



November 21, 2024

City of Dallas, Texas

City Manager

All Applicant Cover Letters & Resumes

City of Dallas
Dallas, TX 75201
USA

20/09/2024

A Strategic Leader with a Global Perspective for the City of Dallas

Dear Hiring Manager,

I am excited to apply for the City Manager position with the City of Dallas. With several years of experience leading large, complex projects, I am confident in my ability to bring visionary leadership and strategic management to one of the nation's most dynamic cities. My background in civil engineering, sustainability, and general administration, coupled with a deep commitment to inclusivity and innovation, aligns closely with the City of Dallas' vision for future growth and progress.

In my current role as Research Lab Manager at the University of Canterbury, I manage multidisciplinary teams and oversee multi-million-dollar budgets while developing strategic plans to address both short- and long-term objectives. My experience leading complex, multi-departmental operations, similar to municipal governance, has equipped me to manage large teams and budgets in a way that maximizes efficiency and effectiveness. Additionally, my previous work in sustainability and infrastructure has sharpened my ability to implement cutting-edge solutions that align with the City's goals of promoting economic growth, equity, and sustainability.

I am particularly inspired by the City of Dallas' commitment to advancing the Racial Equity Plan, and my own leadership experience reflects a focus on inclusivity, transparency, and stakeholder engagement. I have developed and implemented policies that foster collaboration across diverse stakeholder groups, creating shared visions and driving meaningful change. This aligns with my belief that a city's progress should benefit all its residents, ensuring that opportunities for economic growth and improved public services are accessible to everyone.

Throughout my career, I have consistently embraced innovation and a forward-thinking approach to governance. Whether it's optimizing engineering services through data-driven decision-making or promoting sustainable infrastructure, I am committed to building a vibrant, resilient, and inclusive future for Dallas. My deep understanding of fiscal management and experience with resource allocation in large-scale operations would ensure the responsible management of Dallas' multi-billion-dollar budget and the efficient delivery of services.

I am enthusiastic about the opportunity to bring my leadership, technical expertise, and passion for public service to the City of Dallas. I would welcome the chance to further discuss how my skills and vision align with the City's goals and contribute to Dallas' continued evolution as a city of opportunity and innovation. Thank you for considering my application. I look forward to the possibility of joining your team and contributing to Dallas' bright future.

Sincerely,
Ali Akhtar



EDUCATION

PhD	Civil Engineering, University of Auckland, New Zealand	2020
PhD	Sustainable Rural Development, Czech University of Life Sciences, Prague, Czech Republic	2019
MSc	Technology and Environmental Engineering, Czech University of Life Sciences, Prague	2014

RELEVANT SKILLS

Strategic Vision: Develop and execute strategic frameworks that address urban challenges, aligning with sustainable growth, infrastructure development, and municipal goals.

Effective Communication: Foster collaboration and transparency by clearly communicating policies, budgetary considerations, and sustainability initiatives to stakeholders at all levels.

Cross-functional Leadership: Lead cross-departmental teams, integrating environmental sustainability, infrastructure development, and municipal services.

Data-driven Decision Making: Leverage advanced data analytics to monitor performance, guide resource allocation, and inform policy-making.

Change Management Expertise: Spearhead organizational transformation by implementing new processes that can enhance city operations and service delivery.

Strategic Partnerships: Build and nurture relationships with key external stakeholders, including local businesses, state agencies, and regional councils.

Technological Innovation: Potential to integrate cutting-edge technology into city operations, from smart city initiatives to sustainable infrastructure.

EXPERIENCE

- 2023 – Present **Research Lab Manager** | University of Canterbury, New Zealand
- Lead multidisciplinary projects, develop strategic plans, manage budgets, track progress, and meet deadlines.
 - Oversee and inspire staff, delegate responsibilities effectively, provide constructive feedback, and foster interdepartmental collaboration to ensure efficient operations.
 - Effectively handling financial aspects of government-funded projects totalling millions of dollars.

- Contribute to the development and execution of strategic initiatives aimed at enhancing the institution's infrastructure, including the sourcing of state-of-the-art equipment and facilities.
- Implement innovative strategies for streamlining administrative processes related to operations, resulting in increased efficiency and cost savings.
- Promote a culture of safety, ensuring compliance with all relevant regulations and guidelines to maintain a safe working environment for all personnel.
- Monitor project progress and adjust strategies as needed to achieve desired outcomes within established timelines.
- Collaborate with other departments and partner with facilities management, purchasing, and waste management departments to implement university-wide initiatives.
- Stay up-to-date with new technologies and implement them in the lab to improve efficiency and sustainability.

2022 – 2023

Materials Engineer

| Higgins New Zealand

- Effectively managed and led operations in multiple regions, leveraging expertise in international standard practices to achieve a notable 10% increase in productivity.
- Spearheaded materials selection and procurement processes for construction projects, ensuring optimal performance, durability, and cost-effectiveness.
- Strengthened the focus on sustainability in construction, emphasizing innovative process optimization, resulting in recognition by the New Zealand Green Building Council.
- Collaborated closely with architects, engineers, and contractors to evaluate material specifications and address technical challenges during project planning and execution.
- Cultivated and nurtured enduring relationships with senior-level stakeholders, partners, and suppliers, fostering a collaborative environment and ensuring alignment with organizational goals.
- Advocated a culture of continuous improvement in the company, driving technical innovation, agility, and responsiveness to customer needs and emerging market trends.
- Utilized data analysis and forecasting to gain a deeper understanding of the impact of products and processes on the current market.
- Provided valuable support during third-party audits, including ISO 9001, leveraging extensive knowledge and experience in quality management systems to ensure compliance.
- Maintained up-to-date knowledge of industry trends, regulations, and materials engineering and construction technology best practices.
- Demonstrated exceptional leadership in driving sustainability optimization initiatives, resulting in significant environmental and financial benefits. Implemented energy-efficient technologies, waste reduction programs, and sustainable sourcing strategies, delivering tangible results.

2020 – 2022 **Independent Engineering Consultant**

- Provided consultancy services to several local governments and companies in Europe and New Zealand for their project needs in design and operations.
- Defined project scope, objectives, timelines, and budgets for a variety of engineering and sustainability projects.
- Ensuring projects adhere to local, regional, and national environmental and construction standards while improving the current processes.
- Communicated with project stakeholders (e.g., government agencies, supply chain partners, contractors) to address concerns and build consensus.
- Prepared technical reports, presentations, and documentation for clients and stakeholders.

2016 – 2020 **Civil Engineering Researcher**

| University of Auckland, New Zealand

- Led end-to-end management of diverse civil engineering projects for sustainable infrastructure development, encompassing conceptualization, planning, and report preparation, with a strong emphasis on innovation.
- Efficiently procured essential equipment, materials, and resources to support seamless project execution and ensured project deliverables were met.
- Fostered effective collaboration with stakeholders in Europe and Australia, driving the successful execution of multidisciplinary projects and ensuring timely achievement of project milestones.
- Provided supervision and guidance to team members working on research projects, supporting their professional development and facilitating project completion.
- Implemented rigorous quality control measures to maintain high standards of project execution and deliver accurate and reliable results.
- Developed and delivered engineering lectures, tutorials, and laboratory sessions while creating and implementing effective assessment methods to evaluate student understanding and progress.

