership Collier Foundation, Communications Committee, 2020-2024

Leadership Monterey, 2012

Honors

- James V. Mudd Fellowship
 - Paul Harris Fellow
 - White House Fellowship, Regional Finalist
 - Meritorious Honor Award, State Dept
 - Defense Meritorious Service Medal
 - Global War on Terrorism Service Medal
 - Navy Commendation & Achievement (3)
 - Armed Forces Expeditionary Medal
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Presentations/Publications (partial list)

- FGCU Panel: "Using AI in Local Government to Improve Customer Service, Trust, and Efficiency," April 3, 2026.
- FCCMA Webinar: "Staying Centered in Divided Times," March 5, 2026.
- ICMA Annual Conference: "Building Public Trust," Tampa, October 2025.
- FCCMA Annual Conference, "AI Tools in the Workplace – Saving Five Hours Per Week," Orlando, June 2025.
- ICMA Annual Conference, "Is a Disaster a Disaster? Navigating Disaster Response & Recovery," Austin, 2023.
- FCCMA Annual Conference, "Using Surveys to Focus Strategic Planning and Communications," Orlando, 2023.
- "Using Technology to Enhance Citizen Engagement: The Power of a Municipal App," *Public Management*, ICMA, October 2024.
- "Hiring Veterans in Local Government," *FCCMA Monthly Newsletter*, April 2024.
- "After Hurricane Ian: Capturing the Employee Experience," *FCCMA Monthly Newsletter*, November 2022.
- *Scrappy Campaigning*, Happy About Press, paperback 2018.
- *Vietnam's Political Process: How Education Shapes Political Decision Making*, London: Routledge Press, hardback 2009, paperback 2012.

REFERENCES

Casey Cook, Executive Director, Florida League of Cities and FCCMA: 850-228-8559

Jamie French, Collier County Department Head of Growth Management & Community Development, and Leadership Collier Chair: 239-272-2255

Ed Everett, City Manager, Redwood City (retired) and ICMA Coach Connect Program: 650-868-0854

Matt Spoor, Deputy County Manager of Pinellas County and District Director for FCCMA: 727-464-3485

Tom Frutchey, City Manager, Paso Robles and former City Manager of Pacific Grove: 831-236-8156

Fred Muerer, City Manager, Monterey (retired), ICMA consultant on veteran training/recruitment: 831-596-1688

RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA–CM

F.S. 119.071(4)(d)2.h.

Miami, Florida

F.S. 119.071(4)(d)2.h.

February 16, 2026

City of Marco Island, Florida
Human Resources.

Subject: City Manager

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject-referenced position. I have over 30 years of professional experience in public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in the county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Assistant City Administrator, Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA–CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning, and implementation of capital programs up to \$2 Billion, including facilities and public infrastructure, e.g., transportation, water & sewer systems–treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg, PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue-enhancing initiatives across 20 Departments and Bureaus, including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011, and 2012 Comprehensive Annual Financial Reports and three audits within 16 months. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013.

Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements stabilized the City's financial operations and reorganized several departments, allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on an economic recovery fast-track and avoid one of the largest municipal bankruptcies in the country, but help the City emerge out of State Receivership within three years as opposed to other cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver, a retired US Airforce General, after my first year of service as City Administrator.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances implementation and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, over 1,500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. I also led the administration and implementation of numerous government programs and prepared multiple budgets for several Departments and Cities. Moreover, I have served as Chief Financial Officer in charge of assessing Cities' financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government vital and necessary services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA–CM

RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

F.S 119.071(4)(d)2.h.

Miami, FL

F.S 119.071(4)(d)2.h.

SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services, including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue-enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than three years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF WEST PALM BEACH, FL, 2020-2021

Assistant City Administrator

Population served: 125,000 Budget: \$800M Employees: 1,700

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments and bureaus, including infrastructure and development. Serve as Assistant Chief Administrative Officer, providing leadership and management supervision to over 1000 municipal employees, including development services, planning, building, zoning, code enforcement, information technology, utilities, engineering, parking administration, public works, and the support services department. Also, I led the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing water & sewer services to Palm Beach County and multiple municipalities. Advised the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of Citywide public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Also, responsible for preparing and

administering budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal regulatory agencies. Directly supervised department directors, including senior local government managers, career administrators, accountants, professional engineers, registered architects, and professionals handling City Agenda tasks and operations.

