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Your Details

Basic information about yourself

Name Robert Miceli

Email miceli0927@gmail.com

Address 5807 N. Northwood Drive
Spokane, WA, 99212

Phone Number (540) 212-3558

Please list any/all social media account URLs.

Facebook:
<https://www.facebook.com/robert.miceli.3>

LinkedIn:
[linkedin.com/in/robertjmiceli](https://www.linkedin.com/in/robertjmiceli)

Getting to Know You

This next section will give you the opportunity to provide details about who you are as a person, candidate, and member of the community.

Tell us about yourself.

I am a devoted husband and proud father, and I consider myself truly blessed. My life has been dedicated to selfless service, particularly as a veteran committed to the ideals of this great nation. Coming from a military family, I've always understood the values of duty and sacrifice. I graduated from University High School (Go Titans!), and later earned my degree from Gonzaga University (Go Zags!), where I became the first in my family to graduate from college. My wife and I embarked on our leadership journeys in Spokane, and we have always envisioned returning to this vibrant county to give back to the community that has shaped us.

With over 32 years of active military experience, I have established myself as a distinguished leader with a track record of success in leadership, strategic planning, innovative problem-solving, and crisis management. My career has allowed me to navigate various roles, including combat arms, combat service support, and U.S. Army Acquisitions. Each position has equipped me with the skills necessary to successfully guide large and diverse organizations through complex

challenges.

My educational background has significantly contributed to my professional development. I earned a Master of Science in National Resource Strategy from the National Defense University, Dwight D. Eisenhower School for National Security and Resource Strategy. To complement this, I hold a Master's Degree in Management from Webster University, a Post Graduate Master's Certification in Program Management from Villanova University, and a foundational Bachelor's Degree in History from Gonzaga University in Spokane.

In addition to my formal education, I have pursued extensive professional training to enhance my capabilities further. I completed an Executive Program in Management, Leadership, and Defense Acquisitions at the Defense Acquisition University in Fort Belvoir, Virginia. I attended the "Through the Looking Glass" leadership program at the Central Intelligence Leadership Academy in Keystone, Colorado, and was selected to serve in the Army Acquisition Corps' Training-with-Industry program, where I had the opportunity to work with DynCorp and Computer Sciences Corps in Reston, Virginia.

Throughout my military journey, I have been honored to receive numerous awards that reflect my dedication and contributions to service. I proudly hold the Distinguished Service Medal, the Defense Superior Service Medal, and the Legion of Merit. Additionally, I have earned two Bronze Stars and three Shoulder Insignia for Wartime Service, all of which stand as testaments to my unwavering commitment to this nation and the values it represents.

As I continue to the post-military chapter of my life, I remain passionate about leadership and service, with a vision to inspire others and foster positive change within the communities I cherish. My experiences have shaped me into the leader I am today, and I look forward to what the future holds.

List any relevant experience, leadership, or service.

I view myself as an exceptional leader with a proven ability to manage operations effectively and lead teams with confidence. My extensive experience and expertise in strategy, innovative approaches, leader development, and managing transitions have played a crucial role in my success. Over the course of my 32+ year military career, I have demonstrated strong leadership by guiding large and diverse organizations toward achieving operational objectives and strategic outcomes. I take great pride in my ability to build meaningful relationships, develop individuals, foster team cohesion, and optimize organizational

performance.

I am known for my analytical approach, forward-thinking mindset, and visionary perspective. My attention to detail ensures that every aspect of a strategic plan is meticulously considered, allowing me to navigate the planning process systematically and effectively. Flexibility and adaptability are key traits that enable me to adjust strategies in response to changing circumstances or new information. As a communicator, I excel at explaining complex concepts and strategies, ensuring that all stakeholders understand and support the strategic plan. My leadership skills truly shine when I lead and manage teams, delegate tasks, and coordinate efforts to achieve our desired outcomes efficiently.

