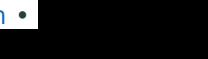
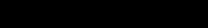


Andres R. Nazario

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April 21, 2025

RE: Letter of Intent – County Administrator Application

Dear Commissioners,

I am writing to formally express my intent to serve as the next County Administrator for Palm Beach County. Throughout my career, I have led large, diverse organizations through transformation, crisis, and growth—always with a focus on strategic outcomes, public service, and the well-being of the communities and teams I've been entrusted to serve. I am prepared to bring that same level of executive leadership, accountability, and vision to this critical role for one of Florida's most dynamic counties.

My background includes over two decades of senior leadership experience across the Department of Defense and national security enterprise, with direct oversight of thousands of personnel, multimillion-dollar operating budgets, and interagency coordination at the highest levels. Notably, I have commanded a full-scale U.S. military installation—an operation that mirrors the complexity, functionality, and scale of a county government. This included managing public safety, infrastructure, transportation, education, housing, healthcare, emergency services, and long-range planning, all within a highly regulated and politically sensitive environment. That role required not only operational excellence, but diplomatic agility, community engagement, and cross-sector collaboration—qualities that directly translate to the demands of county administration.

In addition to my operational leadership, I've served in advisory roles to senior federal officials and international counterparts, helping shape public policy and organizational strategy. I understand how to lead through complexity, balance diverse stakeholder needs, and build high-performing teams. I also understand the importance of transparency, fiscal discipline, and ethical leadership in maintaining public trust.

What draws me to Palm Beach County is more than its size or prominence—it is the opportunity to serve a vibrant, multicultural, and forward-looking community. I believe my experience leading across government systems, coupled with my commitment to servant leadership, uniquely positions me to help guide the County into its next chapter.

Thank you for considering my candidacy. I would be honored to partner with the Board of County Commissioners, community leaders, and County employees in advancing the values and priorities of Palm Beach County and delivering excellence in public service.

Sincerely,

“SIGNED”

Andres R. Nazario

ANDRES NAZARIO

■ U.S. Citizen

Mobile Phone: ■ Email: andres.naz.nazario@gmail.com

Security Clearance: TS/SCI w/poly ■ Highest Military Rank: Colonel/O-6

Highly accomplished leader and U.S. Air Force (USAF) executive with 25+ years' experience in international affairs and intelligence operations. Diverse background in planning, gaining support for, and implementing a wide range of intelligence operations as well as managing budget exceeding \$200M while supporting organizations within the Department of Defense (DOD) and the Intelligence Community with more than 12K employees. Poised to leverage proven leadership skills, short- and long-range planning skills, and knowledge of intelligence and foreign affairs operations to meet and exceed federal agency priorities.

~ Selected Areas of Expertise ~

Executive Leadership * International Operations Planning * Intelligence Management * Expert Senior-Level Advising * Enterprise-Wide Policy Development & Implementation * Organizational Change Management * Foreign Affairs Programming * Interdepartmental & Interagency Collaboration * Budget Management

PROFESSIONAL EXPERIENCE

06/2024–Present, **Senior Technical Intelligence Advisor**, Riverside Research

Strategic Leadership & Interagency Collaboration: Played a key advisory role in the development, deployment, and scaling of a precision search AI/ML-enabled OSINT tool, ensuring its successful adoption across the interagency. Designed and implemented Go-to-Market (GTM) strategies to maximize operational impact and advance interagency capabilities. Presented at symposia to highlight cutting-edge OSINT innovations, while developing training solutions to strengthen tradecraft and operational readiness

Customer Engagement & Communication: Provided strategic advisement to organizational leadership on enhancing customer experience, training initiatives, and stakeholder alignment. Drafted annual communication plans and engaged senior interagency leaders to promote collaboration and ensure mission success.

Additional Accomplishments:

- Strengthened interagency collaboration through high-level engagement and advocacy for innovative technologies.
- Positioned organization as a trusted leader in AI/ML-enabled solutions.

10/2022–05/2024, **Defense Attaché**, Defense Intelligence Agency, U.S. Embassy, Mexico City, Mexico

Executive Intelligence Operations Leadership: Provide leadership and direction for an interagency country team within the U.S. Embassy in Mexico City, supporting 32 agencies within the embassy while vigilantly anticipating emerging threats in cyber and space domains to devise

comprehensive whole-government strategies to protect U.S. national security interests. Provide executive-level guidance and advice to senior executive leaders while planning and managing a \$2M annual Defense Attaché Office operating budget. Serve key role as part of the Airport Working Group.

Interagency & International Collaboration: Develop strong relationships with leaders from the government of Mexico, Mexican defense and security agencies, and other stakeholders to facilitate information sharing and collaboration. Ensure compliance with all U.S.-Mexico bilateral treaties, agreements, and understandings related to defense and security issues. Serve as liaison between the embassy and U.S. military commands in the region, offering analysis and assessments of Mexican defense and security policies, programs, activities, and capabilities.