The City faced multiple challenges during my tenure, crippling cultural institutions, service industry, tourism, and hospitality. By August, the County had lost more than \$48 million among 33 cultural organizations, impacting almost 600 jobs hurting the City as the County's cultural capital. Additionally, tourists' visitation to the palm beaches was down 30% and tourism spending down 20%, hurting the City with more tourism-dependent households than any City in the County with 4,300. The City also lost significant business from big stores at major shops and destinations to mom-and-pop stores. Therefore, significant financial impacts were felt at City hall, where choices were narrow, and sacrifices were made across the board. Notwithstanding, thanks to a great deal of teamwork where I had the honor and privilege to lead and provide executive management oversight, we made the following **remarkable achievements**:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues challenging the City for years while curing audit findings, e.g., IT department.
- Significant accomplishments made in financial management, reporting compliance, budgeting, revenue, cost containment and reduction while balancing the City's budget amid meaningful environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.
- Amid unprecedented declining state revenues, increasing operating expenses, and facing a \$10M budget shortfall, by working together and being creative, we passed a Balanced \$194M General Fund Budget keeping the millage rate the same without layoffs to full-time employees.
- Elevated our game, avoiding the fiscal storm now plaguing major Cities across the country. Became more frugal and vigilant to future impacts to the budget from current initiatives as part of the plan to address future budget challenges.
- Despite pandemic challenges, we put neighborhoods first by completing 42 infrastructure improvements projects totaling \$45M in FY2020, including filling potholes, adding streetscapes, and hardening the City's utilities.
- Fiercely and successfully protected the City's source of its drinking water supply, Grassy Waters, and opposed to the lowering of Lake Okeechobee, which can adversely impact the source of the City's water supply.
- Helped the City achieve economic success during pandemic providing the executive oversight to planning, building, zoning and code enforcement operations obtaining the highest collection of business tax revenue in its history or \$3.3M.
- Provided all municipal development services required by the private sector to maintain \$700 M in ongoing construction projects on schedule amid the pandemic.
- Helped the City remain fiscally responsible, notwithstanding reaching an impasse with police and fire unions.
- Helped transform downtown by prioritizing and accelerating over \$20M in stormwater and drainage projects and made significant progress completing streetscapes, e.g., Banian St., also completed \$20M in improvements to Clematis St. and renovations to centennial fountains, a City Landmark, including lights, water, and music shows.
- Revamped City's customer services infrastructure, i.e., personnel/software, as part of the Neighborhood First initiative.
- Rapidly advanced plans for the new golf park working in partnership with PGA of America and for multiple infrastructures, land development and facilities projects becoming a reality in 2021, e.g., the new South Olive Park Tennis Center.
- Injected new vitality into City areas and neighborhoods historically overlooked and ignored, e.g., the north end, Heart and Soul Park, The Sunset Lounge, and the Styx Promenade.
- Helped attract economic development and improved quality of life by investing-enhancing public safety and public infrastructure while accomplishing a 9% decrease in overall crime rate and a 30% decline in the homicide rate.

Achievements City of West Palm Beach Cont.

- Recommitted help and energy in making target areas vibrant, economic, cultural assets, and a central focal point of outreach and opportunity, e.g., Latin Quarter helping the City rank among the top 20 cities in the nation for inclusivity and among the top Cities in the world for climate leadership.
- Achieved 92% of the City's goal to complete 300 affordable workforce housing units within three years by completing 277 units in 2020 ahead of schedule. Therefore, increasing the goal to 500 units in three years impacting the City's future.
- Brought new life into communities by facilitating badly needed workforce housing projects, e.g., the Grand, a \$71M land development project, and the most significant private investment in the City's northwest history.
- Helped provide a lifeline to the business community through expanding sitting for dinners, marketing support, and facilitating 47 small business microloans (\$443,000) with the help of the DDA; some were one payment from going out.
- Exceeded the City's goal by awarding ~\$13M in contracts through the office of economic opportunity and procurement to small businesses amid the pandemic.
- Assisted in fostering a business-friendly City climate, accelerating a trend of people and businesses escaping the high tax northeast in favor of the City's business-friendly environment, sunshine, and low taxes.
- Relentless efforts contributed to attracting over 230 financial services firms to the City, including hedge funds, small boutique firms, private equity funds, and family offices, e.g., Paul Singers Elliot Management, a \$41B company, is relocating its headquarters to the City. A letter of intent signed with another firm expected to bring 600 jobs to the City.
- Our executive team remained committed to taking care of All the City's residents, including the homeless, by helping through the challenges they face, e.g., addiction, mental illness, financial setbacks, and other hardships. Our homeless coordinators and street engagement team made significant progress in providing access to mental health services and offering placement in emergency housing – All while respecting the rights of all residents to enjoy public spaces and good quality of life.
- Thanks to our executive team leadership and our PD sensible approach, we were able to facilitate the peaceful demonstrations of more than 4,000 people without a single injury, avoiding the kind of violence that put too many other Cities in the headlines.
- Contributed to the logistics and implementation of the Mayor's Tasks Force for Racial and Ethnic Equality, the first of its kind in the City's history, taking a data-driven, systematic, and thorough approach to make policy recommendations to the Mayor and the Commission.
- Did my best as a professional city manager and leader to leaving the City as a civic beacon of openness and standing as an example of what it's possible when everybody comes and works together to overcome adversity that no one saw coming.
- Embraced challenges and responsibilities, making the City stronger more vital than before in many ways – safer, more economically resilient, more equitable, more perseverant facing challenges, kinder, and closer as a community.