Throughout my career, I have developed significant skills in directing and leading staff members, establishing and implementing strategic priorities, setting policies, identifying and mitigating risks, measuring program performance, and advancing personnel development. My executive abilities are evident in my understanding of an organization's fundamental mission, as well as my capacity to nurture and align talent to optimize resources, generate exceptional performance, maintain efficient operations, and foster growth.

I have consistently focused on results and continuous improvement, even in complex, volatile, and ambiguous environments. My proactive approach allows me to explore both risks and opportunities that can advance the enterprise. Adapting to change and uncertainty in fast-paced, crisis-driven environments has been one of my key assets. I remain attuned to political, international, economic, social, and cultural impacts, ensuring these factors inform my decision-making process.

My extensive experience working with international partners and collaborating within the Department of Defense and other government intra-agencies has further distinguished me as a seasoned senior leader. I actively seek to understand stakeholder needs and pursue teaming opportunities. I value collective effort and encourage contributions from others, showcasing strong interpersonal skills, emotional intelligence, and effective communication. Embracing diverse perspectives allows me to approach complex challenges with a holistic mindset, enhancing efficiency and capability by uniting stakeholders and resources.

I am recognized for my strong ethical values and my commitment to achieving results through collaborative teamwork. Integrity, honesty, and transparency are foundational to my interactions. My dedication to fostering positive environments and creating lasting value sets me apart as a reliable and trustworthy partner. I prioritize teaching, coaching, and mentoring as key strategies, investing in others' professional growth and development, which in turn fosters loyalty, productivity, and morale. My unwavering commitment to the success of my team and those around me reflects my drive to deliver meaningful outcomes.

Describe your duty to the office you are running for and how you will achieve success.

As the Spokane County Treasurer, first and foremost, I would systematically review the processes in place and confer diligently with the Deputy Treasurer. Without such knowledge, achieving success in the responsibilities associated with billing and collecting real estate and personal property taxes, along with managing various financial operations, necessitates a strategic and organized approach.

To effectively carry out these responsibilities, I would start by establishing a clear timeline and communication plan. Given that real estate and personal property taxes are due on specific dates—April 30th and October 31st—it's essential to create a comprehensive schedule that outlines all key dates related to billing, collections, and follow-ups. This schedule would be communicated to all stakeholders, including team members and taxpayers, ensuring that everyone is aware of their responsibilities and deadlines.

Implementing a robust billing system is another critical step in this process. By leveraging technology to automate the billing process, I can significantly enhance efficiency. This system should be capable of generating accurate tax bills, tracking payments, and sending reminders to taxpayers about upcoming due dates. Streamlining the billing process will help reduce errors and improve the overall collection rate, ultimately benefiting the organization's financial health.

When it comes to collecting special assessments and fees, clear communication about the purpose and necessity of these assessments is vital. Providing transparency regarding how these funds will be utilized

—such as for flood control or road improvements—can foster trust and encourage timely payments. Additionally, I would establish a dedicated team to handle inquiries and provide assistance to taxpayers, ensuring they have the support they need to fulfill their obligations.

Managing cash custody and financial services requires diligent oversight. I would implement strict internal controls to safeguard cash and ensure accurate financial reporting. Regular audits and reconciliations would be conducted to maintain transparency and accountability. Furthermore, I would explore investment opportunities for surplus funds to maximize revenue collections, ensuring that the organization's financial health is prioritized.

In terms of collecting excise tax on real estate and mobile home transactions, I would ensure that all relevant parties are informed about the tax implications during the buying and selling process. Collaborating with real estate agents and title companies can facilitate smoother transactions and ensure compliance with tax regulations.

Addressing delinquent taxes through foreclosure requires a sensitive yet firm approach. I would develop a clear policy outlining the steps for handling delinquent accounts, including communication strategies to inform taxpayers of their obligations and the potential consequences of non-payment. Offering payment plans or alternative solutions can help mitigate the need for drastic measures while still ensuring that the organization collects owed taxes.

