

**Juan Guerra**

Cape Coral, FL

Master's in Business – did not provide proof

Bachelor's in Business – did not provide proof

City Manager

City Government Experience

Budget Experience

Employee Management

Planning and Development

Juan Guerra  
Cape Coral, FL

# JUAN G. GUERRA, ICMA-CM, CPA

*sgtguerra@yahoo.com*  
*(956)655-2804*

January 30, 2024

To Whom It May Concern:

As a personable, energetic, passionate, caring, and progressive public servant professional, I believe that I am a perfect fit for your community and organization. Please accept this letter as my interest for the position of City Manager for the City of Lake City, FL.

My municipal work history of over 20 years (over 15-years in management) is full of successful instances of proactive and innovative productivity resulting in a better quality of life and public safety for the residents, especially successful in fast growing communities that strive for excellence. My high ethical standards provide me with factual instances of my effective fights against corruption in south Texas. My Marine Corps training, strong leadership, and continuous-process-improvement mindset have molded me into a change agent, always strengthening and improving the organizations I work for. I would also bring a strong track record of diversifying, mentoring, and developing employees to achieve their personal and the organization's strategic goals, molding people who are now City Manager, Assistant City Manager's, department directors, and managers.

Utilizing the Baldrige Excellence Framework, Lean Six Sigma, and Kaizen management philosophies, I offer expertise in strategic planning, efficiency improvements, intergovernmental and international relations, residential-commercial and industrial development, infrastructure/project management, regional collaboration, natural disaster management, and collective bargaining/union negotiations. Being highly educated, professionally certified, and diversely experienced executive in small, medium, and large organizations, I have developed skills and capabilities that reach nearly every aspect of municipal government. I have held leadership roles in various local government professions with many successful examples in strategic/municipal planning operations, economic development, public safety, finance, public works, water and sewer system, housing, and airport issues, among others.

I am a firm believer that success in any organization can only be accomplished through teamwork, communication, accountability, the implementation of the vision of elected officials, and the caring/empathy for all residents, visitors, and customers. This belief has allowed me to develop teams that have received numerous organizational achievements (never individual awards!), some are: ICMA's Certification of Excellence in Performance Management (ICMA's highest award), Texas Award for Performance Excellence (highest state Baldrige award), GFOA's Triple Crown Award (GFOA's highest award), and America's #1 International Trade Port-of-Entry (for produce).

I am sincerely searching for an organization where I can provide a long-term commitment, raise my children in, and be part of a community, *this unfortunately has eluded me recently*. Please note: I am **only** interested in a place where my family and I can be long-term and establish roots in the community. I have researched and appreciate the Lake City area, its culture, and the quality of life it provides; I truly believe it would be an ideal location to live! I humbly ask that you consider me for this important position. I can be reached through email at [sgtguerra@yahoo.com](mailto:sgtguerra@yahoo.com) or via my cell phone at (956)655-2804.

Respectfully submitted,  
Juan G. Guerra, CPM, CPA

Published on *City of Lake City, FL* (<https://www.lcfla.com>)

[Home](#) > [Application for General Employment](#) > [Webform results](#) > Application for General Employment

#### Submission information

Form: [Employment Application](#) [1]  
Submitted by Visitor (not verified)  
Tue, 01/30/2024 - 6:59pm  
76.101.91.137

**Today's Date** Tue, 01/30/2024

**Are you applying for a position within the Police Department?** No

**Which position are you applying for?** City Manager

**Are you over the age of 18?** Yes

**Are you eligible to work in the United States?** Yes

**Have you read the full job postings for the position in which you are applying?** Yes

**Are there any duties you are unable to perform?** No

**Are there any days or hours you are unable to work?** No

**Are you able to travel, if required?** Yes

**Expected Salary (annual):** \$ 150000

**Have you ever been employed by the City of Lake City or Lake City Police Department?** No

**Do you have any relatives currently employed by the City of Lake City or Lake City Police Department?** No

**Why are you interested in working for the City of Lake City?** I love being a public servant, having the chance to lead a team to help the residents of Lake City would be an honor. The location is perfect, the climate is great, and the community would be a great place to raise my children.

## Applicant Information + Driver's History

### Applicant Information

**Full Name:**

Juan Gabriel Guerra

**Social Security Number**

**Current Address**

2537 Deerfield Lake Ct

**City, State Zipcode**

Cape Coral, FL 33909

**Home phone number**  
9566552804

**Cell phone number**  
9566552804

**Email address**  
sgtguerra@yahoo.com

### Driver's History

**Can you operate a motor vehicle?** Yes

**Do you possess a valid Florida driver's license?** Yes

**Have you ever possessed a driver's license or CDL of any kind from any other state?** No

**Have you ever had your driver's license SUSPENDED or REVOKED?** No

**List all traffic citations and crashes in the last five (5) years:** None

## **Criminal History**

### Criminal History

**Have you ever been convicted of, or pled guilty, no contest, or nolo contendere to a crime?**  
No

**Have you ever been a defendant in a civil action for intentional tort (e.g. assault, battery, intentional infliction of emotional distress), or an unlawful employment practice (e.g. sexual or racial harassment)?** No

**Have you ever been charged with a crime and either placed on court-ordered probation, had adjudication withheld, entered a pre-trial intervention program, or have any criminal charges pending now?** No

**If you answered YES to any of the above, please fully explain below:**

## **Education**

### Education

Depending on the position sought, you may be required to provide a copy of your high school or college transcripts, degrees, and/or professional registration.

**Do you currently have a high school diploma?** Yes

High School Information

**Name of School**  
Nikki Rowe HS

**City and State**  
McAllen TX

**Date Graduated**  
05/1996

College or Technical School 1

**Name of School**  
UNIVERSITY OF TX - RIO GRANDE VALLEY

**City and State**  
EDINBURG

**Years attended**  
1.5

**Major**  
Business Admin

**Degree obtained**  
Masters

College or Technical School 2

**Name of School**

**City and State**

**Years attended**

**Major**

**Degree obtained**

**Certificates or additional training completed:**

- ICMA University – Certificate in Data-Driven Decision Making; 9/2023
- ICMA-Credentialed Manager (ICMA-CM); 7/2022
- Stanford: Comparative Equality and Anti-Discrimination Law; 3/2022
- ICMA: High Performance Leadership - Master Certificate; 11/2021
- Baldrige Foundation Institute for Performance Excellence: Lean Six-Sigma – Green Belt; 10/2021
- Columbia Business School: Driving Performance and Change; 8/2021
- Harvard University: Driving Government Performance; 9/2018
- Certified Public Manager (CPM); 12/2006
- Certified Public Accountant (CPA) in the state of Texas; 10/2004, #85217

## Work History

### Work History

Please give the complete name and address of all employers, including military employment. Please describe the major duties performed. A resume may be attached as a supplement; however, you must complete all information requested on the application. Begin with your most recent employer and list all previous employers in chronological order. Include a minimum of 5 years of employment. Please contact HR if you need to add additional employers to your application.