2014 – 2019 **Sustainability Researcher**

| Czech University of Life Sciences

- Taught subjects related to sustainable development, energy resources, & engineering and collaborated with other colleagues for exams and grading of students.
- Spearheaded and successfully executed multiple environmental projects, playing a pivotal role in devising innovative solutions to mitigate carbon emissions.
- Achieved a noteworthy 25% improvement in organic waste stabilization through implementing sustainable technologies, effectively enabling long-term carbon storage.
- Conducted thorough economic evaluations of renewable energy projects, ensuring their viability and identifying opportunities for positive return on investment.

- Presented comprehensive waste reduction strategies, emphasizing the utilization of alternative materials and emission reduction measures to drive sustainable practices.
- Stayed up-to-date with emerging trends, technologies, and best practices in sustainability research, incorporating the latest advancements into research methodologies and effectively communicating findings to diverse audiences.
- Led data collection and program evaluation, providing actionable insights to improve bioenergy potential and its impact on sustainable development.
- Published research findings in reputable journals and presented research outcomes at national and international conferences, contributing to the broader knowledge base and fostering dialogue on sustainable development.

2010 – 2012 **Engineer**

| JDW Group

- Provided leadership and oversaw the management of 50 on-site personnel in compliance with relevant protocols while also managing five off-site locations with over 100 team members.
- Acted as a sponsor and champion of sustainability change initiatives, both internally and externally.
- Successfully executed a carbon reduction policy by implementing an innovative process system, resulting in improved delivery operations and reduced backlogs through effective communication management.
- Conducted environmental compliance audits and inspections, ensuring adherence to environmental regulations and identifying opportunities for continuous improvement and risk mitigation.
- Initiated recycling operations and promoted the reuse of spare parts resulting from machinery repair to build small accessories such as trolleys, tool storage units, and tables, resulting in a significant reduction in wastage and costs.
- Successfully maintained and improved the organization's quality standards while achieving high customer satisfaction ratings, which led to increased business revenue and market share.

MAJOR FELLOWSHIPS, AWARDS AND GRANTS

2024	Capability Development Award (University of Canterbury)
2021	Most-cited Article Award by the journal Energy and Fuels published by the American Chemical Society
2019	Rector's Prize for exceptional research output
2018	Research grant (Australian Nuclear Science and Technology Organisation) Project # 14302
2018	Postgraduate International Network Mobility Award (Worldwide Universities Network)
2016	The University of Auckland Doctoral Research Scholarship
2013	Czech Merit Scholarship (Ministry of Education, Youth and Sports Czech Republic)

PROFESSIONAL DEVELOPMENT TRAINING COURSES

- | | |
|-------------------------------------|--|
| • Introduction to Marketing | Wharton School of University of Pennsylvania |
| • ESG Risks and Opportunities | University of Pennsylvania |
| • Principles of Sustainable Finance | Erasmus University Rotterdam |
| • Foundations of Project Management | Google |
| • Agile Project Management | Google |

Jay W. Ayers, MBA, MSA, CGFO

Future City Manager



October 8, 2024

Jay Ayers, MBA, MSA, CGFO



City of Dallas, Texas
1500 Marilla Street
Dallas, Texas 75201

Dear Recruitment Team,

I am writing to express my interest in the City Manager position as advertised. I can contribute effectively to the City of Dallas' continued growth and success with a strong public administration, strategic planning, and community development background.

As Director of Finance at the City of Heath, I have demonstrated a proven track record of successful leadership and collaboration in various municipal projects. I have played a key role in developing budgets and initiatives for the AMI Meter Project, ERP System Upgrade, Water Supply Studies, capital project debt issuances, franchise fee agreement updates, economic development agreement negotiations, and utility rate studies, which have resulted in improved efficiency, cost savings, and enhanced community services and development. My experience has equipped me with the skills to navigate complex municipal challenges and foster positive relationships with diverse stakeholders.

One of my strengths is my ability to analyze data and trends to make informed decisions. I have successfully developed and implemented strategic plans that align with the community's long-term goals. Furthermore, my proficiency in managing budgets and resources has resulted in cost-effective solutions while maintaining high-quality services for residents.

I am particularly drawn to the City of Dallas due to its reputation for innovation, commitment to community engagement, and dedication to fostering a high quality of life for its residents. I am eager to contribute my skills and expertise to support the City of Dallas' vision and goals.

Key strengths I bring to this role include:

1. **Strategic Planning:** Proven experience developing and implementing strategic plans to achieve organizational objectives.
2. **Community Engagement:** A track record of fostering positive relationships with community members, local businesses, and other stakeholders to address concerns and promote collaboration.

3. **Leadership:** Demonstrated ability to lead cross-functional teams, manage projects from conception to completion, and drive results in a dynamic municipal environment.
4. **Financial Management:** Strong financial acumen with a history of effectively managing budgets and identifying opportunities for cost savings.

I am excited about the opportunity to contribute to the success of City of Dallas and confident that my skills and experiences make me a perfect fit for the City Manager position. I look forward to the possibility of discussing how my qualifications align with the needs of your team.

Thank you for considering my application. I am available at your earliest convenience for an interview and can be reached at [REDACTED] or [REDACTED].

Sincerely,

A handwritten signature in black ink, appearing to read "J. Ayers", enclosed in a blue dashed rectangular box.

Jay W. Ayers, MBA, MSA, CGFO

Jay W. Ayers, MBA, MSA, CGFO

FUTURE CITY MANAGER



EDUCATION

MASTER'S DEGREE

Accounting

Texas A&M Univ - Commerce
2019 – 2022

MASTER'S DEGREE

Business Administration

Texas A&M Univ - Commerce
2009 – 2013

BACHELOR OF ARTS

Mathematics

Texas A&M Univ - Commerce
2006 – 2009

CERTIFICATIONS

Certified Government Finance
Officer

TCEQ

Wastewater License
No. WW0041377

Water Distribution License
No. WD0010857

PROFESSIONAL PROFILE

Performance-driven and dedicated leader with a proven track record of success in managing and excelling in different facets of city government for almost 20 years. Effective communicator with strong attention to accuracy, excellent leadership skills, great problem-solving skills, and ability to work on multiple projects simultaneously. Extensive experience in the areas of municipal services and utility operations, financial and budget management and oversight, tax increment financing zones, grant administration, federal housing program administration, park and downtown development projects, talent management, and public speaking.