Throughout this process, maintaining strong relationships with stakeholders is vital. I would prioritize open communication, actively seeking feedback and addressing concerns. By fostering a collaborative environment, I can enhance community engagement and improve compliance rates.

What does success look like for this position and what key performance indicators should voters use to evaluate you?

Again, as the Spokane County Treasurer, first and foremost, I would systematically review the key performance indicators in place and confer diligently with the Deputy Treasurer. Without such knowledge, success in billing and collecting real estate and personal property taxes, along with managing financial operations, can be defined through specific outcomes and performance indicators.

First, achieving high collection rates by the due dates of April 30th and October 31st is essential. A successful operation would aim for collection rates of 95% or higher, indicating that most taxpayers are meeting their obligations on time. This can be measured by comparing the total taxes collected to the total amount billed. Additionally, timely billing is crucial; all tax bills should be sent out at least 30 days before the due dates to ensure taxpayers are adequately informed.

For special assessments related to projects like flood control and road improvements, success can be gauged by the clarity of communication with the community. Key performance indicators (KPIs) could include the percentage of residents who understand the purpose of these assessments, with a target of at least 80% expressing support and understanding through surveys.

In managing cash custody and financial services, success is reflected in the accuracy of financial reporting. Regular audits should show discrepancies of less than 1%, indicating strong internal controls. Maintaining a positive cash flow is also vital, with a goal of having at least three months of operating expenses in reserve to ensure financial stability.

When collecting excise taxes on real estate and mobile home transactions, efficiency is key. A KPI could be the average time taken to process these taxes, with a target of reducing this time by 20% year-over-year to enhance taxpayer satisfaction and improve cash flow.

Addressing delinquent taxes through foreclosure requires a balanced approach. Success can be evaluated by the percentage of delinquent accounts resolved without foreclosure, aiming for at least 75% of cases to be handled through communication and payment plans. This reflects a commitment to working with taxpayers while upholding the law.

Maintaining strong relationships with stakeholders is also vital for success. Regular community

engagement through town hall meetings and feedback sessions can help gauge public sentiment. A KPI could be the number of community engagement events held annually, with a target of at least four events per year to ensure constituents feel heard and involved.

What community activities are you engaged in? Have you held leadership roles in any of these organizations?

I am a Lifetime member of the Veterans of Foreign Wars (VFW) and Forth Degree with the Knights of Columbus. I have not held any leadership roles in either of these organizations.

Since returning to Spokane, I am also a member of the Military Advisory Group for Gonzaga University's School of Leadership Studies, and I have been a Senior Guest Speaker for the U.S. Army Acquisition Pre-Command Course on Command Leadership at the Pentagon semi-annually for the past 10 years.

Your Political Beliefs

This section contains a series of questions about your alignment concerning broad governmental philosophies as well as some specific issues.

Where do our rights as citizens of the United States come from? Under what conditions can government infringe or suspend them?

Our rights are regarded as natural rights, bestowed by God and inherent to all individuals, rather than granted by the government. The Founding Fathers acknowledged that these rights originate from a higher authority, commonly referred to as "the Creator." The Declaration of Independence expresses this concept by stating that all men are "endowed by their Creator with certain unalienable rights," which encompass life, liberty, and the pursuit of happiness. The Constitution was crafted to safeguard these pre-existing rights, not to establish them.

The government may only infringe upon individual rights under very specific and limited circumstances. Typically, this occurs when the exercise of a right poses a direct threat to public safety or the rights of others. For instance, if an individual's actions cause harm to another person, the government may justifiably intervene. This principle is reflected in the legal framework established by the Constitution and its amendments, which delineate the conditions under which rights can be regulated, such as in cases of criminal activity or public health emergencies.

In summary, our rights are inherent and protected by the Constitution, with government infringement allowed only in narrowly defined situations that ensure the rights and safety of the community are upheld.

Do you consider yourself a constitutional originalist or do you prescribe to it as a living document? Please explain.