CITY OF HARRISBURG, PA, 2012-2013

Chief Operating Officer and Chief Financial Officer

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer, providing leadership and management supervision to 20 departments and bureaus, including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing professional management systems in every department that addressed underlying chronic issues challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process,

and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA

- Successfully led the City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed by the Governor, and many City employees had left, creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past-due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011, and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department, enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation, helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provide clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time, allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs, eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months, accelerating the City's recovery process
- Improved chart of accounts enabling the City to monitor grants and meet auditing requirements effectively and timely
- Completed every assignment from the City's Receiver, including four past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining-consolidating-sharing City resources
- Identified new revenue sources and restructured City operations reducing the structural deficit and balancing the budget
- Streamlined City operations consolidating department functions, and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time, enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the most significant management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce, and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ, and State EPA, avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater system-treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Negotiated CBA with three Unions, FOP, IAFF, AFSCME, and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding nine firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process, helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City, helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects, enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue by implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and a 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern, improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center, saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program, including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects, including street widening, ADA compliance, decorative crosswalks, streetlights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy-efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement the Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel), generating significant cost savings, helping to balance the budget, and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

City of Sweetwater, Director, Finance Department, Sweetwater, FL, 2014-2016

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was selected by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies, including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission. They asked me to help the City in distress avoid financial default; a Governor State Oversight Board; and stiff penalties from creditors and agencies, including the IRS. Furthermore, renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical tasks, needs, and priorities.

Achievements as Finance Department Director, City of Sweetwater, FL

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed/implemented a financial recovery plan tailored to City-specific needs avoiding default and a State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits, including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in the City's history
- Developed in-house capacity to complete audits on time, earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely, enabling prompt/critical decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies, making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow, effectively avoiding financial default and disruption of vital and necessary services

Achievements as Finance Department Director, City of Sweetwater, FL Cont.

- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures
- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities, including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment, including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step, including all finance-staffing issues
- Forecasted City revenue accurately, helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare the City budget according to the most critical needs and priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely, including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up to date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets, further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bring the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allowed maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions, including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely, including the State Auditor General
- Eliminated chronic delays submitting reports timely, e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations following ICMA, GFOA, and AGA guidelines
- Led the RFP process, negotiating with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management, earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on Board to lead and improve management operations in several departments, including planning, building, zoning, public works, environmental resources, and construction management, and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utility management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with the Federal government.

Achievements Seminole Tribe of Florida

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance
- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007

Director, Program Management Department

Population: 1.4M Budget: \$2B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw the completion of over 100 projects, including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparing and administering budgets, coordinating board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

Achievements:

- Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which the previous two administrators had not accomplished
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders, achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

CITY OF MIAMI BEACH, FL, 1999-2001

Assistant Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Served in the capacity of acting director. Brought on board to reorganize department operations and oversee a \$250M Capital Improvement Program (CIP) and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation, administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

Achievements:

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving the handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through complex challenges during change and enhancement of community assets

- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as an emergency manager and coordinated efforts with local, state, and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

MIAMI-DADE COUNTY, FL, 1993-1999

Special Administrator

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotions to Special Administrator and appointments to several County essential Committees. I played a lead role in reviewing and approving the most prominent residential, commercial, and industrial land development projects in Miami-Dade County, such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure-related services and facilities, including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Also led a team of senior County professionals. Conducted negotiations with local, state, and federal agencies. I accomplished the County's Supervisor Certification Program, learning multiple departments' operations and from senior professional County Administrators with up to 40 years of tenure with Miami-Dade County.

Achievements:

- Accomplished significant savings in County's financial resources while negotiating essential agreements with the federal, estate, and local officials, including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to coordinate with local, state, and federal agencies successfully
- Ensured developers fair share contributions to public infrastructure, saving substantial County financial resources
- Completed County projects timely while leading a senior team of professionals during the fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in the data processing

OTHER PROFESSIONAL EXPERIENCE

Sr. Civil Engineer/President – RA Consulting Engineers/Civil Infrastructure Corporation, Miami, FL, 2008-Present

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed, and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county, and municipal projects and programs

Project Executive, Roger Development / Keyes Company, Coral Gables, FL, 2002-2005

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants, and banking officials

EDUCATION

Master of Business Administration – magna cum laude – Finance & Management

University of Miami, Coral Gables, FL

Bachelor of Science Civil Engineering

Florida International University, Miami, FL

LICENSURE / REGISTRATION / CERTIFICATES

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

PROFESSIONAL AFFILIATION

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA-CM

F.S 119.071(4)(d)2.h.