EXPERIENCE

Director of Finance

City of Heath, Heath, Texas / 2023 – Present

Effectively direct and manage the city's financial policies, planning, reporting, auditing, and controls. Oversee the financial functions including accounting, purchasing, accounts payable, accounts receivable, payroll, budgeting, utility billing, municipal court, debt management, investments, credit, risks, grant administration and treasury; coordinate assigned activities with other departments and outside agencies; and provide highly responsible and complex administrative support to the City Manager; and perform other duties assigned.

- Assisted in the establishment of an interlocal agreement between the City of Heath and Heath Municipal Benefits Corporation (Sales Type Corporation) to finance a \$30.5 million debt obligation for the improvement of a major park, construction of a public works facility, and the construction of a public safety facility.
- Integral in the implementation of a new ERP System. Created a Chart of Account structure table for staff to follow and update as needed.
- Achieved the GFOA's Certificate of Excellence in Financial Reporting first year of service.
- Assisted with the implementation of the AMI Metering Infrastructure.

Director of Housing & Financial Services

City of Terrell, Terrell, Texas / 2018 – 2023

Effectively direct and manage the city's financial policies, planning, reporting, auditing, and controls. Oversee the financial functions including accounting, purchasing, accounts payable, accounts receivable, payroll, budgeting, utility billing, municipal court, debt management, investments, credit, risks, grant administration and treasury; coordinate assigned activities with other departments and outside agencies; and provide highly responsible and complex administrative support to the City Manager; Responsible for overseeing the development, implementation, and management of housing programs and initiatives within the community and perform other duties assigned.

- Managed and directed both the Finance department and Housing department.
- Developed and maintained Tax Increment Financing Zones and Public Improvement Districts. These were essential in the development Crossroads commercial and restaurant developmental districts

Jay W. Ayers, MBA, MSA, CGFO

ASSISTANT CITY MANAGER

TECHNICAL SKILLS

Microsoft Office Suite

Adobe Illustrator

Adobe InDesign

Social Media

HTML

WordPress

AutoCAD

SCADA System

STRENGTHS & SKILLS

Strategic Planning & Operations

Project & Program Management

Multimillion Dollar Budget Management

Financial Analysis & Deal Structuring

Facilities & Asset Management

Intergovernmental Relationships

Vendor & Subcontractor Management

Employee Relations

Writing & Communications

Public Speaking

Negotiation

Presentation

Organizational

Interpersonal

Decision-making

Time Management

Conflict Resolution

EXPERIENCE continued

- Revamped the budget and accounts payable process to be more efficient and practical.
- Maximized idle cash by placing funds in interest earning investment portfolios.
- Worked with Texas Water Development Board (TWBD) to gain low-interest debt borrows for major water and sewer infrastructure needs.
- Maintained High-Performing housing authority
- Improved Housing Authority processes with implementation of new technology for applying to the waitlist.

Engineering Project Manager

City of Terrell, Terrell, Texas / 2015 – 2018

Provided a variety of technical engineering duties related to the development, design, construction of public works projects and other city construction projects including but not limited to buildings, roads, water and sewer infrastructure, drainage, parks, etc. Worked with teams of engineers, architects, etc. to ensure that all projects are completed on time and on budget.

- Managed the construction and budget for a \$12.8 million for the Terrell Police Headquarters building
- Oversaw approximately \$100 million in street, drainage, water, sewer, and lighting infrastructure projects at Crossroads Development
- Assisted with brining new businesses to new commercial and restaurant development

Chief Maintenance Operator/Pretreatment Coordinator/Wastewater Operator

City of Terrell, Terrell, Texas / 2006 – 2015

Oversee the operations and maintenance of the water distribution system. Supervised employees, implemented standard operating procedures for maintenance of water distribution components, assisted with the preparation and management of the annual budget, developed policies to comply with state and federal standards. Ensured regulatory compliance for pretreatment, collection system, plan review, and construction inspections. Provided regulatory support for City's collection system. Under the direction of the Chief Operator, performed a variety of journey level duties involved in the monitoring, adjustment, and testing of wastewater quality in the wastewater control pollution plant and related lift stations

- Assisted with the creation of the maintenance and operation schedule for pumps, VFDs, valves, motors, chlorinator, and other components of the distribution system.
- Created spreadsheets to help expedite and streamline reporting requires to TCEQ, NTMWD, TWDB, and other reporting entities.
- Help establish the pretreatment program for Grease Traps and trained individuals to continue the program.
- Formed study groups for certain staff to obtain their water and sewer certifications. Served as an instructor.

Jay W. Ayers, MBA, MSA, CGFO

ASSISTANT CITY MANAGER

PROFESSIONAL DEVELOPMENT

LEADERSHIP ENRICHMENT
Imagine That Performance
November 2023

PURCHASING PITFALLS
REDUCING INTERNAL AND
EXTERNAL PROCUREMENT
CARD (P-CARD) FRAUD
Government Finance Officers of
Texas
October 2023

AVOIDING PID-FALLS: WHAT
YOU SHOULD KNOW ABOUT
MANAGING PIDS
Government Finance Officers of
Texas
October 2023

FUTURE OF THE PUBLIC
SECTOR FINANCE
DEPARTMENT
Government Finance Officers of
Texas
October 2023

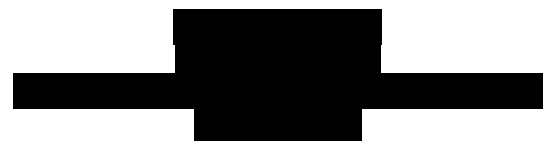
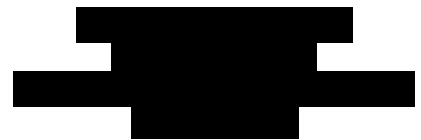
PUBLIC FUNDS INVESTMENT
TRAINING
Government Treasurer's
Organization of Texas
May 2022

FINANCE DIRECTOR'S
ROUNDTABLE
NCTCOG/GFOAT
April 2020

EXPERIENCE continued

- Assisted with implementation and maintenance the meter register replacement program saving the city \$250,000 by not changing out full meters
- Learned coding to manage SCADA system and make minor updates as needed with the system

REFERENCES



Brooks Williams

Dr. Edward Williams
Baker Tilly

Dear Dr. Williams,

I am writing to express my interest in the City Manager position with the City of Dallas. My extensive experience as a strategic, results-oriented leader and my ongoing Doctorate in Public Administration, with a dissertation focused on the empirical impacts of the Performance Excellence Framework, uniquely position me to lead Dallas into a future of continued excellence and innovation.

As the current City Manager of Ferris, Texas, I have successfully implemented significant strategic and fiscal improvements directly aligned with municipal performance excellence and continuous improvement. Under my leadership, Ferris has seen operational transformations that have significantly enhanced service delivery, efficiency, and community satisfaction. Notably, our city achieved a remarkable reduction in employee turnover, transitioning from an average employee longevity of 3 months to less than 10% turnover.