Employer 1 (Current or most recent)

**Name of Company**

City of Cape Coral

**Street Address**

1015 Cultural Park

**City, State, Zip**

Cape Coral, FL 33990

**Phone Number**

2395740401

**Dates Employed**

Nov 2022 - Present

**Supervisor's Name**

Crystal Feast

**Pay Rate**

123000

**Brief Description of Duties**

CONTROLLER – CITY OF CAPE CORAL, FL; NOV 2022 – APRIL 2023, & OCT 2023 - PRESENT

**RELEVANT RESPONSIBILITIES**

Responsibilities include management over Payroll, Accounts-Payable, Debt, Treasury, and Accounting in a city of est. 220k residents, 1,800 employees, & \$1.28 billion budget, for the City of Cape Coral, Oasis Charter School, and Community Redevelopment Agency; Directly Responsible: \$2.6 mil budget, 27 FTE

**Reason for Leaving**

Growth

Employer 2

**Name of Company**

Gunnison County

**Street Address**

200 E Virginia Ave

**City, State, Zip**

Gunnison, CO 81230

**Phone Number**

9706410248

**Dates Employed**

Dec 2020 thru Aug 2022

**Supervisor's Name**

Matthew Birnie

**Pay Rate**

185000

**Brief Description of Duties**

CHIEF FINANCIAL OFFICER (Equivalent of ASSISTANT COUNTY MANAGER confirmed by ICMA)  
– GUNNISON COUNTY, CO; MARCH 2021 – MAY 2022 (CONTRACTED CFO: JUNE-AUG 2022)

**RELEVANT RESPONSIBILITIES**

Responsibilities include management over all human resource, financial operations, and organizational performance excellence in a county of est. 18k residents, 235 employees, & a budget of \$169 million

**Reason for Leaving**

Successful end of contract

Employer 3

**Name of Company**

City of Edinburg

**Street Address**

1201 WEST UNIVERSITY DR

**City, State, Zip**

EDINBURG

**Phone Number**

9569291155

**Dates Employed**

Oct 2018 thru Nov 2019

**Supervisor's Name**

Richard Molina

**Pay Rate**

250000

**Brief Description of Duties**

CITY MANAGER - CITY OF EDINBURG, TX; OCTOBER 2018 – NOVEMBER 2019

**RELEVANT RESPONSIBILITIES**

Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 100k residents, 1,200 employees (depending on summer hiring), and an annual City-wide budget of \$180 million (depending on CIP, \$73 mil Gen Fund)

**Reason for Leaving**

Change in political majority after Nov election

**Neighborhood Survey**

Please list three (3) of your closest neighbors where you now reside, preferably ones on each side of you and behind you. If for some reason this is not practical, such as you live in a rural area or don't have close neighbors, list the nearest ones and list and explanation below.

Neighbor 1



**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Occupation**

**Business Address**

**Business Phone**

Neighbor 2

**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Occupation**

**Business Address**

**Business Phone**

Neighbor 3

**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Occupation**

**Business Address**

**Business Phone**

**Additional Comments**

**Personal References**

Reference 1

**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Business Address**

**Occupation**

**Business Phone**

Reference 2

**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Occupation**

**Business Address**

**Business Phone**

Reference 3

**Full Name**

**Nickname**

**Address**

**City, State Zip**

**Home Phone**

**Cell Phone**

**Business Address**

**Business Phone**

**Occupation**

## **Veteran Information**

**Have you ever served in the Armed Forces?**

Yes

**Are you claiming Veterans' preference?**

Yes

Under Florida law, certain individuals may be eligible for "Veteran's Preference" for employment purposes. Please read and complete the Veterans Preference Certification sheet then answer the following questions.

Veterans' Preference Certification. Section 295.07(1), Florida Statutes, provides for Veterans' Preference in employment appointment and retention, if qualified under one of the following categories and not exempt under Section 295.07(4), Florida Statutes/ Section 295.05, Florida Statutes, also provides Veterans's Preference for reinstatement, reemployment, and promotion. If you seek Veteran's Preference, please check the appropriate box, and provide this form and documentation of your status along with your employment application, no later than the position advertising closing date.

I certify that I am qualified to claim Veterans' Preference under the category checked below:

### **Veterans' Preference Certification Options**

A wartime veteran as defined in s. 1.01(14), who has served at least 1 day during a wartime period. I acknowledge that active duty for training may not be allowed for eligibility under this paragraph.

If you qualify for the Veterans' Preference, the City of Lake City will give you special consideration during the employment selection process. The City of Lake City shall give preference to and shall hire a person entitled to Veteran's Preference ahead of other equally qualified applicants.

Should the position for which you are applying be filled by someone who does not qualify for Veterans' Preference and should you feel that proper consideration of the Veterans' Preference law has not been provided to you by the City of Lake City or the City of Lake City has not complied with the Veterans' Preference rules, please notify the City of Lake City, Human Resources Department, (386) 719-5804.

You also have the right to initiate an investigation by the Florida Division of Veteran's Affairs. You may do so by notifying the State of Florida, Department of Administration, Division of Veteran's Affairs, PO Box 1437, St Petersburg FL 33731, within 21 calendar days from the date you received the notice that you were not selected for the position.

**This statement is true to the best of my knowledge and belief (By typing your name here, you are electronically signing this form).**

Juan Guerra

# FRS Information

## Florida Retirement System (FRS) - Certification form

This form is not an offer of employment or an enrollment form. If hired, a Retirement Choice kit may be mailed to your home with enrollment instructions

**Have you ever been a member of a State of Florida administered retirement plan?**

No

### **Section I**

I have never been a member of a State of Florida administered retirement plan

**Signature (By typing your name here you are electronically signing this form.)**

Juan Guerra

## Documents

### Document upload

Please upload any documents here. Documents must be submitted as either .rtf, .doc, .docx, or .pdf  
Items noted with a \* are required.

#### **Resume**

jgguerra\_resume\_-\_2023.pdf [2]

#### **High School Diploma**

#### **Driver's License**

#### **Birth Certificate**

#### **College Degrees/Transcripts**

jguerra\_professional\_backup\_-\_edu\_cert\_mba\_-\_part\_3\_of\_3.pdf [3]

#### **Other Certificates**

jguerra\_professional\_backup\_-\_aprof\_certificates\_-\_part\_1\_of\_3.pdf [4]

#### **DD214**

guerra\_dd\_214\_from\_2000\_and\_2002.pdf [5]

## EEO

### EEO Self-Identification Form

Federal Laws and regulations require that the City incorporate a procedure for obtaining information necessary to conduct an applicant flow and selection analysis to determine the number of persons protected under those laws and whether or not the present selection system has an adverse effect on any protected group.

**\*\*Completion of this form is strictly voluntary\*\***

**Do you wish to self identify?**

Yes

**Race/National Origin: (Definitions from EEOC Form 221)**

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Sex**

Male

**Individual with Disabilities?**

No

**Special Disabled Veteran?**

No

**Vietnam Era Veteran?**

No

**Other Eligible Veteran?**

Yes

**How did you learn of the job opening?**

Other

According to 41 CFR 60-41.42, there are only two circumstances when an employer may ask a disabled applicant to self-identify on a pre-offer basis:

(1) The invitation is made when the contractor actually is undertaking affirmative action for individuals with disabilities at the pre-offer stage; or (2) The invitation is made pursuant to a Federal, state or local law requiring affirmative action for individuals with disabilities.

According to 41 CFR 60-250.42, there are only two circumstances under which an employer may ask applicants who are Special Disabled Veterans to self-identify on a pre-offer basis:

(1) The invitation is made when the contractor actually is undertaking affirmative action for special disabled veterans at the pre-offer stage; or (2) The invitation is made pursuant to a Federal, state or local law requiring affirmative action for special disabled veterans.

Individual with disabilities: Defined as a person who (1) has a physical or mental impairment which substantially limits one or more of his or her major life activity(s), (2) has a record of such impairment(s), or (3) is regarded as having such impairment(s). For purposes of this definition, an individual with disability(s) is substantially limited if he or she is likely to experience difficulty in securing, retaining, or advancing in employment because of disability(s).

Special Disabled Veteran: Defined as a veteran who is entitled to disability compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Veterans Administration for a disability (i) rated at 30% or more, or (ii) rated at 10% or 20% in the case of a veteran who has been determined under Section 1506 to have a serious employment disability, or a person who was discharged from active duty because of a service-connected disability.

Veteran of the Vietnam Era: Defined as a veteran who (a) served on active duty in the Republic of Vietnam between February 28, 1961 and May 7, 1975, or (b) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released from there with other than a dishonorable discharge, or (c) was discharged

or released from active duty for a service-connected disability if any part of his or her active duty was performed between August 5, 1964 and May 7, 1975.

Other Eligible Veteran: Defined as any veteran who served in a "war" declared by Congress, in a campaign or on an expedition for which a campaign badge, or service medal, or an expeditionary medal has been awarded.

## Record Check

### Record Check Authorization

Please Read Carefully Before Signing.

1. I HEREBY AUTHORIZE that all the facts and information on this employment application are true and complete. I understand that any false, incomplete or misleading information given by me on this application is sufficient cause for rejection of this application. I also understand and agree that any such false, incomplete, or misleading information discovered on this application at any time after I am employed may result in my dismissal.