Miami Florida

F.S 119.071(4)(d)2.h.

Professional References

1. Major General (US Air Force) William B. Lynch, City Receiver, City of Harrisburg, PA
2. Fred A. Reddig, Head of Pennsylvania Governor's Office for Local Government Affairs
3. Faye W. Johnson, ICMA-CM, City Administrator, City of West Palm Beach
4. Alex Penelas, Mayor, Miami-Dade County
5. Arthur C. Johnson, Ph.D., Superintendent, Palm Beach County School District
6. John J. Ritsema, P.E., Division Chief, Miami-Dade County
7. Aristides Rivera, P.E., Assistant County Manager, Miami-Dade County
8. Matthew D. Schwartz, Assistant City Manager, City of Miami Beach
9. David Shen, Ph.D., P.E., Dean, School of Engineering, FIU
10. Luis A. Prieto-Portar, Ph.D., P.E, Chairman, School of Civil & Environmental Engineering, FIU



May 7, 2013

Recommendation: Ricardo Mendez-Saldivia

To whom it may concern:

Mr. Ricardo Mendez-Saldivia asked that I provide a letter of recommendation for him. I am most pleased to do so.

Mr. Mendez-Saldivia has served as the Chief Operating Officer and Chief of Staff for the City of Harrisburg, Pennsylvania for the last year. As the Receiver for the City of Harrisburg, I worked closely with him. Harrisburg is a city of 50,000 and is designated as a financially distressed municipality under Pennsylvania Act 47.

Mr. Mendez-Saldivia arrived during a time of great turmoil and uncertainty. A new City Administration was in the throes of working out a Recovery Plan. A Receiver had been appointed, and many city employees left, creating a dearth of knowledge. Mr. Mendez-Saldivia arrived and made a difference. He brought professionalism, knowledge and courtesy. He also brought organizational ability and detailed oriented planning that assigned responsibility and set milestones and deadlines.

He was particularly effective on the financial management side; a critical area of the City's operation. In large part because of his drive, the City completed overdue audits for 2009, 2010 and 2011. More importantly, in-house capacity was developed and processes instituted to assure an on time 2012 audit completion as well.

While, improvement in financial management was perhaps the most dramatic result of his engagement, he was also particularly effective with the City's unions. He instituted regular meetings and engagements, driving grievance numbers down to historic lows. Part of the Recovery Plan involves a complicated matrix of tasks and initiatives to be undertaken by City government. He set up a program management system to track progress on each initiative. Thanks largely to his systematic approach; we have completed nearly 50% of those initiatives.

Mr. Mendez-Saldivia arrived at a time when the City of Harrisburg needed him. His time here has been marked by success and beneficial change. He quickly realized that we needed more than a technocrat. We needed someone who could contribute to the change in culture that would be required if we were to really change persistent patterns of thought and old habits. He brought a professional manager's competence tempered with a human touch.

Best Regards,

William B. Lynch
Receiver for the City of Harrisburg



May 23, 2013

To whom it may concern:

I would like to provide this letter of recommendation for Ricardo Mendez-Saldivia. I have had the opportunity to work with Mr. Mendez-Saldivia during his tenure as Chief Operating Officer for the City of Harrisburg from May 2012 to May 2013.

Ricardo's performance in this position was excellent. He was an asset to the City during a very critical time in it's history. Under the direction of the Mayor he was responsible for implementing a Court confirmed recovery plan for the City and managing its various departments to insure the continuation of critical City services. One of his key accomplishments was addressing a backlog of City audits. Under his direction over the last year, the 2009, 2010 and 2011 audits were completed and work was started on preparation for the 2012 audit.

In his position, Mr. Mendez-Saldivia exhibited excellent communication skills, was extremely organized, and able to effectively multi-task to ensure that all projects under his purview were completed in a timely manner.

Ricardo was always willing to offer assistance and had an excellent rapport with the many individuals he worked with. I have been consistently impressed with his positive attitude and productivity during the time he worked for Harrisburg. I am confident that he will devote himself in a similar manner to other similar positions in the future.

He would be an asset to any employer in a senior level management position in local government. I would recommend him for any endeavor he chooses to pursue in that field.

Sincerely,

A handwritten signature in black ink that reads 'Fred A. Reddig'. The signature is written in a cursive style with a large, prominent 'F' and 'R'.

Fred A. Reddig
Special Assistant for Act 47 and
Local Government Affairs

DCED



City Administration

City Administrator's Office
401 Clematis Street
West Palm Beach, FL 33401
Telephone: 561-822-1400

March 10, 2021

To Whom It May Concern:

This letter serves as a reference for Ricardo Mendez-Saldivia. Mr. Mendez-Saldivia served the City of West Palm Beach as an Assistant City Administrator. His portfolio of responsibilities included providing executive oversight and direction to Public Utilities, Public Works, Engineering, Information Technology, Support Services and other functional areas of the City. During his tenure, Ricardo served the City in an ethical and professional manner and was a contributing member of our Executive team.