Customer Advocacy & Problem Solving: Collaborated with foreign partners to drive multiple intelligence, surveillance, and reconnaissance (ISR) solutions, working closely with customers to improve service and support, identify and analyze problems, and generate effective alternative solutions. Assessed risks and potential outcomes to determine the best course(s) of action. Established internal controls, governance, and oversight through ongoing reports and open lines of communication. As a result, boosted partner operational and intelligence capacity by helping them recognize challenges and create a solutions path. Expanded the country team's perspective on potential threats in the cyber and space realms to initiate a whole-government approach to preserve the U.S. national security interests.

Additional Accomplishments & Key Results:

- Navigated a complex diplomatic landscape within the U.S. Embassy, representing top U.S. officials to the Mexican Secretariat of National Defense and shaping international security policy with a critical ally.
- Oversaw team to coordinate the first visit of the U.S. President to Mexico in a decade, flawlessly executing support for 1K presidential staff and 257 air and ground missions.

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07/2021–10/2022, **Senior Military Assistant**, Office of the Secretary of Defense, Washington, DC

Executive Intelligence Operations Leadership: Hand selected to serve as a key advisor to the Undersecretary of Defense for Intelligence and Security (USD[I&S]) at the Pentagon, overseeing the activities of 900 personnel in supporting the Defense Intelligence Enterprise (DIE). Advised USD(I&S) on critical intelligence matters to prepare him for high-stakes engagements with top government and intelligence officials. Assisted and advised the USD(I&S) on planning and executing a \$200M annual operating budget. Oversaw policy and procedure development and implementation regarding requirements for the DIE to use best-practice strategies for a comprehensive, integrated intelligence cycle.

Defense Intelligence Enterprise Leadership: Assisted the USD(I&S) in managing the DIE, ensuring a collaborative and inclusive working environment for 120K+ employees through development of enterprise-wide incentive, professional development, and diversity management programs. Shaped the three-year DIE Innovation Strategy by conducting a 90-day sprint with 100 experts from across 24 DIE agencies. Leadership resulted in improved intelligence capabilities for effective defense intelligence planning forums and exercises to support the Afghan noncombatant evacuation operation, saving over 120K lives.

Executive Advice on Complex Issues: Developed and implemented effective communication strategies to advise senior-level officials, including advising the USD(I&S) on critical issues to prepare him for meetings, congressional testimonies, travel, briefs, interviews, and speeches. Coordinated events and policy issues directly with the offices of the Secretary of Defense, Director of National Intelligence, Under Secretary of Defense for Policy, Chairman of the Joint Chiefs of Staff (CJCS), military services, combatant commands, and defense agencies. This advisement secured a \$350M investment in adversary hypersonic technology, which became the Secretary of Defense's top priority. Overall, impacted the DOD's ability to inform decision-making, shape policy, and achieve mission success.

Additional Accomplishments & Key Results:

- Launched the Russia-Ukraine Cell to integrate DOD intelligence efforts across 10+ organizations to inform critical national crisis decision-making.

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06/2019–07/2021, **Commander**, USAF Intelligence Training Center, Goodfellow Air Force Base, TX

Executive Leadership & Presence: Provided executive guidance and direction for a geographically and globally dispersed organization with 12K military and civilian personnel within the USAF 17th Training Wing to conduct DOD, USAF, and multiservice intelligence activities and training. Provided a full range of supervisory support and service for 60 direct-report employees, including all work prioritization, goal development, performance evaluation, mentoring, professional development, and discipline. Developed organizational performance requirements and metrics to ensure effective and efficient operations.

Intelligence Program Leadership: Orchestrated defense and intelligence training across 4 groups and 16 squadrons for a diverse range of students supporting the DOD intelligence training enterprise, DOD fire school, every USAF major command, and every agency within the Intelligence Community. Planned and managed an annual \$200M operating budget while ensuring the security and upkeep of more than \$1B in assets. Directed a wide range of all-source collection of classified intelligence and open-source information to efficiently and effectively receive, assess, and distribute actionable intelligence that armed security professionals with timely, relevant information needed to establish policy and prevent or mitigate threats.

Well-Balanced Business Savvy: Managed a \$122M financial plan for the school during a transitional time, achieving the top end-of-year spending plan position in the command. Ensured all spending was accurate and complied with budget realities and fiscal policies. Served as a trusted workforce advisor to the Joint Staff J2 Director of Intelligence, revamping the J2, Intelligence Directorate, and USAF talent management with a Joint Duty Assignment List overhaul to fulfill the National Defense Strategy vision; increased staffing to 97%. Drove technology improvements to allow over 6K personnel to attend virtual and hybrid training.

Forging Alliances Across Organizational Lines: Developed effective partnerships with key stakeholders across the base, city, and higher headquarters to secure funding, improve medical services, and provide accommodations for personnel. Drove 37 agreements with external stakeholders, resulting in a \$10M state grant, which assured \$25M in future savings for investment in other critical areas. Established first intergovernmental pact between DOD and a university

dormitory, securing 55 rooms and 120K meals through a \$9M agreement with Angelo State University to save \$4M.