2. I HEREBY AUTHORIZE the City to investigate all statements contained in this application, to interview the references and previous employers listed in this application, and to obtain a report from a consumer reporting agency to be used for employment purposes in accordance with Fair Credit Reporting Act, to conduct a record check on my background to include but not be limited to the following: criminal and driving check, employment and performance record and educational records. I authorize the references, previous employers, and school or other education institution, credit bureau, lending institution, consumer reporting agency or public agency listed to give the City all the facts, opinions and evaluations concerning my previous employment and any other information they may have, personal or otherwise, and I HEREBY RELEASE and save harmless the addressee, its officers, agents, servants or employees from and against any and all liability, claims, demands, damages, expenses, fees, fines, penalties, suits, proceedings, actions and costs of actions, including attorney's fees of any kind and nature arising or growing out of or in any way connected with the disclosure of requested information.

3. If I am offered employment, I understand that such an offer will be conditioned upon satisfactory results of a background investigation and/or City medical examination or inquiry, including a drug screening test. If then employed, I understand that I will be required to serve a probationary period. I further understand that my employment and compensation can be terminated, with or without cause or notice, at any time, regardless of the successful completion of my probationary period, at the option of either the City or myself. I understand that no supervisor or other representative of the City other than the City Manager has any authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the foregoing. I further authorize on going procurement of the above mentioned reports at any time during my employment.

**By typing your name here you are electronically signing that you fully understand and voluntarily agree with the above items.**

Juan Guerra

**Today's Date**

Tue, 01/30/2024

## Certificate of Applicant

## **Certificate of Applicant**

I hereby certify that all information given on this application is true and correct to the best of my knowledge and I understand that any false information given on this application shall constitute cause to withdraw the application from consideration for any position with the City of Lake City or termination of employment with the City of Lake City. Inquiry as to past employment of any on the job performance may be conducted and all past and current employers will be contacted. I release the City of Lake City and any past or current employers and other individuals contacted from any liability for release of information regarding my employment.

Applications of municipalities are considered public documents according to Florida Statutes and are open to public inspection upon request. Applications will remain active until position applied for is filled.

**By typing your name here you are electronically signing this application:**

Juan Guerra

### **Today's Date**

Tue, 01/30/2024

**Source URL:**<https://www.lcfla.com/node/6533/submission/16888>

### **Links**

[1] <https://www.lcfla.com/hr/webform/employment-application> [2]

[https://www.lcfla.com/system/files/webform/jguerra\\_resume\\_-\\_2023.pdf](https://www.lcfla.com/system/files/webform/jguerra_resume_-_2023.pdf) [3]

[https://www.lcfla.com/system/files/webform/jguerra\\_professional\\_backup\\_-\\_edu\\_cert\\_mba\\_-\\_part\\_3\\_of\\_3.pdf](https://www.lcfla.com/system/files/webform/jguerra_professional_backup_-_edu_cert_mba_-_part_3_of_3.pdf) [4]

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[https://www.lcfla.com/system/files/webform/guerra\\_dd\\_214\\_from\\_2000\\_and\\_2002.pdf](https://www.lcfla.com/system/files/webform/guerra_dd_214_from_2000_and_2002.pdf)

# JUAN G. GUERRA, ICMA-CM, CPM, CPA

PROFESSIONAL RESUME - (956) 655-2804 - [sgtguerra@yahoo.com](mailto:sgtguerra@yahoo.com)

## PROFESSION AT A GLANCE

Organization	Titles	Timeframe	Reason for Change
U.S. Marine Corps	Private, Private First Class, Lance Corporal, Corporal, Sergeant	May 1996 - May 2000, Feb 2002 - July 2002	4.4 years End of Active Duty
City of La Feria, TX	Accountant, Finance Director	July 2000 - Dec2005	5.5 years Professional Growth
City of Sherman, TX	Director of Finance	Jan 2005 - Dec 2006	2 years Professional Growth
City of Fort Worth, TX	Accounting Manager	Dec 2006 - July 2007	8 months Family Emergency
City of Pharr, TX	Finance Director, Chief Financial Officer, International Commercial Bridge Director, City Manager	July 2007 - Oct 2018	11.5 years Retired
City of Edinburg, TX	City Manager	Oct 2018 - Nov 2019*	1.1 years Change in Political Majority after election **
Gunnison County, CO	Finance Director, Chief Financial Officer (Asst. County Mgr.), CFO Consultant	Dec 2020* - Aug 2022	1.75 years End of Contract; I chose not to renew and move to Florida
City of Cape Coral, FL	Controller, Interim Development Services Director, Controller	Nov 2022 – Present	1.25 year Present

\*Purposely took a professional pause and took a step back in my career due to need to focus on my family, I received full custody of my children in 2020

\*\*Not performance related. Both City of Edinburg & previous Mayor provided me with a letter of recommendation due to the good work I did as City Manager

## RELEVANT EDUCATION, SPECIALIZED TRAINING

- ◆ Cape Coral Chamber Leadership Class of 2023; 11/2023
- ◆ City of Cape Coral Leadership Program: Leadership, Education, and Development Series (LEADS); 11/2023
- ◆ ICMA University – Certificate in Data-Driven Decision Making; 9/2023
- ◆ ICMA-Credentialed Manager (ICMA-CM); 7/2022
- ◆ Stanford: Comparative Equality and Anti-Discrimination Law; 3/2022
- ◆ ICMA: High Performance Leadership - Master Certificate; 11/2021
- ◆ Baldrige Foundation Institute for Performance Excellence: Lean Six-Sigma – Green Belt; 10/2021
- ◆ Columbia Business School: Driving Performance and Change; 8/2021
- ◆ Harvard University: Driving Government Performance; 9/2018
- ◆ Certified Public Manager (CPM); 12/2006
- ◆ Certified Public Accountant (CPA) in the state of Texas; 10/2004, #85217
- ◆ Master of Business Administration (MBA), University of Texas (RGV); 2001
- ◆ Bachelor of Business Administration, Campbell University; 2000, with honors: Magna Cum Laude
- ◆ Operational/Logistics Management Supervisor Course; 1999
- ◆ Military Leadership Training (Sergeant Leadership & Corporal Leadership); 1998 & 1997
- ◆ Professional Membership and in Good Standing of: ICMA #690663, APA #412454, & GFOA #300139045
- Licensed Customhouse Broker (CHB) (license in international trade); 3/2015; # 30697 – Not Renewed in 2023
- Chartered Global Management Accountant (CGMA); 12/2013, # 110042638 – Not Renewed in 2022
- Certified Government Finance Officer (Texas - CGFO); 4/2005, #198 – Not Renewed in 2022 due to no longer being in TX

## MAJOR SKILLS AND STRENGTHS

- Strong Leadership • High Performing • Public Servant
- Change Agent • Energetic • Visionary • Very Proactive & Progressive • Team-Player
- Great Verbal and Written Communication Skills • Results Oriented • Self Motivated • Work Well Under Pressure and Stress
- Personable & Professional • Politically Astute • Well Organized • Bilingual - Fluent in English & Spanish
- Excel in Challenging Environments • Successful Negotiator with Unions
- Developer of People & Teams • Mentor



## MAJOR PERFORMANCE ACHIEVEMENTS

Increasing organizational expectations of excellence by developing and leading teams in achieving them has been a proven/factual trait of my professional leadership/mentoring:

- I. As City Manager for Pharr, TX, my team and I greatly succeeded with only one new Assistant City Manager, they now have two to perform the same duties. Unstable organization: I was one of 6 Pharr City Managers in 5 years!
  - Implemented Baldrige Excellence Framework, first in the region to bring this national high-performing management style, changed the organizational culture & diversity, greatly improved economic development, infrastructure, fiscal health, and quality of life for the community
  - Leadership matters: Funded biggest tax reduction in City's history, the year after I left, they raised taxes to highest rate ever and did so again 5 years later
- II. As City Manager for Edinburg, TX, the fastest growing city in south Texas at the time, my team and I succeeded with only one Assistant City Manager, I eliminated the other Assistant City Manager position, they now have three to perform the same duties. Unstable organization: I was one of 6 City Managers in 5 years!
  - Improved fiscal strength, permitting, public safety, infrastructure, incentives program, organizational culture
  - Fix mismanaged and one-sided major economic development/TIRZ contracts
  - Leadership matters: lost their fiscal audit awards the year after I left and returned to producing late audits
- III. Fiscal Management Professionalism: As Finance Director/CFO, my team and I saved the City of Pharr, TX from millions in negative cash, future bankruptcy, and achieved all 3 GFOA fiscal awards (Triple Crown).
  - Leadership matters: I retired in 2018 and in just 2 years City of Pharr lost two of those awards and in 4 years they went back to millions of dollars in negative cash balances. Similarly, all 3 GFOA fiscal awards were also achieved in Gunnison County, CO, once I left they lost two of the fiscal awards the next year.
- IV. Proven Leadership for High-Performing Operational Excellence (Unique Non-City Manager or CFO Roles):
  - While the CFO at the City of Pharr, I was also given the nationally important infrastructure, economic, and international trade responsibility of International Bridge Director. My team and I: 1) professionalized operations, 2) developed industry training outreach programs, 3) competed and won against neighboring bridges for business, 4) improved City's international presence, & 5) developed strategic master plan for infrastructure and operations.
- V. In Cape Coral, I was placed as the Interim Development Services Director (one of 4 directors in past 2 years!). This department manages the city's number one economic activity: economic/residential development. This was during record breaking development activity & was **one of the fastest growing cities in the country**. As the City Manager told me: it is not going to be easy, major disfunction, strong personalities, it is a big task. Despite having a very challenging team with strong union ties and refusing efforts to change, in only 5 months, while providing leadership, vision, and energy, my team and I started: 1) changing the culture of infighting, fighting with the industry, and selfish positioning, 2) greatly improving customer service while taking care of the employees at all levels (not just management), 3) fixing the lack of understanding and interest for efficient operations, 4) fixing the organizational structure in the Administrative, Plan Review, Inspections, and Permitting divisions, 5) became very responsive to the customer/industry, and 6) developed the biggest collaborative public outreach efforts in the department's history to facilitate internal & external stakeholder coordination. This started the foundation that strongly improved efficiency in operations, held all employees accountable for their productivity and efficiency, and changed the department's culture (*please read letters of recommendation for reference to this amazing work*).
  - Leadership matters: Once I left, three key managers left the department, major transparency tool was greatly reduced in quality and purpose, and public outreach events (in-person and virtual) stopped, leading to a return of industry frustrations.
- VI. Leadership matters: Top ORGANIZATIONAL Awards My Team & I Have Achieved (never individual awards!):
  - 1) ICMA Certificate for Excellence in Performance Management (*highest ICMA organizational performance award*)
  - 2) Texas Governor's Award for Performance Excellence (*highest State Baldrige award for performance excellence*)
  - 3) GFOA Triple Crown (*1<sup>st</sup> times for Pharr, TX; Gunnison County, CO; and Cape Coral, FL*)
  - 4) America's #1 commercial bridge in international trade for produce
  - 5) All-America City Award, finalist (*political turmoil didn't allow us to win, self-defeating, I had to work around it for this*)
  - 6) Improved and achieved best fiscal rating in an organization's history
  - 7) Improved Public Safety by over 20%, crime rating improvement from an "F" to a "C+" in under 2 years

## SELFLESS / HONORABLE MENTION

Volunteered to protect our country in the U.S. Marine Corps after the terrorist attack on September 11, 2001; honorably served in 2002 as a Military Policeman; Operation Enduring Freedom: Feb 2002 – Aug 2002



## DETAILED RELEVANT PROFESSIONAL EXPERIENCE

### CONTROLLER – CITY OF CAPE CORAL, FL; NOV 2022 – APRIL 2023, & OCT 2023 - PRESENT

#### RELEVANT RESPONSIBILITIES

- ◆ Responsibilities include management over Payroll, Accounts-Payable, Debt, Treasury, and Accounting in a city of est. 220k residents, 1,800 employees, & \$1.28 billion budget, for the City of Cape Coral, Oasis Charter School, and Community Redevelopment Agency; Directly Responsible: \$2.6 mil budget, 27 FTE

#### PROACTIVE ACHIEVEMENTS

- ◆ Brought leadership and accountability to a team of 27 employees while mentoring a team focused on their professional growth and operational improvements
- ◆ Developed and received the City's 1<sup>st</sup> ever Award for Outstanding Achievement in Popular Annual Financial Reporting, a new transparency and communication tool for the public
- ◆ Received the City's 1<sup>st</sup> ever Triple Crown Award from GFOA due to upgrade in reporting
- ◆ Worked as a team to improve efficiency in the audit process while also implementing new regulations
- ◆ Championed efforts to grow the employees, and improve team efficiencies and operational synergy by developing a team-building program, internal training, inter-divisional training, and mentoring program
- ◆ Member of the following Cape Coral Committee's: Unanimously appointed by Council as a board member to the Affordable Housing Advisory Committee (April – September 2023); Employee Association Committee (April – September 2023); Selection Advisory Committee for some of the City's major purchases (January 2023 – Present)
- ◆ Professional member in the ICMA Veterans Advisory Committee
- ◆ Volunteer at The United Way of Lee, Hendry, and Glades Counties

### DEVELOPMENT SERVICES DIRECTOR (INTERIM) – CITY OF CAPE CORAL, FL; APRIL 2023 – SEPTEMBER 2023

#### RELEVANT RESPONSIBILITIES

- ◆ Responsibilities include management over Planning, Permitting, Code Compliance, Building, Land Development, and CDBG divisions in a city of est. 220k residents, 1,800 employees, & \$1.28 billion budget, 80,000 permits, 320,000 inspections; Directly Responsible: \$25.6 mil budget, 183 FTE

#### PROACTIVE ACHIEVEMENTS

- ◆ Brought badly needed energy, new direction, collaboration, leadership, and vision to the department
- ◆ Repaired broken/strained stakeholder relationships by focusing the department on customer service, flexibility in problem solving while ensuring the safety of housing development for the residents
- ◆ Raised expectations by creating the vision to become nationally accredited in building operations, and developed and initiated plans to achieve the goal by implementing the Baldrige Excellence Framework
- ◆ Developed & started implementing public outreach events in all segments of the community along with monthly virtual training sessions, increasing customer service, training, synergy, public visibility, and the institution of a Public Servant mindset using the most collaborative efforts in the department's history
- ◆ Began reorganizing the department's organizational structure and the operational workflow, using LSS & Kaizen, to maximize productivity due to record number of permits activity, ultimately increasing quality & efficiency to the City's number one economic engine: residential/commercial development.

- MAJOR MEASURABLE STATISTICAL RESULTS: Decreased business-day review for Planning Division for Single Family Homes by 82% (44% decrease for all DSD reviews) & 56%

decrease for Commercial Construction (55% decrease for all DSD reviews); 72% decrease in outstanding weekly Single-Doc processing, 63% decrease in outstanding weekly permit processing; 85% reduction in customer wait times; and met Florida's required timeline to conduct application completeness for 1<sup>st</sup> time in 18 months. Focused team on efficiency & organizational development

- ◆ Greatly increased transparency to the public & industry by developing a comprehensive monthly activity report, trend analysis, economic indicators, performance measures, and organizational status
- ◆ Made efforts to change the department's culture through the implementation of PRECEPTS Leadership Traits and Principles, comprehensive Master Project List, performance measures & benchmarks, Best Practices, encouraging efforts of "Listening to the Employee" as well as "Listening to the Customer"
- ◆ Focused efforts to collaborate on departmental decision-making by championing employee growth, improved morale, and a healthy work environment through the creation of employee appreciation programs, anonymous survey, annual training program, Employee Committee, and a Mentoring Program
- ◆ Collaborated with employees and the building industry to begin development and transparency of administrative interpretations, consistency in building plan reviews, & appeals of Land Development Codes
- ◆ Began efforts to test Artificial Intelligence in building plans examination by partnering with LeeBIA, new patent-pending technology from AutoReview.ai and encouraging the employees to be open to new technologies to assist in our operations, working to reduce employee fears in the process
- ◆ Member/participant in Economic Roundtable Discussions, Economic Development Strategic Plan Committee, IT Steering Committee, Hurricane Ian Recovery Task Force, Resilient Lee Task Force, Beautification Task Force, Employee Retention/Recruitment Task Force, AI Implementation Committee, Lee Builders Industry Association, and Cape Coral Construction Industry Association