Mr. Mendez-Saldivia possesses the skill sets and demonstrated talents to perform well and be a dedicated asset to any organization which he may be a part of in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Faye W. Johnson', with a long horizontal line extending to the right.

Faye W. Johnson, MPA
City Administrator, ICMA-CM



**OFFICE OF THE MAYOR
MIAMI-DADE COUNTY, FLORIDA**

**ALEX PENELAS
MAYOR**

July 23, 2002

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Ricardo Mendez, who has applied for a position with your city.

I have known Ricardo for several years; he is intelligent, and is someone of great overall character and integrity. During his tenure at Miami-Dade County, Ricardo performed his obligations well and was a committed public servant. He proved to be efficient and effective within several departments he worked with, and gained experience in budgetary preparations and forecasts. I am certain he will bring these same principles and professionalism to your jurisdiction.

I have also known Ricardo to be a compassionate individual who takes a great interest in his community and the overall welfare of the people surrounding him. He works diligently at ensuring a positive working environment and people that have worked with him, speak very highly of him. I am confident that Ricardo will benefit the city, and carry out his responsibilities with the utmost care and distinction.

If you have any questions or need and further information, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, which appears to read "Alex Penelas".

Alex Penelas
Mayor



THE SCHOOL DISTRICT OF
PALM BEACH COUNTY, FLORIDA

SUPERINTENDENT'S OFFICE
3340 FOREST HILL BOULEVARD, C-316
WEST PALM BEACH, FL 33406-5869

PH: 561-434-8200 FX: 561-434-8571

ARTHUR C. JOHNSON, Ph.D.
SUPERINTENDENT

ANN KILLETS
CHIEF ACADEMIC OFFICER

JOSEPH M. MOORE
CHIEF OPERATING OFFICER

WILLIAM S. GRAHAM
CHAIR

MONROE BENAÏM, M.D.
VICE-CHAIR

PAULETTE BURDICK
MARK HANSEN
ROBERT J. KANJIAN
DR. SANDRA S. RICHMOND
DEBRA I. ROBINSON, M.D.

April 25, 2007

Ricardo Mendez

[REDACTED] F.S. 119.071(4)(d)2.h.
Miami, FL

Dear Ricardo:

On our inaugural **District-wide Employee Appreciation Week**, we want to express our appreciation for your contributions as: Director Program Management
Program Management

In addition, we thank you for being a valued employee with the School District of Palm Beach County.

As an important member of the District staff, you contribute to our overall success in making a difference in the lives of over 170,580 children that we serve. Your talents, time and commitment to excellence helps us to attain the District's goals!

Sincerely,

Arthur C. Johnson, Ph.D.
Superintendent

Ann Killets
Chief Academic Officer.

Joseph Moore
Chief Operating Officer.



PUBLIC WORKS DEPARTMENT
SUITE 1610
111 N.W. 1st STREET
MIAMI, FLORIDA 33128-1970
(305) 375-2960

July 10, 2002

To Whom It May Concern:

Mr. Ricardo Mendez has demonstrated excellent ability to perform and engage in responsible level engineering and management work during his tenure in Miami-Dade County. I worked with Mr. Mendez during a five-year period ending in 1999. He is a well-qualified professional and has shown excellent management and leadership skills. Mr. Mendez has conducted himself with professionalism, effectiveness, and respect for his subordinates, peers, and supervisors. In addition, Mr. Mendez has an excellent educational background and interpersonal skills. He has always acted within the department's guidelines and procedures. He has an exceptional ability to see the big picture in complex situations and to proceed accordingly.

I am confident that he will succeed in future tasks which he undertakes with any organization within the public or private sector.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'John I. Ritsema', written over a large, stylized blue scribble.

John I. Ritsema, P.E.
Chief, Construction Division

JJR:nc

MIAMI-DADE COUNTY, FLORIDA



STEPHEN P. CLARK CENTER

PUBLIC WORKS DEPARTMENT
SUITE 1610
111 N.W. FIRST STREET
MIAMI, FLORIDA 33128-1970

March 29, 1999

Mr. Ricardo J. Mendez
Construction Division

Dear Mr. Mendez,

It is a pleasure to present you with a 5 year Service Award in recognition of your continuous service with Miami-Dade County Government. It is the unselfish and conscientious effort of each employee that makes possible the successful operation of this department.

We hope you will remain with Dade County many more years and that they will be increasingly rewarding ones for you.

Sincerely,

A handwritten signature in black ink, appearing to read "AR", written over the typed name and title.