Geographically Disperse Intelligence Organization Leadership: Faced with outmoded systems and practices, after taking command, developed a multiyear strategic plan to manage business processes and technology-related challenges to chart the school's mission through 2035. Shifted the school's focus to multi-domain, global operations to address key DOD and Intelligence Community challenges such as hybrid/virtual training and adversary space technology. Drove over \$22M in investments in technology, allowing staff to conduct 2K+ ISR missions, produce 198K reports, and inform decisions by the President of the U.S., CJCS, and Combatant Commanders.

Change, Modernization & Innovation Across a Large Organization: Spearheaded transformation to ensure school could meet the increasing demands from the DOD for intelligence training and the rapid pace of technology advancements. Conducted thorough internal and external assessment of the organization's capabilities and stakeholder perceptions. Developed and implemented a comprehensive plan, introducing numerous innovative programs and processes, including development of a Joint Center of Excellence for Intelligence Training and expansion of school's presence across four states. Resulted in \$1.5B execution for real property and contracts to expand dormitory space, complete a critical investment in 5G infrastructure, and secure an energy-resilient infrastructure with multiple redundancies to ensure the school could maintain a track record of zero deficiencies and full operational capabilities.

Additional Accomplishments & Key Results:

- Led the organization's response to the COVID-19 pandemic and Winter Storm URI, ensuring the constant protection of 14K members and 4K employees.
- Oversaw training for over 15K joint service students annually, boosting force capabilities in a wide range of skills, including intelligence gathering, analysis, and dissemination; technology applications; and firefighting.
- Secured a \$10M grant to assist the school in achieving a #1 (out of 62) ranking among USAF public/private school programs.
- Fostered strong civil and military medical relations to achieve a three-year civilian accreditation with zero clinical findings to treat 11K+ patients.

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06/2015–06/2019, **Chief Operations Officer/Commander**, Joint Staff and National Air & Space Intelligence Center, Dayton, OH & Washington, DC

Executive Leadership: Provided guidance and direction to a staff of 500+ personnel across two organizations supporting intelligence operations across the DIE, every USAF major command, and every intelligence agency. Planned and managed an annual operating budget of \$30M to support 24/7 intelligence operations. Leveraged experience as Senior Intelligence and Foreign Affairs Officer, overseeing projects with to ensure homeland security and security of major U.S. transportation assets. Synchronized Joint Staff J2 actions for U.S. President, National Security Council, Secretary of Defense, CJCS, and combatant commands. Enabled international integration by skillfully providing classified and critical military advice to key decision makers.

Strategic Organizational Transformation: Developed, implemented, and provided executive oversight for geographically dispersed contingency/crisis intelligence planning and 24/7 monitoring and response capabilities. Normalized human intelligence operations, operationalized open-source

intelligence, and streamlined foreign materiel exploitation to have a global impact. Oversaw 96 science and technology collection operations that resulted in 18K reports and were cited in 41 briefs to the U.S. President and USAF Chief of Staff.

Additional Accomplishments & Key Results:

- Authored an intelligence operations strategy briefed directly to the U.S. President.
- Spearheaded a DIE study to examine a unified operational posture for enhanced collaboration across the DIE and the Intelligence Community.

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07/1996–06/2015, **Air & Foreign Affairs Officer**, USAF–Latin America & Middle East, Various International Locations

Foreign Affairs Acumen: Led and directed a staff of up to 200 personnel while overseeing interagency counterterrorism operations and special forces actions across Southwest Asia, Afghanistan, and South America to proactively drive organizational goals and enhance global cooperation. Oversaw an annual operating budget of \$500K to support intelligence operations across the entire Intelligence Community and USAF combatant commands. Directed cross-functional teams and special operations to ensure a seamless workflow and optimal mission outcomes.

Additional Accomplishments & Key Results:

- Prepared and presented detailed scope for intelligence gathering across Afghan territory, coordinating efforts of 17 organizations and 10 allied partners.
- Frequently recognized by senior leaders for ability to excel in tactical, strategic, and leadership roles, surpassing goals while completing professional and leadership training.

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Education:

- *Ph.D., Strategic Leadership, Liberty Univ., Lynchburg, VA, 2027 (expected)
- *Graduate Certificate, Future of Leadership: Human & AI Collaboration in Workforce, Massachusetts Institute of Technology, Cambridge, MA, 2023
- *Graduate Certificate, Information Assurance, Univ. of Maryland, College Park, MD, 2013
- *Master of Science, Inter-American Defense and Security, InterAmerican Defense College, Washington, DC, 2015
- *Master of Arts, Latin American Studies, Univ. of South Florida, Tampa, FL, 2001
- *Bachelor of Arts, Political Science, Univ. of West Florida, Pensacola, FL, 1994

Selected Professional Training & Certifications:

- *Design Thinking & Innovation Certificate, Univ. of Virginia, Darden Business School, Charlottesville, VA, 2021
- *Leading Strategically Program, U.S. Army War College, Center for Strategic Leadership, Carlisle, PA, 2021
- *Enterprise Leadership Seminar, Univ. of North Carolina, Kenan-Flagler Business School, Chapel Hill, NC, 2019