

# Tracy Miller

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January 29, 2026

S. Renée Narloch, President  
Elliott Pervinich, Vice President  
S. Renée Narloch & Associates

Dear Ms. Narloch and Mr. Pervinich,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With more than three decades of progressive local government leadership experience—including service as an Assistant City Manager, Director of Strategic Initiatives, and senior advisor in full-service municipal and county organizations—I bring a collaborative, transparent, and results-driven management style well aligned with Madeira Beach’s values and strategic priorities.

Throughout my career, I have led complex organizations through modernization, change management, and performance improvement while maintaining a strong focus on fiscal accountability, service excellence, and community trust. In my role as Assistant City Manager for the City of Bartow, I serve as second-in-command of a full-service municipality, overseeing enterprise operations, budget reform, technology modernization, and organizational development initiatives. Most recently, I led the transformation of the City’s human resources framework, implemented enterprise technology platforms, transitioned budgeting from line-item to program-based formats, and developed public-facing transparency dashboards to strengthen accountability and resident engagement.

Madeira Beach’s unique role as both a close-knit residential community and a vibrant coastal destination strongly resonates with my professional experience. I have extensive background working in communities that balance quality of life, environmental stewardship, tourism-driven economies, and infrastructure resilience. My experience with strategic planning, capital programming, stormwater and infrastructure coordination, public engagement, and intergovernmental partnerships positions me well to support Madeira Beach’s ongoing investments in beachfront infrastructure, sustainability initiatives, and economic vitality—particularly in high-visibility areas such as John’s Pass.

Equally important, I am a people-centered leader who prioritizes employee engagement, talent development, and organizational culture. I believe high-performing organizations are built through clear expectations, accountability, and genuine investment in staff wellbeing and professional growth. I am known for being approachable, communicative, and proactive in addressing issues before they escalate, while keeping elected officials well informed and supported through clear, timely, and transparent communication.

I am an active member of ICMA and FCCMA, currently serve as Secretary of Florida Women Leading Government, and hold a Master of Science in Technology and Innovation Management. I would welcome the opportunity to bring my experience, energy, and commitment to public service to the City of Madeira Beach and partner with the Board of Commissioners, staff, residents, and stakeholders to advance the City’s long-term vision.

Thank you for your consideration. I would be honored to be considered further and look forward to the opportunity to discuss how my background and leadership approach can support the continued success of Madeira Beach.

Sincerely,

**Tracy Miller**

# TRACY MILLER

Assistant City Manager, City of Bartow, FL

## CONTACT

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## EDUCATION

MS Technology and  
Innovation Management  
University of Tampa, FL  
2006

BA Political Science  
SUNY Stony Brook, NY  
1992

## MEMBERSHIPS

### Florida Women Leading Government

Secretary

January 2023 to Present

ICMA

Full Member

January 2009 to Present

FCCMA

Full Member

January 2007 to Present

## AWARDS

### Big Props Award – Water Quality Summit

2019 | Sarasota County, FL

### If You Care You Do Award

2016 | FCCMA

### STAR Award

2016 | Sarasota County, FL

### Four PIT Team Service Awards

2016, 2017, 2019 | Sarasota County, FL

### FCCMA Service Award

2013 | FCCMA

### American Legion Citizenship Award

1988 | Comsewogue SHS

## SUMMARY

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

## PROFESSIONAL EXPERIENCE

### Assistant City Manager

City of Bartow, FL | April 2024 - Present

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

### Director of Strategic Initiatives and Public Private Partnerships

City of Bartow, FL | June 2023 to April 2024

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

### Assistant City Manager

City of Oldsmar, FL | September 2022 – March 2023

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

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## SKILLS

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

## PROFESSIONAL EXPERIENCE (CONTINUED)

### Manager of Strategy Development

Sarasota County, FL | July 2015 to September 2022

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

### Strategic Management Advisor

Sarasota county, FL | May 2013 to July 2015

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

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## TECHNOLOGY SKILLS

Microsoft Suite

SmartSheet

Kronos

Workday

NeoGov

OpenGov

ZenCity

ClearPoint Strategies

Adobe Creative Suite

Asset Management

(Cartegraph)

See Click Fix

Agenda Management

Social Media Platforms

## REFERENCES

Furnished Upon  
Request

## PROFESSIONAL EXPERIENCE (CONTINUED)

### Florida Innovation Group Regional Director

Alliance for Innovation | March 2005 to May 2013

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

### Technology Director

Alliance for Innovation | July 2007 to May 2013

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

### Director of Information Resources/Inquiry Service

The Innovation Groups | May 1993 to July 2007

- Responsible for development of two online knowledge repositories, management of the Inquiry Service and development of the research packet program
- Creation and implementation of all knowledge based products resulting in more than \$1 million of revenue
- Manage the process of more than 2,200 local government research requests annually
- Supervise team of researchers to include recruiting, training performance appraisals and monitoring. Conduct large scale internet surveys to include development of an extensive peer matching service for local government
- Develop vendor relationships in pursuit of information-based products

# 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.

Reason	Description	Pages
119.071(4)(d)2h		1-4