Previously, as Chief Quality Officer at Hurst-Euless-Bedford ISD, I played a pivotal role in driving the district's performance to be rated top in Texas by the Education Resource Group, utilizing the Baldrige Framework to enhance overall educational and operational outcomes.

My academic journey complements my professional experience, with research specifically examining how Performance Excellence and Continuous Improvement (PE/CI) implementation affects key performance indicators in public administration. This work parallels my recent publication, "Rising to Serve: Reimagining Public Administration for a New Era," which advocates for PE/CI principles to address and transform challenges in public administration.

Additionally, my tenure at MidSouth Bancorp as Senior Director of Strategic & Organizational Development involved overseeing learning and development for over 500 associates. There, I developed and delivered comprehensive training programs aimed at enhancing organizational capability and performance.

I am enthusiastic about the opportunity to bring my blend of academic insight, practical leadership experience, and passionate commitment to quality and performance excellence to the City of Dallas.

While Ferris may be smaller than Dallas, the challenges faced by cities of all sizes are often fundamentally the same—whether it's managing growth, ensuring fiscal responsibility, or maintaining service delivery excellence. The only difference is the scale, and as you know, the zeros in the budget may change, but the complexity of leading a city towards strategic growth and sustainability remains consistent. I've learned that success in leadership is about deploying proven frameworks and methodologies, such as the Baldrige Performance Excellence Framework, to drive results, regardless of scale.

Some leaders are fortunate to be in the right place at the right time, much like Kobe Bryant entering the NBA straight from high school—prepared, passionate, and positioned to lead at the highest level. I feel that my professional journey, experience, and academic expertise have placed me in a similar moment, ready to lead the City of Dallas into its next phase of excellence.

The city's dynamic and vibrant community, along with its dedication to innovation and best practices, aligns perfectly with my professional ethos and vision.

Thank you for considering my application. I am eager to discuss how my background, skills, and strategic vision align with the goals of your organization. I am available at your convenience at [REDACTED] or via email at [REDACTED].

Respectfully,

Brooks Williams

BROOKS WILLIAMS

KEY SKILLS AND QUALIFICATIONS:

- Results-oriented, strategic, and visionary leader with proven experience leading organizations by empowering individuals at all levels with a continuous improvement mindset in economic development, finance, professional development, and service delivery improvements.
- Lean Six Sigma Black Belt, with extensive experience in quality and performance excellence.
- Expert in data-driven, process improvement strategies, coalition building, negotiations/deal-making, organizational analysis, financial management, budget preparation, policy formulation and implementation.
- In-depth knowledge of municipal administration and finance, large infrastructure project management, utilities management, water and sewer management, and outstanding relationships with local, state, and federal organizations.
- Demonstrated implementation skills in capital improvements completed for municipalities.
- Strong strategic planning skills, excellent communication and interpersonal skills, and strong customer service focus.
- Recognized speaker, addressing topics including organizational transformation, performance excellence, innovation, and continuous improvement.

ACHIEVEMENTS, AWARDS & BOARDS:

- Recognized as a Top 100 Learning Organization by eLearning Magazine
- Recognized as a "Trailblazer" by eLearning Magazine
- ICMA | International City Manager's Association | Member
- TCMA | Texas City Manager's Association | Member
- GFOA | Government Finance Officers Association | Member
- NCTCOG | Dallas, TX | Public Works Commission Board Member
- Best by Southwest | Dallas, TX | Board of Directors
- Quality Texas Foundation | Austin, TX | Board of Directors
- Quality Texas Foundation | Austin, TX | Certified Baldrige Examiner
- Featured guest on Lone Star Politics for: Texas' Future & Legislative Issues
- Published in Mobile Coach for Expertise on Making Learning a Strategic Priority
- Speaker at SGRs "Alliance for Innovation" Conference for Expertise on Innovation and Improving Quality of Life
- Recognized and Awarded for Leadership during COVID-19
- Recognized by the State for Launch of 3rd Largest Monoclonal Antibody Site in Texas
- Launched First Ever "Access for All" Healthcare Solution
- Published in Bankers Digest for Expertise on Customer Retention and Profitability
- Published in Texas Banking Magazine for Expertise on Topics Regarding: CECL, LIBOR, and SOFR
- State Firefighters' and Fire Marshals' Assn | Volunteer Firefighter
- Credentials of Ministry | Police & Fire Department Chaplain
- Former City Council Member | Royse City, TX | Place 4
- Former Planning & Zoning Member | Royse City, TX | Chairman
- Former Parks Board Member | Royse City, TX | Secretary
- Candidate for County Commissioner | Rockwall County, TX | Pct. 4
- Master Planning Commission | Rockwall County, TX | Member - Finance Committee
- Author of "Rising to Serve: Reimagining Public Administration for a New Era"

EXPERIENCE:

City Manager & Executive Director of Economic Development, City of Ferris, Texas

2019 - Present

- Chief Executive Officer for a full-service community located 18-minutes south of Dallas on Interstate 45. The city operates as a Type-A General Law city, in a Council-City Manager form of government. The Council consists of a mayor and five council members. The Council sets the policy for the operation of the government, and as City Manager, appointed by Council, administers those policies. As City Manager responsible for appointing and supervising the leadership team, overseeing staff, operates a general fund budget, utility fund, and other enterprise funds. responsible for planning, directing, managing, and reviewing all activities and operations of the city and coordinating programs, services, and activities among city departments and outside agencies. The City Manager also ensures the financial integrity of the municipal organization, represents the City's interests, and provides highly responsible and complex policy advice and administrative support to the Mayor and City Council. A few key duties and responsibilities include administering the preparation of the annual budget; preparing long-term plans for capital improvement projects and fiscally responsible financing of the same; managing the City's daily operations by overseeing all City departments as well as all outsourced functions and services of the City; and advising and informing the City Council on a "real-time" basis of the City's financial condition, progress of programs, present and future needs of the City and matters requiring Council consideration.
- Strengthened Ferris's Financial Stability:
 - Eliminated deficits in the general fund and several enterprise funds.
 - Upgraded the bond rating to AA-.
 - Increased fund balance from 18 days to 186 days.
 - Turnaround from 14 external audit findings to ZERO audit findings for consecutive years.
 - Delivered on-time audits and bank reconciliations after 3 years of no audits and 2 years of no bank reconciliations being completed.
 - Zeroed out deficit from water and wastewater utility fund and removed general fund subsidy of almost 50%.
 - Achieved multi-year \$59+ million turnaround of waste management facility agreement that secures funding for infrastructure.
 - Achieved pass-through funding agreement for natural gas conversion royalty for \$240k annual payment to city.
 - Four consecutive years of General Fund surplus.
 - Successfully implemented Lean Six Sigma philosophy across the organization, saving over \$2MM and saving hundreds of hours of staff time. Led process to develop first organizational strategic plan.
 - Proposed and saw passed the first bond initiatives in over two decades for public safety and infrastructure.
- Led Ferris's efforts in Economic Development
 - Led Advanced Manufacturing initiative securing \$66MM for development and planned development of city owned land.
 - Led New Construction initiative securing over \$50MM in new construction value two consecutive years (number one in percentage of new improvement growth in Ellis County).
 - Led first ever Downtown Master Plan process, approval, and implementation, with over \$3MM invested to date.
 - Became number one in percentage growth valuation in Ellis County.
 - Adopted the largest tax decrease in Ellis County history.

