

Ana M. Alvarez

119.071(4)(d)2h

January 22, 2026

S. Renée Narloch
President
S. Renée Narloch & Associates

RE: City Manager Recruitment, City of Madeira Beach

Dear Ms. Narloch,

With more than three decades of public service, including over 24 years in senior executive leadership, I am pleased to submit my application for the City Manager position with the City of Madeira Beach. Throughout my career, I have worked alongside coastal and destination communities addressing growth, environmental resilience, fiscal stewardship, and infrastructure investment, experiences that would thoughtfully inform my service to the City of Madeira Beach. Local and regional government has always been where my passion for people, public service, and strategic problem-solving intersect. I hold a doctoral degree in policy, planning, and development and a master's degree in public administration with honors and distinction.

My background in environmental resiliency, organizational management, public service operations, community engagement, and interdepartmental leadership aligns exceptionally well with the priorities facing coastal cities. As I have done throughout my career, I am committed to understanding and embracing the communication style, pace, and community values that define the governance of each unique place. My leadership is grounded in integrity, transparency, and collaboration, with a focus on supporting staff and delivering high-quality municipal services. I lead by listening first, building trust, and respecting community culture. As a hands-on, servant-oriented executive, I remove obstacles, improve performance, and foster accountability.

Professionally, I am known for guiding organizations through complex policy challenges by cultivating high-performing, cross-disciplinary teams and grounding decisions in long-term strategy within a framework of fostering relationships, trust and operational excellence. For nearly nine years, I served as the inaugural Deputy General Manager for the East Bay Regional Park District, the largest regional park system in the nation. Serving 2.8 million residents across thirty-three cities, I helped modernize governance systems, strengthen revenue and performance structures, and implement strategic initiatives through interdepartmental teams. I subsequently completed a brief tenure as the City Manager of Hayward, which I chose to conclude in pursuit of an environment more aligned with my values, an alignment I clearly recognize in the City of Madeira Beach.

I would be honored to bring my experience, leadership style, and commitment to public service to the City of Madeira Beach. I look forward to the opportunity to further discuss my interest in serving as Madeira Beach's next City Manager.

Sincerely,

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STRATEGIC EXECUTIVE LEADER

Steady and accomplished relationship-driven executive with council-manager aligned leadership, and a strong commitment to public service on behalf of communities. Respected professional known for operational excellence; fiscal stewardship; and a collaborative, service-oriented management style. Proven record of success in leading solutions to complex environmental issues, supporting governing bodies, delivering capital programs, advancing economic vitality, and enhancing quality of life through forward-thinking and servant-leader principles. Led strategic initiatives and organizational realignments to tackle complex policy challenges, using cross-disciplinary collaboration to drive measurable results within a values framework of integrity, transparency, excellence and innovation.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

City Manager

January – June 2025

City of Hayward [\$416 million capital and operating budget; 957 employees and population of 151,000 residents]

Duties & Responsibilities: Served as the Chief Administrative Officer reporting directly to a seven-member City Council. Responsible for implementing City Council policies, priorities and strategic plan. Ensure the effective management of City operations of a full-service municipality, comprised of 12 departments, including an executive airport, and water and wastewater utilities.

Achievements: Conducted comprehensive financial and budget review, identifying structural deficit drivers, and informing corrective action strategies. Designed an integrated cross-departmental permitting approach to support economic development by streamlining permitting processes, improving turnaround times, and fostering cross-departmental collaboration.

Deputy General Manager

March 2016 – December 2024

East Bay Regional Park District, a full-service Independent Special District [\$780.6 million capital and operating budget; 1,100 employees across 2 counties and 33 cities, serving 3.8 million residents]

Duties & Responsibilities: Served as the District's deputy Chief Executive Officer. Responsible for directing and managing the District in the absence of the General Manager. Provided leadership and direction to senior executives for the planning, organization, and coordination of major functions, programs, and services. Responsible of direct line of operations through several departments – finance, human resources, land acquisition, public works, planning, and operations. Provided strategic direction on policy matters; public financing, capital program; resiliency and emergency response planning.