Aristides Rivera, P.E., P.L.S.
Acting Director

AR/gc

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH FLORIDA 33139



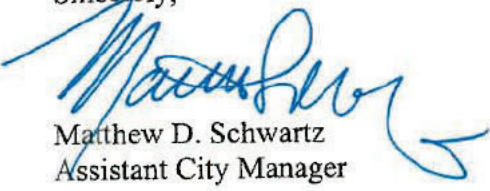
OFFICE OF THE CITY MANAGER

TELEPHONE: (305) 673-7010
FAX: (305) 673-7782

TO WHOM IT MAY CONCERN:

During his tenure with the City of Miami Beach, Ricardo Mendez has demonstrated excellent technical, management, and interpersonal skills. Mr. Mendez hard work, dedication, knowledge, and experience added great value to the city's operations. He always complied with city rules, regulations, and handled himself with honesty and integrity. In addition, Mr. Mendez has shown progressive leadership. Definitely a team player, Ricardo is an excellent professional whose ability and skills will be a great asset for any organization within the public and private sectors.

Sincerely,


Matthew D. Schwartz
Assistant City Manager



FIU FLORIDA INTERNATIONAL UNIVERSITY

Hope, Knowledge, and Opportunity

July 9, 2002

To Whom It May Concern:

The purpose of this letter is to strongly recommend that Mr. Ricardo Mendez., an excellent civil engineering administrator, be given the most favorable consideration in his job application.

Mr. Mendez received his BSCE degree from Florida International University (FIU), the Public University at Miami in 1987. He was one of the brightest students that have ever graduated from our program. In addition, he also received a MBA degree from University of Miami in 1996.

As Mr. Mendez's instructor in his Transportation and Traffic Engineering class, I can assure you that he has excellent educational training and great interpersonal skills. It is a great pleasure for me to recommend such an outstanding engineer for this prestigious administrative position. Mr. Mendez is the type of student that we wish all of our students could be.

Should you have any questions, please do not hesitate to call me at (305) 348-3055. My FAX number is (305) 348-2802. My e-mail address is shen@eng.fiu.edu.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "L. David Shen".

L. David Shen, Ph.D., P.E., T.E.
Professor & Chairman
Director, Lehman Center for Transportation Research



FIU FLORIDA INTERNATIONAL UNIVERSITY

Hope, Knowledge, and Opportunity

23 July, 2002

Subject: **Letter of Recommendation for Mr. Ricardo J. Méndez.**

Gentlemen:

I am writing to enthusiastically support Mr. Ricardo J. Méndez's application to your City Managers position.

I have known Mr. Méndez for about seventeen years. First as a student in our Civil and Environmental Engineering Program, from which he graduated in 1987. Subsequent to his graduation, I have followed his professional career with Gopman-Pepper, Miami-Dade County and the City of Miami Beach. These last few years I have been able to closely observe Mr. Méndez, because I frequented his Department of Public Works in relation to several large projects, wherein I participated as designer or consultant.

In all these positions, Mr. Méndez impressed all his colleagues and the general public by his charming and mature personality, always bright, and full of energy. He has a plethora of leadership skills and will immeasurably benefit your community with his enthusiastic management skills.

Given all these attributes, I have no hesitation in assuming that it will place him among the top candidates for any city manager position. I strongly recommend him to you, and am very happy to further amplify his qualifications to you. Please feel free to call me at the University at 305-348-2825.

Sincerely,

A handwritten signature in blue ink that reads 'Prieto'.

Prof. Luis A. Prieto-Portar, Ph.D., P.E.
Department of Civil and Environmental Engineering
Florida International University
Phone: 305-348-2825 ; Fax: 305-348-2802 ; E-mail: prieto@eng.fiu.edu

Tracy Miller

727 Swilley Loop, Plant City, FL 33567 | 813.857.8466 | millerlocalgovconsulting@gmail.com

March 2, 2026

City Council
City of Marco Island, Florida

Dear Council Members:

I am pleased to submit my application for the position of City Manager for the City of Marco Island. Marco Island's commitment to high-quality service, fiscal stewardship, and responsive local government aligns closely with my professional experience and leadership philosophy. As a seasoned Florida local government executive, I bring strategic vision, operational discipline, and a collaborative leadership style well suited for a vibrant coastal community.

As Assistant City Manager for the City of Bartow, Florida I have functioned as a servant leader for a full-service municipality overseeing public safety, utilities, development services, infrastructure, and administrative operations. I have led modernization initiatives that strengthened financial transparency and organizational alignment, including implementing enterprise-wide strategic and performance management systems, and launching a public-facing dashboard to track key initiatives and capital priorities to demonstrate that we are doing what we say we will do.

My prior role as Manager of Strategy Development for Sarasota County provided extensive experience coordinating across departments, advising executive leadership, and aligning long-range planning with budget strategy and understanding the pressures of beach communities. I regularly prepared materials for elected officials, facilitated complex policy discussions, and ensured compliance with Florida's statutory requirements. I understand the importance of disciplined process, ethical leadership, and transparent communication—particularly in communities with highly engaged residents.