- Led the growth of sales tax to five-times higher over the last four years than over the last fifteen years.
- Completed street resurfacing & reconstruction projects, leading to 67% of all streets being resurfaced or reconstructed.
- Developing and championing a community of excellence initiative with over 12 partners across the private and public sectors.
- Led the first capital improvement plan implementation leading to over \$28MM in total improvements over the past three years, with an additional \$15MM planned over the next two years.
- Led city to the 23rd (out of 179) fastest growing home prices in the Dallas/Ft. Worth/Arlington Metro Area.
- Led and negotiated for the first provisioned tier-2 fiber internet services for all residents and businesses in the city.
- Led and completed the construction of a new Department of Public Safety Headquarters, Municipal Government Complex, and consolidation of municipal buildings/footprint.

**Senior Vice President of Texas, Louisiana, and Oklahoma, Pacific Coast Bankers' Bank (PCBB)
2018 - 2019**

- As the Regional President, established and maintained relationships within PCBB and over 350 community banks within Texas, Louisiana, and Oklahoma. Leading our capital markets, advisory/consulting and commercial banking lines of business and team of specialists, served as a trusted advisor to C-Suite leaders and their banks. Responsible for managing a portfolio and generating lending opportunities in assigned region. Closed \$45MM in new relationships during a 12-month period and led the largest territory for the company.

**Chief Quality Officer, Executive Leadership Team Member, Hurst-Euless-Bedford ISD
2017 - 2018**

- As a Baldrige, Six-Sigma, and Continuous Improvement expert, responsible for focusing on accelerating the district performance through cohesive process and strategy planning and execution, and knowledge management. Served on the Executive Leadership Team and was responsible for performance excellence for the entire district. Responsible for system-wide continuous improvement for the school district and providing leadership and technical expertise in guiding the execution of district's strategic plan. Assisted in leading the school district to the Education Resource Group (ERG) rate the HEB ISD as the top performing school district in the State of Texas in both financial and academic performance ratings.

**Senior Director of Strategic & Organizational Development, MidSouth Bancorp
2013 - 2017**

- Responsible for the 60-location footprint for the operational excellence for all lines of business. Led the bank-wide system improvement initiatives, to include small business and commercial lending restructure, branch operations restructure, core and CRM evaluation and improvement plan, and process improvement and optimization for all business-related products/services. Led small business and commercial lending strategic restructures to include a development program that focused on defining small business and commercial parameters, improving back-office processes and support, and guiding the strategic direction of the division. Led initiatives to grow overall profitability, as well as, having responsibility for Regional Presidents (Commercial Lending) and training leaders and responsible for KPI development and accountability across all 60 banking centers and corporate offices.

Senior Vice President of Operations, EPD, Inc.**2009 - 2013**

- Responsible for operations, people services, and the finance division of the organization, reporting to the Chief Operating Officer. Worked to develop the process and execution of the strategic plan throughout the organization. Responsible for strategic planning, OD/HR, continuous improvement initiatives, and overall process/performance improvement for the organization and providing consulting for client institutions.

Vice President, Bank of America Corporation**2005 - 2009**

- Led the largest team in the southeast region and utilized experience in consumer, small business, and commercial banking, as well as experience as a banking center and market leader to identify strategies and solutions that are directly linked to operational improvement/excellence and business goals. Identified strategies and solutions that are directly linked to organizational and business goals by establishing and maintaining partnerships with key business leaders, SMEs, and vendors to identify and drive performance improvement change. Identified opportunities for improvement, conducted an analysis to determine root causes, propose solutions, scope out projects, implement solutions and assess impact. Solutions included process improvement or integration, leadership development, skill development and training.

EDUCATION:**Liberty University, Lynchburg, Virginia: Doctorate in Public Administration, In Progress (ABD)**

- Estimated Completion: December 2024

Liberty University, Lynchburg, Virginia: Master of Public Administration

- Tau Sigma Honor Society

Liberty University, Lynchburg, Virginia: Bachelor of Science

- Magna Cum Laude

Baylor University, Waco, Texas: Bachelor of Arts, 96 Hours

- Political Science

Six Sigma Certification**Malcolm Baldrige Certified Examiner**

Kristin Beggs

July 15, 2024,

Dear Hiring Manager:

I am writing to express my interest in the Dallas City Manager position. I am confident my extensive experience in law enforcement and security, coupled with my strategic leadership skills, make me an ideal candidate for this role.

In my current role as Senior Vice President and Chief Operating Officer at Birchwood Private Equity Firm, I have successfully implemented strategic visions and directed resources towards high-impact initiatives, collaborating closely with the CEO and board of directors. My responsibilities include ensuring legal compliance, enhancing operational efficiency, and managing the private equity investment portfolio with a meticulous risk management strategy.

At the Federal Bureau of Investigation (FBI), I served in various capacities, including as a Supervisory Special Agent in Columbus, OH overseeing criminal violations. I led a reactive task force working complex criminal investigations and strategically planned for critical incidents. I supervised inspections of FBI field offices, conducted audits, and led internal investigations to preserve the integrity of the FBI's programs. I successfully prevented and investigated federal crimes, winning awards from the Department of Justice, National Center for Missing and Exploited Children, and was nominated twice for the FBI Director's Award for exceptional investigations.

Below are some examples of the value I can bring to Dallas:

- Successful track record of leading investigative teams throughout the United States, enforcing federal and state statutes, with a 98% conviction rate.
- Enhanced operational efficiency and decision-making by developing and deploying data-driven deal pipeline and investor pipeline, managed seamlessly through a CRM tool.
- Scrutinized underwriting with insurance agencies and attorneys for all prospective deals, mitigating risk through evaluation of data and statistics.

I am confident my proficiency in strategic planning, meticulous attention to detail, and ability to thrive in challenging environments align with the requirements of the City Manager position. I am enthusiastic about the opportunity to leverage my diverse skill set to contribute to your team's success.

Sincerely,

Kristin Beggs

Accomplished and visionary leader with rich background in organizational leadership and risk management. Proven expertise in developing and executing strategies aligned with business objectives and ensuring compliance with policies, standards, and procedures. Experienced in full P&L responsibilities, trend analysis, operational adjustments, forecasting, and budgeting. Demonstrated proficiencies in corporate risk mitigation, business process improvement, and crisis management. Adept at leading large, cross-disciplinary teams and fostering positive cultures of value and respect.