Achievements: Directed a multi-jurisdictional local government program supporting growth management and nature-based infrastructure across a large metropolitan region. Launched a \$30M green bond program and led strategic initiatives securing \$300M in infrastructure and resiliency funding. Led delivery of 11 new regional park and trail systems, improving access and long-term asset management. Reformed capital project delivery practices, improving coordination, schedule performance and fiscal accountability. Co-chaired the University of California's capital campaign for the Natural Reserve System, raising \$90.4M, the largest campaign in its history. Directed development of the District's sustainability and resiliency policy framework, advancing operational excellence in resource management and preparedness for extreme weather events.

Deputy Director III (Parks Superintendent, working title)

September 2009 – March 2016

City and County of San Francisco | Recreation & Parks Department [\$80 million operating budget; with management responsibility for 568 employees and serving a population of 870,887 residents]

Duties & Responsibilities: Served as a member of Executive Team with direct management responsibility of San Francisco's parks and open spaces. Direct line responsibility of citywide destination venues, comprised of 5,000 acres, inclusive of 225 parks, 6 golf courses, 49ers Candlestick Park Stadium, San Francisco Marina, Golden Gate Park, 32 natural areas, a museum, 52 recreation centers, and 8 aquatic facilities. Directed parkland operations and natural resource management through the direct supervision of ten management staff inclusive of the Golf Superintendent, Candlestick Park Stadium Chief, and San Francisco Marina Harbor Master. Led and/or participated in city-wide initiatives.

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Achievements: Developed and implemented a sustainability operations and resiliency plan for San Francisco Recreation & Park Department, positioning the city as a green infrastructure leader. Contributing architect in building a financially sustainable model for San Francisco's world class system of parks, recreation and cultural offerings. Executed landmark PGA Tour Agreement, generating over \$32M in tax revenue, and elevating San Francisco as a golf-premier global event destination. Transformed a historically contentious marina operation into a model of civic engagement and operational excellence, completing a \$30M capital renovation project and generating \$720,000 in new revenue. Restructured San Francisco's recreation service delivery model with an economic engine, community-based framework, outcome-based metrics, increase programmatic offerings, and a restructured fee schedule with a built-in 1M scholarship offering, as one of several equity efforts.

Adjunct Faculty

August 2012 – June 2015

San Francisco State University

Developed and taught curriculum for upper divisional courses in administration and management of public parks, tourism and recreation agencies, strategic planning, and public budgeting and financing.

Community Services Director

January 2005 – August 2009

City of Santa Fe |Community Services Department [\$12 mil budget; management responsibility of 250 employees and serving a population of 17,784 residents]

Duties & Responsibilities: Served as a key member of the Executive Team with direct management responsibility of the City's largest multidisciplinary Community Services Department inclusive of the library, human services, 25 licensed childcare facilities, a community clinic, 2 local museums and 12 municipal parks and athletic fields, and recreation and cultural offerings. Assisted the City Manager in legislative advocacy on housing policy matters and the City Council Workplan. Ensured the effective coordination and implementation of City Council initiatives through ten City Council advisory committees.

Achievements: Led the formation of a public-private partnership with Whittier Presbyterian Hospital to deliver preventative healthcare to indigent populations. Established a community-benefit fund framework and the Santa Fe Springs Library Capital Endowment, supporting literacy and cultural access through innovative public-private partnerships. Expanded program offerings to align with community needs and interests. Led the agency's 50th Anniversary and Civic Engagement Program, leveraging the milestone to strengthen community partnerships, elevate public visibility, and delivered award-winning signature event celebrations.