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**CHIEF FINANCIAL OFFICER (Equivalent of ASSISTANT COUNTY MANAGER confirmed by ICMA) – GUNNISON COUNTY, CO; MARCH 2021 – MAY 2022 (CONTRACTED CFO: JUNE-AUG 2022)**

RELEVANT RESPONSIBILITIES

- ◆ Responsibilities include management over all human resource, financial operations, and organizational performance excellence in a county of est. 18k residents, 235 employees, & a budget of \$169 million

PROACTIVE ACHIEVEMENTS

- ◆ Brought direction, energy, leadership, and vision to a team of employees and to the County Manager, evidenced by being quickly recognized via promotion to a newly created executive position after 3 months
- ◆ Successfully coordinated and received ICMA's most prestigious award for Gunnison County: 2021 Certificate for Excellence in Performance Management; only 1 of roughly 30 organizations nationwide
- ◆ Greatly increased communication & transparency to the public, relevancy, and strong executive and political communication through the development of comprehensive quarterly operational reports, as well as condensed easy to understand annual budget & financial reports
- ◆ Implemented Lean Six-Sigma & greatly improved organizational efficiency, an amazing 49% in the budget process and 40% in the audit process
- ◆ Received the GFOA's Triple Crown Award for the first time: awarded the GFOA award for Distinguished Budget Presentation, the County's 1<sup>st</sup> ever Annual Comprehensive Financial Report, and 1<sup>st</sup> ever Popular Annual Financial Report and was awarded GFOA's Award for Outstanding Achievement in Popular Annual Financial Reporting and the Certificate of Achievement for Financial Reporting
- ◆ Improved fiscal standing and brought financial reporting in-house, provided for the County's biggest Cost of Living Adjustment to all employees, and modified the capital planning efforts culminating in fully funding the strategic Capital Improvement Plan for the 1<sup>st</sup> time, ensuring quality of life projects were fully funded (ex: affordable housing, tourism projects, airport terminal, new library, and hiking trails)
- ◆ Aligned organizational strategic plans and goals to operations and improved accountability by linking them to the employee's performances



## CITY MANAGER - CITY OF EDINBURG, TX; OCTOBER 2018 – NOVEMBER 2019

### RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 100k residents, 1,200 employees (depending on summer hiring), and an annual City-wide budget of \$180 million (depending on CIP, \$73 mil Gen Fund)

### PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Edinburg PRISM Strategic Plan - Leadership Principles & Traits
- ◆ Modernizing fiscal management, updating fiscal policies, and identifying and improved inefficient fiscal practices and staff, which allowed for over \$5 million in additional annual disposable funds and upgrading salaries, fleet replacement, street repaving, capital project funding, permitting, and technology upgrades
- ◆ Re-energized and changed the Police Department leadership, policies, and tools, which led to a major crime rate reduction of 20% in the first 10 months of the changes (overall 31% decrease in crime rate and a crime rating of "F" to "C+", *niche.com*), also eliminated double & triple service area for Fire operations
- ◆ Developed performance-based incentive agreements leading to the growth of two major hospitals and mixed-use housing development leading to over \$200 million investment and economic growth
- ◆ Led the decision to renegotiate and fix the landfill permit issues, providing for 60 years of future services equaling millions in revenues and at a savings of \$2.5 million plus ownership of land
- ◆ Worked to organize the \$44 million sports Arena TIRZ agreement capping the City's unlimited liability while also identifying and fixing the unmet obligations of another major development TIRZ
- ◆ Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance-based management, and long-term strategic planning
- ◆ Implemented Edinburg Academy and a Teambuilding Program, to cross-train and develop leadership within the City's employee base
- ◆ Managed the fastest growing city in the region in relation to development, population, and sales tax by ensuring Capital Project's development and movement while updating the City's planning documents
- ◆ Increased community outreach efforts and neighborhood clean-up operations
- ◆ Created a package and led a team which was selected as a Finalist for the 2019 All-America City award

## CITY MANAGER - CITY OF PHARR, TX; JUNE 2015 – OCTOBER 2018

### RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 81k residents, 635-880 employees (depending on summer hiring), and an annual City-wide budget of \$190 million (depending on CIP, \$50 mil Gen Fund)
- ◆ Executive Director for the Pharr Housing Finance Corporation (low-mod housing)

### PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Pharr PRIDE Strategic Plan (Leadership Principles and Traits)
- ◆ Great management of the organization & local economy.
  - **MAJOR MEASURABLE STATISTICAL RESULTS:** the best bond rating in Pharr's history, AA- by S&P in 2018, \$6 billion in additional trade value in Pharr, 5% increase in commercial bridge crossings, decrease in unemployment rate, new taxable sales up \$95 million or 17%, Gen Fund Cash reserves up 75%, Gen Fund unrestricted fund balance up 2,787%
- ◆ Turned around bad economic development projects into successful results for international trade, industrial development, and including a regional attraction utilizing performance-based incentives
- ◆ Identified market weakness and created an incentive program to successfully diversify housing options, resulting in an estimated 500 new residential homes, and projected over \$100 million in new investment

- ◆Partnership with local school districts to double the size of park acreage and amenities in the city, maintain Aquatic Park, and cattle & farming program to improve quality of life options
- ◆Developed partnerships with higher education institutions to bring opportunities for higher education for the first time in Pharr's history: University of Texas – Rio Grande Valley (School of Medicine), South Texas College (public safety education/training facility and program), and RGV College (nursing)
- ◆Reduced property taxes by the biggest margin in the last 25 years
- ◆Returned excess utility funds back to the ratepayers for the first time in the region
- ◆Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance-based management, and long-term strategic planning (resulting in Pharr receiving the Texas Governor's Award for Performance Excellence in 2022!)
- ◆Implemented City Manager Academy, Pharr University, City Manager Problem Solving Task Force, City Manager Workplace Experience Program, Teambuilding Program, and Employee & Family Appreciation programs to cross-train and develop leadership within the City's employee base
- ◆Championed transparency in government operations through State awards, anonymous suggestion boxes & fraud reporting boxes in every department, Internal Auditor, City-Hall on Call operations, employee surveys, citizen surveys, and social media programs aimed at Q&A with the City Manager
- ◆Improved employee pay to a professional rate within the region while implementing a living minimum wage for employees and developing a plan to implement an organization-wide compensation plan
- ◆Successfully negotiated 3 years collective bargaining contracts with both the Police and Fire Unions, bringing their pay to a regional level while implementing fitness for duty standards, 1<sup>st</sup> time in region
- ◆Developed and implemented a 5 and 10-year Capital Improvement Project Plan and updated every master plan for strategic planning purposes, significantly improving the City's infrastructure
- ◆Created the City's first Human Resource Department ensuring proper professional organizational development, fair treatment of employees, and the development of a comprehensive wellness program
- ◆Created the City's first Purchasing Department ensuring purchasing operations are orderly, fair, legal, and transparent to the community
- ◆Evaluated, identified, and fixed the lack of executive management oversight between departments and the City Manager's office increasing operational synergy
- ◆Developed neighborhood clean-up programs as well as expanding active clean-up and recycling efforts
- ◆Expanded quality of life activities through efficient community events throughout all regions of Pharr
- ◆Assisted the change in leadership in the Pharr Housing Authority through management assistance and guidance via interlocal agreement
- ◆Established a P3 (Private-Public-Partnership) in the development of a 288-unit housing, \$32 million, 15 acres project for low to moderate income families
- ◆Member of the Board of Directors for the Quality Texas Foundation
- ◆Chairman for Hidalgo County Metropolitan Planning Organization's Technical Advisory Committee
- ◆Vice-Chairman for the regional Texas City Manager's Association
- ◆Advisory Board Member for South Texas College – Public Administration Advisory Board
- ◆Member of the Pharr-San Juan-Alamo ISD Education Foundation