Areas of Expertise

- Process Improvement
- Strategic Planning & Execution
- Vision Alignment & Execution
- Legal Compliance
- Financial Optimization
- Operations & Project Management
- Complex Problem-Solving
- Cross-Functional Collaboration
- Team Building & Leadership

Professional Experience

Birchwood Private Equity Firm | Chicago, IL 2022 –2024

Senior Vice President / Chief Operating Officer

Implement strategic vision and direct resources towards high-impact initiatives by collaborating with CEO and board of directors. Integrates all major functions of the business using the Entrepreneurial Operating System (EOS), models the way, and resolves issues effectively. Dependably demonstrates a relentless obsession with values alignment, clear communication strategies, and functional planning across all levels of the business.

- **EOS Integrator:** Lead, manage, and hold the executive leadership team accountable while focusing on continual improvement, developing core processes, and improving team health. Ensuring the leadership team has alignment to faithfully execute the business plan, while maintaining P&L objectives for the parent company and two subsidiaries.
- **People Operations:** Developed talent strategies to include succession planning, talent acquisition, career development, retention, leadership development, compensation, benefits, payroll, and education. Increased productivity and employee satisfaction by cultivating top-notch team with focus on people/culture alignment.
- **Risk Mitigation:** Ensured compliance with all regulatory and legal requirements, state licenses, litigation, and mergers and acquisitions. Analyzed physical and cybersecurity threats within the industry, to create protocols for more than 30 physical locations and implement best practices across global employees. Scaled the business to hire a legal team to address AI concerns, cyber threats, and business continuity.

Federal Bureau of Investigation 2010 – 2022

Supervisory Special Agent – Columbus, OH | 2019 – 2022

Devised and executed robust responses to critical incidents by evaluating vulnerabilities. Collaborated with state, local, and federal law enforcement, and private sector partners across 48 counties in Southern Ohio to ensure operational effectiveness and business continuity through crisis management. Served as a Senior Executive for the Cincinnati Division covering all Criminal Matters and more than 100 direct and indirect reports. Oversaw the execution of annual \$3 million dollar budget.

- **Leadership:** Delivered mission-critical guidance to task force of 25+ direct reports. Responsible for all operational decisions, team leadership, and accountability. Ensured clear communication for all responsibilities and set clear expectations. Prepared and performed performance reviews, audits, and process improvement for every investigation in the criminal branch.

- **Risk Mitigation:** Investigated criminal, administrative, internal employee misconduct, and insider threats within the organization comprising over 37,000 employees in 56 US-based and 63 international offices. Ensured operational effectiveness by supervising inspections of FBI field offices and HQ divisions. Performed audits and investigations to preserve integrity of FBI's investigative, financial, and administrative programs.
- **Project Management:** Conducted monthly reviews of all cases. Established and facilitated meeting cadence across three cross-functional teams. Reported weekly on high-profile criminal matters. Implemented partnerships with local law enforcement to systemize and evaluate more than 300 weekly leads and tips provided to my team.

Supervisory Special Agent – Washington, D.C. | 2017 – 2019

Spearheaded the creation of the “advance team” for FBI Director’s Coordination and Operations Unit to predict and solve problems in advance. Orchestrated private sector outreach summits, town hall meetings, and other global high-priority engagements in direct collaboration with FBI Director and executive management team.

- **Organizational Management:** Prepared and executed the people strategy for FBI Director. Succession planning was mapped out across seven layers of the organization and continuously updated to identify key roles and perform talent assessments. The organizational structure was continuously evaluated to ensure business continuity and appropriate knowledge transfer.
- **Executive Counsel and Strategy:** Provided daily briefs to FBI Director on strategic communications, policy, and personnel. Accompanied the Director during official appearances and delivered timely information to the Director and executive team. Debriefed each trip and speech to ensure messaging was in alignment with organizational values.

Special Agent – Dallas, TX | 2010 – 2017

Evaluated priority criminal and national security matters through diverse investigative cyber techniques and sensitive technology. Uncovered and prosecuted individuals involved in criminal activities by performing investigations into complex financial crimes, cybercrimes, and proprietary and trade secret violations. Recognized for leadership in exceptional criminal investigation with nomination for FBI Director’s Award, highlighting significant contributions to case's success.

- **Project Management and Investigations:** Implemented ethical approach to address crimes against children matters, navigating issues with adherence to strict protocols for technology transfer, legal risks, and victim services.
- **Problem Solving:** Minimized financial losses by coordinating with private insurance companies and healthcare groups to leverage intelligence, leading to timely identification of emerging schemes and tactics for fraud detection.

*I have a decade of additional experience as **Director of Training** at **Bloomin’ Brands, Inc.**, Tampa, FL*

Education

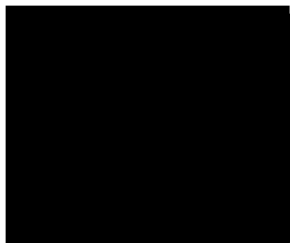
Master of Science in Organizational Development and Leadership | Saint Joseph’s University, Philadelphia, PA
Bachelor of Arts in Criminal Law | University of South Florida, Tampa, FL

Certifications & Clearances

Top Secret (TS), Sensitive Compartmented Information (SCI), with polygraph

Board Experience

FBI Diversity and Inclusion Board Member | Persons with Disabilities Advisory Committee
State of Ohio Amber Alert Board | Appointed by Governor DeWine



CEDRIC W. DAVIS SR., CPM B.SC., CPFIO, CSCP, MPO

LETTER OF INTEREST

Summary of Experience

As an experienced City Manager/Police Chief (Ret.), the advertisement for the position of City Manager/Administrator sparked my interest. When reviewing the position requirements and your organization's website, I was highly impressed with your organization's history and mission. Furthermore, I was excited to find that my qualifications and personal strengths aligns with your needs and mission.

I bring a comprehensive set of skills that I believe would be an asset to your staff, community, and its stakeholders. In my roles as City Manager, Police Chief, and Business Owner/CEO, I honed my abilities in developing management standards and policy implementation would provide a firm foundation for a position of City Manager/Administrator/Director. My leadership, people-centric nature, and compassion have afforded me excellent governmental networking, organizational and community engagement skills.

I am excited to have an opportunity to contribute my talents and proficiency in critical thinking towards your team efforts of providing public service leadership measures for your community. As an engaged public-servant leader with a proven successful track record of public service accomplishments, my focus was on building strong professional relationships within public management operations, public safety, as well as community engagement.

Upon your review of my resume, you will note a small time-period unaccounted for. I elected to take a brief sabbatical to pursue my ministerial ordination and to initiate my path to earn a Doctorate in Ministry (D-Min.). With full disclosure to my previous employer, I walked away from a high profiled career, and well-paying package of about \$149,000 to embark on a personal mission to enhance my knowledge of the Holy Bible and my relationship with God. I would be open to elaborate more if you have any further questions!