I identify as a constitutional originalist, interpreting the Constitution based on its original meaning at the time of ratification, and my priorities will always be on understanding the public meaning of the text when it was adopted, rather than viewing it through a modern or evolving interpretative lens.

As a constitutional originalist, I strongly oppose judicial activism—the practice whereby judges impose their personal views or contemporary values on legal interpretations. I also reject the notion of a "living Constitution," which suggests that the Constitution's meaning can adapt and change over time to align with modern circumstances or societal shifts. This concept can lead to a flexible interpretation that undermines the stability and predictability of the law.

Instead, I firmly contend that the Constitution establishes a fixed framework that judges and legal officials should consistently adhere to. This framework was crafted with care by the Founding Fathers, who intended for it to provide a stable foundation for governance and individual rights. By preserving the original intent and meaning of the Constitution, my approach will always be to ensure that legal interpretations faithfully align with the principles and values that guided its authors. This commitment not only honors the historical significance of the document but also protects the rule of law and the rights of citizens.

What is the purpose of government? If elected, how will you perform your duties based on that

"purpose?"

The primary purpose of the U.S. government is to maintain order and stability, allowing citizens to live safely and productively. This includes providing law and order and ensuring justice.

According to the Preamble of the U.S. Constitution, the government has key objectives: to establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty for current and future generations. These goals highlight the government's duty to protect citizens' rights and foster a thriving society.

Ultimately, the U.S. government exists to serve the people, deriving its authority from them and committing to reflect the public will. This commitment upholds democratic principles and safeguards essential rights and liberties in a free society.

Applying these principles to the duties of the County Treasurer involves ensuring that government funding prioritizes services that enhance public safety and welfare. This includes managing collections efficiently to maintain infrastructure and safeguard citizens from hazards. Additionally, overseeing banking, investments, and revenue collections is crucial for economic stability and the provision of public services. Ultimately, the Treasurer is responsible for upholding the rule of law and aligning with the government's role in protecting citizens and fostering a stable, functioning society.

When does life begin and at what point does the government have a duty to protect it?

Aligned with my Catholic faith, family values, and modern-day science, I believe that life begins at conception. Accordingly, the government has a duty to protect that life from that moment onward. This position makes it clear that the government's responsibilities extend to safeguarding the unborn.

Supporters of this governmental duty often discuss it within the framework of constitutional protections outlined in the Fifth and Fourteenth Amendments, which state that no person shall be "deprived of life, liberty, or property without due process of law" and that no state shall deny these rights.

Therefore, the government is responsible for ensuring that all individuals, regardless of their stage of development, receive legal protection, a commitment to uphold the rights of all human beings.

Do you have any criminal convictions, ever filed for bankruptcy, have any active or unresolved tax liens, any conflicts of interest that may jeopardize your candidacy?

No

Describe how you will make yourself available to your constituents and vote as their representative, adhering to the values and answers you've provided in this questionnaire.

To effectively serve my constituents and manage the responsibilities of the Treasurer, I will focus on open communication and accessibility. I intend to create consistent channels for constituents to connect with me, including town hall meetings, online forums, and designated office hours. This approach will ensure that their voices are heard, and their concerns are addressed in a timely manner.

In addition, I will leverage digital platforms to provide updates on financial matters, budget proposals, and other pertinent information. By ensuring transparency in our financial management, I aim to build trust and encourage a collaborative relationship with the community.

Moreover, I will collaborate closely with other members of the management team to guarantee that all

financial decisions reflect the needs and priorities of our constituents. This teamwork will help protect our organization's finances while ensuring that we remain responsive to the community's needs. Ultimately, I am committed to maintaining the highest standards of accountability and service in my role as Treasurer.

Please provide any feedback, comments, or questions that you have for the SCRCC.

Thank you for the opportunity, and I look forward to working with the SCRCC, learning more about the Republican strategic initiatives going forward, and becoming an integral part of keeping Eastern Washington 'Red'.

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