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<b>CHIEF FINANCIAL OFFICER &amp; PHARR INTERNATIONAL BRIDGE DIRECTOR (TWO MAJOR POSITIONS AT SAME TIME) - CITY OF PHARR, TX; OCT 2012 – JUNE 2015</b>
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**RELEVANT RESPONSIBILITIES**

- ◆Supervised the operations and strategic growth of the Pharr International Bridge and Finance operations
- ◆Provided economic analysis and develop and implement public policy concerning international trade, economic development, financial, and organizational development, having a direct influence affecting every City operation in their development and performance
- ◆Develop, administer, and implement organization-wide financial, public, and intergovernmental policies and ensured adherence to them

- ◆ Directly helped elected officials and organizational leaders achieve shared objectives concerning fiscal and international operations and strategy through participation and representation on various regional, state, and international boards & committees
- ◆ Major authority and responsibility in the preparation, administration, and assessment of all fiscal programs and developing teams to ensure efficient and effectiveness of all programs with fiscal impacts
- ◆ Present fiscal analysis to the City Commission, Pharr International Bridge Board, Pharr Economic Development Corporation (PEDC), Pharr Public Facilities Corporation #1, and the Pharr Tax Increment Reinvestment Zone (Pharr TIRZ)
- ◆ Member of the collective bargaining team and assisted with negotiations with Police & Fire unions

#### PROACTIVE ACHIEVEMENTS

- ◆ Identified an opportunity and strategy to potentially double the City's bridge revenues that had been overlooked for over 19 years
- ◆ Successfully lead the short and long-term planning and development of infrastructure development and funding which had been attempted in the last 10 years with minimal success
- ◆ Developed and implemented public policy in implementing commercial trade partnerships with federal and state agencies for efficient crossing improvement
- ◆ Lead the strategic planning and multi-governmental agency coordination of a logistical port of entry
- ◆ Act as liaison for the City and lobby to local, state, and federal agencies of the USA and Mexico
- ◆ Improved the City's international trade presence through representation at the local, state, federal, professional international trade/logistical organizations via regional and state trade missions to Mexico and USA
- ◆ Developed a plan along with the receipt of EDA grant funding to greatly increase Pharr's international trade presence via a Trade Center Building that would include USA & Mexico representatives along with trade associations and South TX College
- ◆ Was committee member for the i69 Texas Alliance, North American Strategy for Competitiveness (NASCO), Pharr Revolving Loan, Pharr Veteran's Day Parade, Pharr Christmas Tree Lighting Parade, Pharr HUB Phestival
- ◆ I professionalized the duties of Bridge Director to the point where once I left the Bridge, new duties were realized: professionally experienced and salaried Bridge Director, Assistant Bridge Director, Assistant Director of Operations, Government Affairs Liaison, and Industrial Development Manager (Pharr Bridge ultimately becoming the #1 produce bridge in the country)

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<b>FINANCE DIRECTOR - CITY OF PHARR, TX; JULY 2007 – OCTOBER 2012</b>
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#### RELEVANT RESPONSIBILITIES

- ◆ Responsibilities included management over all financial operations and utility billing functions

#### PROACTIVE ACHIEVEMENTS

- ◆ Came into a very unreliable finance department, reorganized the finance staff and operations from the ground up to create stable reliable operations
- ◆ Greatly improved the City's fiscal position by developing and implementing fiscal policies and fixing the General Fund fund balance from a negative \$6 million to positive \$8 million in 2 years
- ◆ Professionally communicated with confrontational politically unstable Commission
- ◆ Completed the annual audit and financial report on time for the first time in 19 years
- ◆ Created the City's 1<sup>st</sup> budget manual and training session
- ◆ Created teamwork atmosphere in the Finance Department and began the internal training of accountants
- ◆ Upgraded the expectations of the Utility Billing division and fired/hired capable staff to meet them
- ◆ Prepared the City's 1<sup>st</sup> ever CAFR and submitted it to GFOA for the Certificate of Achievement
- ◆ Completely modified the budget document to a more updated and professional standard and was awarded the City's 1<sup>st</sup> ever GFOA award for the Distinguished Budget Presentation
- ◆ Developed an investment report that meets professional investment requirements and was awarded the Governmental Treasury Organization of Texas' Certificate of Distinction

- ◆ Won the Gold Leadership Circle to the City of Pharr for its online fiscal transparency, the first city in the regional to win this State award
- ◆ Successfully managed the City's finances through the regional economic downturn while developing a plan and fully met the goals of funding the contingency balances for the major funds
- ◆ Played major role in development of component units, TIRZ, as well as their developmental funding
- ◆ Played major role with the start-up of the Pharr Events Center operations
- ◆ Provided fiscal guidance and oversight to City, Economic Dev Corp, and component units on major economic and industrial development packages

From the Desk of Phillip Ford

September 28, 2023

To whom it may concern,

I'm writing to recommend Juan Guerra. Juan and I met professionally while he was Interim Director of Development Services for the City of Cape Coral. Juan took over a department that was disorganized, had low staff morale, huge turnover issues, and a complete disregard for customer service. This department was also dealing with a new software system that didn't work, and the lack of transparency about the myriad of problems had become unbearable to this department's constituents.

Juan brought a fresh leadership approach that has led to new ideas, stronger communication, and renewed employee morale within the city department. His willingness to listen to the end users and his transparency about problems and potential fixes was refreshing. The Development Services Department has greatly improved under Juan's leadership. He was willing to step into the position and implement change. He has left a lasting legacy on this department that will bear fruit for the future director.

Any company, firm or government entity would be greatly benefited by having Juan as a team member.

Regards,

A handwritten signature in black ink, appearing to read "Phillip Ford". The signature is written in a cursive, flowing style.

Phillip Ford, Executive Vice President

Lee Building Industry Association





October 3, 2023

TO WHOM IT MAY CONCERN,

It is with great pleasure that I am writing this letter recommending Juan Guerra. I've had the pleasure of working with him on construction industry related issues. I first met Juan while he was Interim Director of Development Services for the City of Cape Coral. We've benefited from his leadership, immediate problem-solving skills, organized approach to his department, and willingness to go to any lengths to make the association and our members happy.

Juan was instrumental in reorganizing and refocusing a department that has been neglected for almost a decade. The department plays a huge role in affecting our members and how they do business. Juan was directly responsible for increased productivity within the department and our membership made notice of that with their ability to complete construction projects timelier. His commitment to following through with resolving issues improved the relationship within the department and industry partners. Juan's ability to implement change, in his short tenure, is a true characteristic of a leader and visionary.

I strongly recommend Juan, he will be an invaluable addition to any company, firm, or government entity. He will make an excellent addition to your team.

Sincerely,

**Lynn Boldissar**  
**Executive Director**

Cape Coral Construction Industry Association  
(P) 239-772-0027



9/30/2023

To Whom it May Concern,

Please accept this letter of recommendation for Juan Guerra.

I've had the opportunity and pleasure to work closely with Juan in my capacity of Building Official. His attention to customer service is exceptional and his ability to communicate uniformly and effectively is impressive. He takes opportunities to listen to fellow colleagues and tries to create a collaborative working environment. He doesn't hesitate to reach out to his team to better understand a topic. He's always thinking of ideas and opportunities to improve the efficiency of processes and is fluent with his delivery.

Juan is a very knowledgeable, professional, reliable, and positive team member and would be a great asset to any organization.

Sincerely,

A handwritten signature in blue ink, appearing to read "Shane Kittendorf". The signature is stylized and somewhat cursive.

Shane Kittendorf  
Building Official, Division of Building Safety  
863-441-0448

**To Whom it May Concern:**

I am writing on behalf of Mr. Juan Guerra, and it is my pleasure to do so. Mr. Guerra has served as the Interim Development Services Director during my tenure as the Permitting Services Manager within the City of Cape Coral.

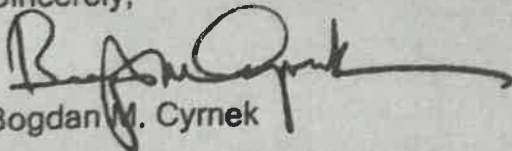
As I directly reported to Mr. Guerra and having had daily contact with, I feel I can offer some meaningful insights concerning his abilities as a director, his qualities as a person and a likelihood of his success in future leadership position.