Through (3) decades of education, training, and life-experiences in management, and public policy has enhanced my proficiency in community engagement, building and sustaining a culture of equity and inclusion across organizational and community spectrums. My philosophy is to create community or organizational cornerstones using current planning trends, strategies, and technologies in management best practices.

Please review my attached resume for a more in-depth illustration of my work history and multiple accomplishments. At your earliest convenience, I would welcome an opportunity to discuss with you whether my experience and talents meet your admin. leadership needs of your City or organization.

My Management Style

I would characterize my style of management as being a combination of persuasive and delegative. Combining both styles allows me to rely on my persuasion skills to establish trust with employees, while delegating some authority and autonomy to certain personnel to carry out tasks. Straightforwardness is one of my strengths, as well as what I would consider an asset.

Thank you for your time and consideration of my candidacy, Cedric!



**CEDRIC W. DAVIS SR., CPM
B.SC., CPFIO, CSCP, MPO**

SUMMARY:

I have over 3 decades of creative, collaborative, and forward-thinking management experience in administrative operations and community services. This includes public safety/law enforcement, park operations, water and sewer operations, small airport management, economic development operations, and public engagement. My style of management is both collaborative and persuasive. I am proficient in all areas of community engagement, building and sustaining a culture of equity and inclusion across an organizational and community spectrum is where I excel. I like creating community cornerstones using current planning trends, council/board, and community engagement strategies, as well as technical management tools. Historically, I served as the first African American Mayor of Balch Springs, the first African American candidate for Texas Governor to finish in the top three of any party primaries. I look forward to serving your community.

City Manager: Mathis, TX

01/2024 – Current

- Responsible for proper administration of all city departments and affairs through honesty and integrity.
- Make recommendations concerning city policies, manage programs and projects.
- Implement the revitalization and improvement of public infrastructure and services.
- Maintain daily oversight of city departments and personnel.
- Grant research, grant writing, and project management.
- Collaborate with other personnel in preparing, submitting, and having oversight of the annual budget.
- Manage both the annual general operations and CIP budgets (Combined \$30M).
- Work with the EDC Dir. To accelerate economic growth and development.
- Actively engage and encourage public involvement in community affairs.
- Travel, attend TML/TMCA conferences, collaborate with other organizations.

City Manager: (Ret.) City of Marlin, TX

05/2019 – 06/2023

- Responsible for proper administration of all city departments and affairs through honesty and integrity.
- Made recommendations to the city council for operational and policy improvement plans.
- Maintained daily oversight of city departments and personnel.
- Made recommendations to the city council for operational and policy improvement plans.
- Served as interim Chief of Police for six months, served in the capacity of EDC Dir. during my tenure.
- Traveled and attended city related events, TML / TMCA conferences, and other trainings.
- Worked within multiple service areas such as water and sewer, airport ops, police and fire, parks development, design and construction, grant research and writing, and project management.
- Collaborated with other agencies such as TWDB, TCEQ, TDA, and USDA.
- Successfully designed and constructed a modern Peewee Athletic Complex on an abandoned 5-acre park through a public – private venture.
- Spearheaded the revitalization of Marlin's small, abandoned airport.

Coordinator: Law & Crim. Justice Magnet Program: Garland ISD, TX

08/2013 - 05/2019

- Developed classroom objectives, methods of instruction and curriculum.

- Lectured on criminal law, forensics, computer aided dispatching, police admin. and management, investigative techniques, ethics and legal tools used in modern policing and other law enforcement careers.
- Collaborated with Garland PD and other law enforcement professionals.
- Attended professional conferences and training.

CEO: Five Star Asset Protection, LLC Texas & Louisiana

06/2006 - 01/2013

- Founding CEO.
- Responsible for managing the daily operations of contractual security and investigative services.
- Conducted private threat assessments, investigations, security, and law enforcement personnel training.
- Coordinated rapid response security teams for disaster relief sites.
- Negotiated and approved contracts between clients.
- Oversight of budgetary and financial activities of the organization.
- Implemented strategies to grow business operations and provide improved services.
- Reviewed employee submitted reports and submitted summary feedback reports to clients.

Chief of Police: (Ret.) Wilmer-Hutchins ISD PD, TX

12/2002 – 01/2005

- Founding Chief of Police.
- Developed and implemented operations of the district's newly created law enforcement/public safety department.
- Managed the annual budget.
- Managed agency police and security personnel, conducted hiring, promotion, and termination hearings.
- Drafted district policies, public safety threat assessments, emergency preparedness procedures, trained district police and security personnel.
- Investigated criminal activity of the district.
- Implemented the agency's Community Outreach At-Risk Mentoring Program.
- Coordinated the district (D.A.R.E.) program.
- Functioned as the district's spokesperson for Government and Public Relations.

Mayor: Balch Springs Balch Springs, TX

05/2008 - 05/2010

- Mayor – Oversight of a \$32M general budget, and a \$4.3M EDC budget.
- Collaborated with the city management, and city council members.
- Spearheaded the passage of major CIP's such as street repair/maintenance, public transportation, new water, and sewer lines, economic development projects.
- Establish new policies related to Chapter 143 of the Tex. Local Gov't. Code.
- Traveled to Washington D.C. for meetings with the U.S. House Committee on Transportation and Infrastructure.
- Signed covenants during the initial American Recovery and Reinvestment Act, successfully obtaining \$21.1 Million in Federal Transportation Funds.
- Served for 3 yrs. on the BSEDC 4A Board of Directors before becoming mayor.
- Collaborated with former U.S. Congresswoman Eddie B. Johnson, to initiate the annual Small Municipalities Economic Development summit in Balch Springs, Texas.

Other Employment:

10/1996-12/2022 (DART PD - Police Officer II),

08/1995-10/1996 (Pine Bluff PD - Police Officer)

01/1989-03/1993 (Dallas PD- Housing Authority - Armed Pub. Peace Officer)

Military Service:

95B-Military Police (Desert Storm Vet.) 10/1985 - 01/2004 US Army / Army Reserves – Squad Leader Cpl. E-4 (MP) Texas State Guards - Staff Sgt E-6 / Personnel Training NCO (MP)

USNDSUPCOM - Capt. O-3 / Personnel Training Officer (MP)

Education and Training:

Sam Houston State University - B. Sc. - Criminal Justice Administration - College of Criminal Justice

Bill Blackwood Law Enforcement Mngt. Institute of TX (Cert. Exec. LE Manager)

Tarleton State University - Master of Public Administration (21 Grad. Hrs. - No Degree)

James Madison University - College of Business: Institute of Cert. Professional Managers (Credentialed Cert. Public Mngr.)

Other: Teaching Cert. (Trade and Industrial Education 8-12) / Cert. Public Finance Invest. Officer / Cert. Smart City Practitioner / Master Peace Officer / Police Instructor / TXDPS & LSBPE Security Mngr. / FEMA Emergency Mngr.