Marco Island's seasonal population fluctuations, tourism-driven economy, and coastal infrastructure considerations require thoughtful fiscal planning and resilient operational management. My experience overseeing utilities, capital planning, and performance systems positions me to ensure service excellence while maintaining long-term sustainability. I am committed to fostering a positive organizational culture that emphasizes accountability, collaboration, and continuous improvement.

As City Manager, I would prioritize communication with Council, visible engagement with residents, and effective intergovernmental partnerships throughout Collier County and the region. I bring steady leadership, integrity, and a deep understanding of Florida municipal governance, and I am prepared to guide the organization in implementing Council priorities with professionalism and transparency.

Thank you for your consideration. I welcome the opportunity to discuss how my experience and leadership approach can support Marco Island's continued success.

In Public Service, **Tracy Miller**

TRACY MILLER

Assistant City Manager, City of Bartow, FL



727 Swilley Loop, Plant City, FL



813.857.8466



millerlocalgovconsulting@gmail.com



Linkedin.com/in/tracy-miller-810413a/

EDUCATION

MS Technology and
Innovation Management
University of Tampa, FL
2006

BA Political Science
SUNY Stony Brook, NY
1992

MEMBERSHIPS

Florida Women Leading
Government
Secretary
January 2023 to Present

ICMA
Full Member
January 2009 to Present

FCCMA
Full Member
January 2007 to Present

AWARDS

Big Props Award – Water Quality
Summit
2019 | Sarasota County, FL

If You Care You Do Award
2019 | FCCMA

STAR Award
2016 | Sarasota County, FL

Four PIT Team Service Awards
2016, 2017, 2019 | Sarasota County, FL

FCCMA Service Award
20013 | FCCMA

American Legion Citizenship Award
1988 | Comsewogue SHS

SUMMARY

Innovative local government leader with an entrepreneurial mindset, committed to community building, collaborative problem-solving, achieving results and service driven leadership.

PROFESSIONAL EXPERIENCE

ASSISTANT CITY MANAGER

APRIL 2024 - PRESENT

City of Bartow, FL

- Second in command of full-service city providing services in Community Development, Police, Fire, Code Compliance, Parks and Recreation, Library, Electric, Water, Wastewater, Solid Waste, Roads, Stormwater, and a full compliment of internal services
- Modernized Human Resources system to become an Employer of Choice through creation and implementation of three pillars including:
 - Career Ladder and Position Classification System
 - Broadband Pay and Step Plan unified across the organization
 - Development of a new employee manual known as the Human Resources Policies, Procedures and Guidelines
- Implementation of platform technology for Enterprise Resources Planning, Human Resource Management and Web-based Services
- Development of strategic planning, performance management and project management systems
- Overhaul of a line-item budget to a program-based budget for wider transparency
- Development of a public transparency dashboard to track organization-wide major initiatives and key performance measures

DIRECTOR OF STRATEGIC INITIATIVES AND PPP

JUNE 2023 TO APRIL 2024

City of Bartow, FL

- Assess city systems to provide holistic solutions and modernize policies and practices
- Recruit and promote new management team for key leadership replacements
- Improve communication tactics and citizen engagement strategies
- Development project management tracking and accountability

ASSISTANT CITY MANAGER

SEPTEMBER 2022 – MARCH 2023

City of Oldsmar, FL

- Developed and formulated an enterprise-wide strategic plan
- Built a performance dashboard to track organization wide monthly reports, performance measures, strategic plan items and capital improvement projects
- Developed a ground-breaking Community Engagement Guide that matches with the IAP2 Model for Public Participation
- Worked in Collaboration with the local chamber of commerce to carry out deliverable in the Business Assistance Program to include the planning and facilitation of the first annual Economic Summit
- Developed the City of Oldsmar's first annual citizen and business satisfaction survey

TRACY MILLER

Assistant City Manager, City of Bartow, FL

 727 Swilley Loop, Plant City, FL

 813.857.8466

 millertocalgovconsulting@gmail.com

 [LinkedIn.com/in/tracy-miller-810413a/](https://www.linkedin.com/in/tracy-miller-810413a/)

SKILLS

Strategic Planning
Performance Management
Organization Development
Technology Innovation
Facilitative Leadership
Financial Management
Economic Development
High Performance Organization
Long-Range Planning
Project Management
Utility Management
Program Budgeting
Capital Planning
Process Improvement
Roadmapping
Systems Thinking
Trends Analysis
Public Policy
Marketing
Collaboration
Public Speaking
Community Development
Citizen Engagement
Customer Service
Organizational Design
Comparative Research
Benchmarking
Peer Review
Data Analysis
Communication Planning
Recruiting
Talent Development
Technical and Creative Writing
Conference and Event Planning