Mr. Guerra is one of the most intelligent and disciplined employees I have had the pleasure to work with during my career. He is dynamic, high-energy leader and applies himself seriously to the task at hand.

Mr. Guerra never hesitated to provide feedback, make suggestions, and take action as the situation warrants. You will find Mr. Guerra to be an energetic and enthusiastic employee, committed to completion of all assigned tasks and in addition to exceeding expectation with his initiative and tenacity. I have found Mr. Guerra to be very motivated and disciplined employee that has high ethical standards for himself and his staff.

Mr. Guerra is a hard-working, and self-confident individual and I have no doubt that he will continue to show the same level of success in his future leadership roles as he has here in the Development Services Department, and it is for these reasons I offer my strongest recommendation.

Sincerely,



Bogdan M. Cyrnek

Permitting Services Manager

City of Cape Coral



3400 Acapulco Circle  
Cape Coral, FL 33909  
September 24, 2023

RE: Juan Guerra

TO WHOM IT MAY CONCERN:

I met Mr. Guerra in late 2022 when he was appointed Controller of the City of Cape Coral. Mr. Guerra was named Interim Director of the city's Development Services Department in late April 2023. He is quick learner as my colleagues and I were able to bring him up to speed in a short period of time on development, housing, code enforcement, and planning issues. This is impressive for someone with a finance and business background.

Juan's passion is to serve customers. He worked very hard to install change in the department's customer service areas and asked his employees to take a step back and listen to the customer. His goal was to implement best practices in all facets of the department.

Juan is attentive, ethical, and willing to take risks to improve decision making and provide better service. His combination of seriousness with humor, when appropriate, provides a unique combination of assets.

He can make meaningful contributions to your organization.

Sincerely,



Vincent A. Cautero, AICP

This letter of recommendation is from the long-time Development Services Director. He served as Deputy Director when I was Interim Director and provided guidance on internal politics and technical issues, he retired November 2023.

7/8/2023

Juan,

I know you caught a lot of complaints yesterday but I feel like I see your vision for the department and I agree with the goal. I honestly think that we have a long way to go as a department, but the first step is to make a plan. Thanks for putting the effort forward to be kind and listen. I think you are taking important first steps.

Jennifer Muske  
Residential Inspector  
Department of Development Services  
Building Division  
1015 Cultural Park Blvd  
P.O. Box 150027  
Cape Coral, FL 33990

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9/21/2023

Juan,

I'm sorry to hear that you will be leaving us so soon. I just wanted you to know that I have enjoyed having you as our new director. I appreciated your management style and what you were trying to do for the Department. I'm sure wherever you end up after this they will be lucky to have you.

Regards,



**Justin Heller**

Sr Planner DCD Planning  
Development Services  
4587 (574-0587)  
[jheller@capecoral.gov](mailto:jheller@capecoral.gov)

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9/20/2023

I enjoyed working with you and wish you well Sir. I'm sure I will see you around. Thanks -PCW



**Patrick Carlton White**

Senior Planner  
Development Services  
4605 (574-0605)  
[pwhite@capecoral.gov](mailto:pwhite@capecoral.gov)

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9/20/2023

Good morning,

I am sorry that we are losing you, but I know that there are going to be more opportunities to continue sharing your passion and growing. Even in my short time here, I enjoyed having you and your guidance. Thanks for that and best of wishes whenever life takes you.

Josue Torres

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9/20/2023

That is unfortunate news ♦ Good luck with all your future endeavors!



**Taylor McClean**

Customer Service Supervisor- DCD Bldg  
Development Services  
4561 (574-0561)  
[tmcclean@capecoral.gov](mailto:tmcclean@capecoral.gov)

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9/20/2023

Thanks for your dedication, Juan! It has been a pleasure working with you.  
Matthew



**Matthew Orth**

Provisional Plans Examiner  
Development Services  
239-242-3492 (3492)  
[morth@capecoral.gov](mailto:morth@capecoral.gov)

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9/19/2023

Juan,

It has been a pleasure to work with you. Good luck in your new endeavors!!



**Cari Kaletta**

Service Supervisor- Permitting  
Development Services  
3198 (573-3198)  
[ckaletta@capecoral.gov](mailto:ckaletta@capecoral.gov)

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9/25/2023

Good afternoon Juan,

This is simply a courtesy email I follow up to my visit with you last week. Again, I will miss your interaction within our division and the Mentoring program you were looking to start. Obviously, moving to Finance negates the opportunity to nurture, advise and direct those of us seeking to better our careers and lives. While I was anticipating our scheduled meeting at 4 today, I promise I will continue to seek opportunities and avenues to the betterment of the department and myself. Again, wishing my sincerest thanks and best wishes for your future.

Professionally,  
Patrick Mercado



**Patrick Mercado**

Code Compliance Officer  
Development Services  
239 699-8947  
[pmercado@capecoral.gov](mailto:pmercado@capecoral.gov)

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May 30, 2023

To Whom It May Concern:

Re: Juan G. Guerra

Juan G. Guerra, CPA, served as the City Manager for the City of Edinburg from October 15, 2018 to November 13, 2019. While City Manager, Mr. Guerra implemented a variety of new policies and procedures. He expressed to City employees and officials that he sought to make City administration and services more efficient and professional. Those new policies included:

- The creation of a common set of leadership traits and principles known as PRISM
- Revised City finance and cash management practices
- Restructuring City departments, including the Solid Waste Department (the City's leading revenue center) and the Police Department
- Revising employee performance review processes
- Implementing City Employee team-building activities during work hours

Mr. Guerra also coordinated the City of Edinburg's application and presentation for the 2019 All America City Award designation in Denver, Colorado. Although the City did not receive a designation, its presentation for the Selection Committee was widely viewed as the best among the competitors.

Prior to his departure, Mr. Guerra began working towards the City's application for the Malcolm Baldrige National Quality Award. Mr. Guerra's separation was not related to work performance.

Should you have additional questions, please contact our office at 956-388-1873.

Sincerely,

Belinda Torres  
Director of Human Resources





**AGENDA MEMORANDUM**

**BOARD:** City Commission

**AGENDA ITEM #:** 5.E.

**DATE SUBMITTED:** March 3, 2017

**MEETING DATE:** March 6, 2017

**FROM:** Imelda Barrera, Assistant City Clerk

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Consideration and action, if any, on Resolution authorizing the nomination of Juan G. Guerra to the International City Manager's Association (ICMA) Award for Strategic Leadership and Governance.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

This nomination was not submitted to Texas ICMA for consideration

**Alternatives:**

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**ROUTING:**

Imelda Barrera

Created/Initiated - 03/03/2017

## Nomination of Pharr City Manager Juan G. Guerra for Administrator of the Year

It is my honor to nominate Pharr City Manager Juan G. Guerra for consideration as Administrator of the Year. In the last 18 months, Juan's professional achievements as City Manager have surpassed Pharr leaderships' expectations by reshaping the Pharr organization and improving the community. During a time of needed change, Juan stepped up and delivered in many facets, the most notable one was the change in Pharr's culture.

Pharr is a city with a potential to achieve great things. To achieve this potential, a culture that nurtures the city's resources was needed in order to maximize their abilities. The culture in Pharr was previously filled with years of undisciplined spending, unprofessional ethics, silos created at every department, questionable integrity when communicating with residents, and a failure to adhere to sound management principles expected by those in leadership positions. This culture was molded by many years of Laissez-Fair leadership and management. The residents finally demanded change and after a very tense election in May 2015, they elected a new Mayor and Commissioners. To implement change, the Mayor and City Commission unanimously chose Juan to lead the effort and appointed him as City Manager.