Parks & Recreation Director

January 2001- January 2005

City of Oceanside |Parks & Recreation Department [\$23 mil budget; management responsibility for 85 employees and serving 175,085 residents]

Duties & Responsibilities: Served as a key member of the City's Executive Team with direct management of the Parks & Recreation Department inclusive of the Citywide Special Events Committee as well as economic development initiatives tailored to the tourism industry. Assisted the City Manager with military base relations, legislative advocacy efforts on housing policy matters and City Council study workshops on other salient community issues. Directed the planning, development, and operation of a citywide parks and recreation facilities system, including 12 community facilities, 2 downtown theaters, 2 golf courses and 38 parks. Service delivery of robust recreation and cultural arts programs tailored for residents as well as the tourism industry. Contributed to the City Manager's Community Development Committee.

Achievements: Negotiated land use and open space agreements with Marine Corps Base Camp Pendleton, supporting intergovernmental collaboration and coastal planning. Directed land-use planning for 500 acre brownfield-to-recreation conversion project that integrated environmental remediation. Co-led cross-agency planning and execution of the largest military parade in San Diego County history, in partnership with U.S. Marine Corps Base Camp Pendleton. Directed redistricting efforts for Community Facilities Districts and Quimby Act implementation, aligning long-term infrastructure funding and parkland dedication policies with balanced growth, community needs, and legal compliance. Led the redesign of the City of Oceanside's Parks Master Plan and a five-year strategic plan, setting the foundation for inclusive growth and infrastructure investment. Established the national award-winning Supporting Urban Neighborhoods (SUN) Program, addressing community revitalization and park access in underserved areas.

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Recreation Manager

May 2000 – January 2001

City of Burbank | Parks and Recreation Department [\$852,000 budget; management responsibility of 27 employees and serving 107,000 residents]

Duties & Responsibilities: As part of the City's Downtown Revitalization Plan, managed contractual operation of specialized live-performance venues inclusive of the Starlight Bowl regional concert series and 2 downtown theaters; managed cultural arts grant program in support of city-wide cultural and art events through partnerships with private, civic and community-based organizations. Served on Citywide Economic Development Committee.

Achievements: Designed and implemented strategic guidelines for the Cultural Arts Grant Program, fostering access to funding, supporting local arts innovation, and strengthening cultural vitality across the community. Led the successful activation of two downtown live performance theaters by resolving final-phase renovation challenges and leading the operator selection process to revitalize the cultural downtown core and expand access to the arts.

Citywide Youth Services Coordinator (Recreation Supervisor classification)

November 1994 – May 2000

City of Santa Barbara | Parks and Recreation Department [\$55,000 budget; management responsibility of 10 employees and serving 217,000 residents]

Duties & Responsibilities: Coordinated citywide programmatic initiatives through interdepartmental collaboration, initiated and managed strategic partnerships, and ensured the City's governance role in youth development function, as a strategic partner aligned with community values. Responsible for interdepartmental coordination to align City investment and deliver a comprehensive youth development plan with measurable outcomes across various sectors and responsive to community needs.

Achievements: Under Mayor Harriet Miller's leadership, developed a new section of public services for young adults through the inception of a City Council advisory group – Santa Barbara's Youth Council; primary architect and staff to the Mayor's Youth Services Steering Committee; developed and implemented a \$3.1 million Citywide Youth Services Master Plan by leading and guiding interdepartmental citywide teams; and led the development of a downtown teen center. Chaired a citywide Pro-Youth Coalition and secured \$5 million in federal grant funding to implement a 5-year youth violence prevention strategy in underserved neighborhoods.

EDUCATION

Doctoral Degree, Policy, Planning and Development

University of Southern California (USC)
Sol Price School of Public Policy

Certification on Sustainable Cities

University of Southern California (USC)
Center for Sustainable Cities Graduate School

Master's Degree, Public Administration

Honors & Distinction
California State University, Northridge (CSUN)

Bachelor of Arts Degree, Psychology

California State University, Fullerton (CSUF)

PROFESSIONAL AFFILIATIONS - selected

- International City/County Management Association (ICMA) – active member
- Regional and intergovernmental advisory committees supporting infrastructure, public service delivery, and addressing regional policy matters
- National Recreation & Park Association – conference speaker and instructor for senior executives

Full publications, recognitions, and advisory appointments available upon request.

Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

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