PROFESSIONAL EXPERIENCE (CONTINUED)

MANAGER OF STRATEGY DEVELOPMENT JULY 2015 TO SEPTEMBER 2022
Sarasota County, FL

- Manage Sarasota County's strategic planning efforts including development and implementation of the strategic plan, leadership of the performance management program, identification, tracking and reporting of the annual action agenda and development of a robust performance dashboard
- Lead and manage change efforts through Process Improvement Teams (PIT) designed to increase efficiency and effectiveness of key operations utilizing continuous improvement principles
 - PIT projects include: Disposal of Surplus Vehicles, Development Review Cycle Times, Housing Affordability Study, Creation of a Methodology for Billable Hours for Real Estate Services, Policy Governing use of Security Cameras, Review of County Property for the Potential to Surplus, Streamlining Permit Process, Records Retention and Consolidation of County Call Centers
- Create a talent pipeline and develop internal leadership capacity of high potential employees through the Employee Input Group (EIG)
- Facilitate department level strategy development for eighteen BOCC departments to prepare future roadmaps and action plans at the functional level
- Prepare all county administration strategy-based messaging for the elected body and the public within the budget, quarterly and annual reports

STRATEGIC MANAGEMENT ADVISOR MAY 2013 TO JULY 2015
Sarasota County, FL

- Implement an enterprise-wide strategic planning process to develop organizational goals, strategies and major initiatives
- Invent an innovative strategic planning model that was used daily to reinforce strategic thinking throughout the organization
- Facilitate the development of a comprehensive performance management program to include the implementation of mission and vision, objectives, performance measures and major initiatives aligned to county goals for all BOCC departments
- Produce all strategic elements within the overall budget document
- Accountable for the production of quarterly management reports and supporting performance information for all budget workshops
- Developed a revamped design of the county budget document to be a more citizen-friendly and appealing publication
- Conduct special projects for best practices and peer review such as implementation of a diversity ordinance and development of a standardized customer satisfaction methodology

TRACY MILLER

Assistant City Manager, City of Bartow, FL



727 Swilley Loop, Plant City, FL



813.857.8466



millerlocalgovconsulting@gmail.com



Linkedin.com/in/tracy-miller-810413a/

TECHNOLOGY SKILLS

Microsoft Suite
Adobe Creative Suite
SmartSheet
Kronos
Workday
NeoGov
OpenGov
ZenCity
ClearPoint Strategies
Asset Management
(Cartegraph)
See Click Fix
Agenda Management
Social Media Platforms
Access
Microsoft Project
Web Programming
GIS

REFERENCES

Jonathan Lewis
County Administrator
Sarasota County, FL

Peter Lear
Finance Director
Bartow, FL

Jill Silverboard
Deputy County Administrator
Pinellas County, FL

Darin Atteberry
Chief Executive Officer
Strategic Government Resources

PROFESSIONAL EXPERIENCE (CONTINUED)

FLORIDA INNOVATION GROUP REGIONAL DIRECTOR MARCH 2005 TO MAY 2013
Alliance for Innovation

- Manage member relationships for 40 local government organization-wide members representing more than 3,500 practitioners in Florida and Georgia
- Organizational strategic planning, budgeting and program delivery
- Conduct field visits, on-site consulting, facilitate strategic planning sessions, conduct customer service sessions, and lead citizen roundtables in aiding local government members grow innovation capacity
- Participate in the development of the Innovation Academy for local government teams
- Florida City/County Manager's Association liaison to include participation in technology development, annual conference planning and professional development committee

TECHNOLOGY DIRECTOR JULY 2007 TO MAY 2013
Alliance for Innovation

- Lead large-scale technology projects including internal and web-based technology implementations
- Delivery of all online systems including multiple social media platforms, content management systems and association management systems
- Create, implement and manage an online knowledge communication for more than 10,000 local government practitioners in collaboration with the International City/County Management Association
- Implement e-learning program including production and program delivery for all corporate webinars, yielding the company in excess of \$1.3 million dollars of new revenue
- Responsible for establishing online brand identity including the development of fifteen versions of Internet presence from 1995 to 2010
- Manager of additional sites hosted by the Alliance including tlgconference.org and fccma.org

DIRECTOR OF INFORMATION RESOURCES/INQUIRY SERVICE MAY 1993 TO JULY 2007
The Innovation Groups

- Responsible for development of two online knowledge repositories, management of the Inquiry Service and development of the research packet program
- Creation and implementation of all knowledge based products resulting in more than one million dollars of new revenue
- Manage the process of more than 2,200 local government research requests annually
- Supervise the team of researchers to include recruiting, training, performance appraisals and work monitoring and management.
- Conduct large scale internet surveys to include development of an extensive peer matching service for local governments
- Development of a comparative performance management program for data analytics and peer review
- Develop vendor relationships in pursuit of the creation of information-based products