Juan was born and raised in Chicago, Illinois. Recognizing their children may need a change of environment in order for them to succeed, Juan's parents sacrificed and relocated the family to the Rio Grande Valley. After graduating from high school, Juan's desire for a challenge in life led him to join the U.S. Marine Corps. Being honorably discharged, Juan's focus and discipline transitioned to the classroom where he earned a Bachelor and Master degree in Business Administration, and a Certified Public Accountant license, among others. Juan then entered the field of municipal finance with stops in La Feria, Sherman, and Fort Worth before being named Finance Director for the City of Pharr. After leading Pharr away from major fiscal problems, Juan was then rewarded with a promotion to Chief Financial Officer. All of this prepared Juan for the major challenge of changing the culture in Pharr. Having been in Pharr since 2007, he was aware of the improvements needed, and through his military training, he had gained the leadership abilities to get the job done. By developing and implementing the following three major tasks, the culture in Pharr would be positively affected and changed.

The first task was to develop a program indicating the level of professional expectations that the employees would be able to comply with and one that residents could hold city staff accountable to. This led to the centerpiece of the change in culture, the Pharr PRIDE Leadership Traits. The **PRIDE** Leadership Traits are: **P**rofessionalism in your work productivity and appearance; **R**espect for yourself, co-workers, employees and citizens; **I**ntegrity in your work and in your life; **D**iscipline in what you do; and **E**thical adherence to moral, professional, and legal standards. This program was fully implemented: a circular PRIDE logo was created and included in all marketing advertisements, logo was placed on all Pharr vehicles, worn as a lapel pin on suits of employees and elected officials, all employees were provided training on this program, a webpage was created to promote this change in culture to the public, over 20,000 magazines recognizing PRIDE were physically mailed to the residents, and plans are underway to display the logo on all four water towers in Pharr. Although this was an excellent start to the changing of Pharr's culture, additional tasks would still be needed.

Juan's second task was to redevelop the organization into a professionally efficient workforce. He acknowledged that in order to mold the new culture into a professional one, an employee program focused on their professional growth, leadership training, teambuilding, diversity, and employee recognition would be needed. To implement this program, Juan developed a human resource professional into a key member of his management team, culminating into Pharr's first Human

Resource Department. Opportunities for professional growth, leadership training, and teambuilding were provided via four main activities: 1) a year-long City Manager's Academy, providing training to Pharr Directors and managers on city operations; 2) Problem Solving Task Forces, consisting of 7 member teams of non-director employees whose role is to tackle new problems; 3) Pharr University, providing all employees with classroom training on changes to Pharr policies and City Manager expectations; and 4) monthly teambuilding events where each of our 15 directors were responsible for an event. Additionally, the development of a diverse workforce took place by opening opportunities for everyone resulting in the hiring of four very qualified female department directors, a first for Pharr. Lastly, employee recognition takes place through three main actions: 1) the development of a Pharr Salary Schedule, to ensure the high expectations from the employees are appropriately rewarded by fair and professional pay; 2) implementation of the Pharr Minimum Living Wage, which mandates that no full time employee earn less than \$11 per hour; 3) creation of three Employee Appreciation Days for employees and their family, one before and one after the school year at the Pharr Aquatic Park, and the third day as a Christmas dinner at the Pharr Events Center, to thank them for their hard work throughout the year. This task contained a program with specific activities aimed at the redevelopment of the organization for a properly trained and efficient workforce with a boost in employee morale.

The third and final task was to develop an employee buy-in program on all the changes taking place. This was done by implementing efforts to ensure the employees had a voice in their governance. To get this done, Juan had Suggestion Boxes installed at all City of Pharr buildings, now anyone wishing to provide recommendations to improve operations could do so. He also created the Pharr Fraud Reporting Program to identify wrong, unethical, and/or criminal operations taking place within Pharr. Lastly, two annual surveys were conducted requiring employee participation. The first survey was on the effectiveness of the changes in culture, resulting in 90% agreeing that the Pharr PRIDE Leadership Traits serve an important role. The second survey was to assess the leadership of the Mayor, City Commission, and City Manager. The results of the survey were analyzed by the University of Texas – RGV whom touted our actions as unique to this area and progressive, resulting in Pharr leadership receiving a successful 65% approval rating. Getting buy-in from the employees has been key to advancing continuous process improvements in Pharr.

The change in culture has resulted in a measurably more efficient workforce and fiscally healthier government for Pharr and its taxpayers. In comparison to before Juan's changes:

- General Fund annual budget management has shifted from negative \$1.6 million to positive \$3.8 million, this is an improvement of \$5.4 million, or over 300%;
- General Fund cash management responsibly improved from only \$734,000 in the bank to \$4.1 million, this is an increase of \$3.3 million, or 456%;
- General Fund net revenues grew over \$7.3 million, or over 200%; and
- General Fund support of the Pharr Events Center and Pharr Golf Course decreased respectively from \$843,500 to only \$64,400 (a decrease of \$779,104 or 92%) and decreased from \$682,900 to \$356,700 (a decrease of \$326,200 or 48%)

Juan's leadership and experiences have fully prepared him for the challenges of working for 76,000 residents, managing a budget of \$150 million, and leading more than 700 employees. The creation and implementation of these three tasks were key to the major challenge of changing the culture in Pharr and serves as a template for any administration. Pharr's culture has dramatically changed and is continually developing into the professional and efficient workforce that the residents of Pharr expect and deserve.

October 2021: Ex-wife **Lucy Castanon Lopez** stated "Juan is definitely a man with character and very organized. As he introduced me to his work I was amazed how he carried himself, very professional, great thought process, respectful, responsible, and accountable for his actions. One of the smartest people I met. On a personal side, with our kids, I couldn't have asked for a better father, a family man. He teaches the children values, responsibilities, ethics, morals, and God. He is entirely an honorable man, I have great respect for him."

October 2021: Retired Pharr City Manager, **Mrs. Anali Alanis**, is a perfect example of Guerra's leadership and mentorship. She stated "working with Mr. Guerra was a rewarding experience for me, not easy but most definitely rewarding. In his own very unique way, Mr. Guerra pushed me out of my comfort zone and forced me to be better. His management style is one with much structure and accountability, working under his direction allowed me to grow both personally and professionally."

October 2021: **Cesar Torres**, a 30-year veteran of the Texas Department of Public Safety and the man he hired to be the Police Chief for Edinburg (now City of Mission, TX Police Chief) stated: "I was fortunate to have worked with Juan Guerra. His leadership skills and his high expectations for perfection were superb. His decision-making abilities exceeded my expectations, and he always set great examples for his subordinates to follow. He's a great mentor, motivator, and cares deeply for every employee under his command. This man is an elite professional who is patient, reliable, creative, and honest."

October 2021: Gunnison County Manager, **Matthew Birnie**, stated "Juan has been an excellent addition to the team, he brings outstanding financial expertise to our team and has gotten right to work building our capacity and leading. Juan Guerra brings a focus on excellence and delivering results to our customers. We all embrace his friendly demeanor and can-do attitude and I am thrilled to have him contributing to Gunnison County's success!"

NOVEMBER 2021: HR Specialist, Gunnison County, **Hailey Bingman** is another example of Guerra's leadership and mentorship. She emailed Juan Guerra and stated "Thank you Juan, I really appreciate it. I have never had this much support to grow in my career and I feel like I have already grown under your leadership. Thank you for pushing me and allowing me to grow"

September 2021: **Belinda Torres**, City of Edinburg, TX, HR Director texted Juan "Thank you! I'll admit you gave me some motivation too. I appreciate the growing pains you pushed me through. We talk about you too. The great ideas and vision you had for our City! Smarty pants."

February 2021: **Erica Balli**, City of Harlingen, TX, HR Director texted Juan "Just wanted to let you know that I finally became SHRM Certified. During my course I thought about you and your vision and mission when you went to Edinburg. Things finally made sense and came together when I studied and attended class."

April 2023: Accounting Manager, City of Cape Coral, **Natalie Enrico** is another example of Guerra's leadership and mentorship. She emailed Juan Guerra and stated "It has been great working with you! Thank you for pushing me to get out of my comfort zone and having my back. I really appreciate it!"

June 13, 2023: Budget Director, Hidalgo County, Texas, **Dago Soto**, stated while informing me of his new job "In my interview, my biggest background "highlight" was when County Judge Cortez acknowledged that you reached out to me to join your team in Edinburg, he said "Wow, Juan is tough". So, you are still helping me without even knowing!"

## Professional References

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