Current / Previous Memberships:

Current: (ICMA – Vet. Affairs Exec. Board), (Nueces Water Board – nonvoting member), (Coastal Bend Council of Governments), (Nominee for TMLIRP Board of Trustees),

Previous: (Cen. Tex. - TML Region 9 - 2nd Vice Pres.), (CETA - Vice Pres.), (Boys & Girls Clubs of Falls Co. - Exec. Board of Dir.), (American Legion - Post 31 of Falls Co.), Skills USA- Advisor, CJET- CJ Educators of TX, (Scottish Rite Masonic 32 /Shriner), (Dallas Co. Criminal Justice Advisory Board), (Greater Dallas Crime Commission), 2011 North Texas Super Bowl Committee Council of Mayors.

Salary and Benefit package are negotiable.

Respectfully Submitted,

MANNY CID

TRANSFORMATIVE SERVANT LEADER | STRATEGIC CATALYST
FOR CHANGE | PURPOSE-DRIVEN ENTREPRENEUR

Manny Cid

I am writing to express my strong interest in the City Manager position with the City of Dallas, TX. With over 19 years of experience in municipal government and Florida's state legislature, coupled with a proven track record of successful leadership and strategic planning, I am excited about the opportunity to contribute to your community's growth and well-being as I transition from an elected official to an administrator role with a focus on being a servant leader.


In my current role as Mayor of the Town of Miami Lakes, I have honed my skills in infusing ethical leadership into complex city operations, overseeing budgetary allocations, and fostering community relations. My key achievements include:

- **Strategic Planning and Execution:** Led a 10-year strategic plan from 2015 to 2025 titled "Imagine Miami Lakes 2025," which has resulted in a \$33 million stormwater investment, the lowest tax rate in our community's history, one of the lowest crime rates in Florida, and the most efficient building permit process in South Florida. This was achieved through innovative approaches to resource management and by establishing clear performance metrics.
- **Community Engagement:** Under my leadership, Miami Lakes became the first municipality in the United States to allow remote public comments during all public meetings. We also opened Town Hall on the first and third Saturday of every month for the last 8 years, as well as offering a mobile-office that visited residents in their own communities and homes. I championed a change to Miami-Dade County's half-cent sales tax ordinance to allow for first-mile/last-mile and on-demand transportation solutions. These engagements not only fostered transparency but also helped align city services with community needs.
- **Crisis Management:** Successfully managed response and communication efforts during Hurricane Irma and the COVID-19 pandemic, coordinating with local agencies and ensuring effective communication to minimize disruption and maintain public safety. During Hurricane Irma, I immediately joined our first responders post-storm to secure all entrances to our town. During the COVID-19 pandemic, I coordinated efforts with local non-profits to launch the Groceries for Seniors initiative and held daily briefings for all town residents to keep them informed.

My educational background in Ethical Leadership, with a Master's degree from St. Thomas University and as a graduate of the Florida League of Cities IEMO program, has provided me with a robust foundation in public policy and organizational management. Coupled with my hands-on experience, I bring a well-rounded perspective to city governance, focused on both strategic vision and practical implementation.

I am eager to leverage my expertise to support and advance your municipality's objectives, working collaboratively with the mayor, council, staff, and community stakeholders to drive positive change and enhance the quality of life for residents.

Thank you for considering my application. I look forward to the possibility of discussing how my background, skills, and enthusiasm align with the needs of your city. Please feel free to contact me at [REDACTED] or [REDACTED] to schedule a conversation.

Sincerely,


MANNY CID

TRANSFORMATIVE SERVANT LEADER | STRATEGIC CATALYST
FOR CHANGE | PURPOSE-DRIVEN ENTREPRENEUR

CONTACT



EDUCATION

Master of Arts in Ethical Leadership



St. Thomas University,
Miami, FL



December 2022

Bachelor of Arts (B.A.) in Ethical Leadership



St. Thomas University,
Miami, FL



December 2021

Associate of Arts (A.A.) in American Government & Politics



Miami Dade College,
Miami, FL



August 2021

SKILLS



Leadership & Organizational Development



Decision-Making Effectiveness



Project Management



Economic Development



Strategic Communication



Government & Community Relations

PROFILE

Visionary government leader, impact-driven change agent, and passionate educator committed to empowering communities and driving sustainable growth. With a proven track record in strategic planning and collaboration, I excel in creating innovative solutions that transform communities. My expertise in government policies, economic development, and public administration enables me to navigate complex challenges. Fluent in English and Spanish, I bring a unique perspective to leadership, fostering ethical governance and civic engagement. Dedicated to shaping a brighter future through impactful leadership and learning.

WORK EXPERIENCE

Mayor, Town of Miami Lakes

Elected November 2016, Re-Elected November 2020. Term ends November 2024

Vice-Mayor August 2013 - 2015 **Councilmember** November 2012 - November 2016

- Led the city's legislative branch, overseeing all municipal operations, services, and departments to ensure effective governance and service delivery.
- Developed and implemented strategic initiatives to enhance the city's economic development, infrastructure, public safety, and quality of life for residents.
- Managed a multi-million dollar budget, ensuring fiscal responsibility, transparency, and the efficient allocation of resources to meet community needs.
- Facilitated public policy development, working with the city council, community stakeholders, and other governmental entities to address local issues and create positive change.
- Strengthened community engagement by organizing town hall meetings, public forums, and outreach programs to ensure that citizens' voices were heard and incorporated into decision-making processes.
- Oversaw large-scale public projects, from planning and development to execution, ensuring projects were completed on time and within budget.
- Fostered economic growth by attracting new businesses, supporting local entrepreneurs, and implementing policies that created a favorable environment for business development.
- Advocated for the city at the county, state and federal levels, securing funding, grants, and legislative support for local initiatives.
- Promoted environmental sustainability by implementing green initiatives, enhancing public transportation, and supporting conservation efforts.
- Navigated crisis management, providing leadership during emergencies such as natural disasters, pandemics, or civil unrest, ensuring public safety and restoring normalcy.
- Promoted the town in numerous television, newspaper, and radio interviews.

Senior Legislative Aide, Florida House of Representatives

December 2005 - August 2012

Tallahassee, FL

- Managed the Tallahassee office and District office
- Responded to inquiries by seeking solutions to problems and assisting in the communication with appropriate state agency
- Wrote State Statutes like the Carbon Monoxide Safety bill and presented pieces of legislation to assist Florida International University in the opening of their medical school
- Public Relations and Press Releases
- Stakeholder Relations

MANNY CID

TRANSFORMATIVE SERVANT LEADER | STRATEGIC CATALYST
FOR CHANGE | PURPOSE-DRIVEN ENTREPRENEUR

WORK EXPERIENCE cont.

Owner & Founder

April 2019 - Present

Mayor's Cafe Miami Lakes

- Launched and managed Mayor's Cafe, overseeing daily operations, staffing, and inventory management.
- Increased annual revenue by 15% through strategic marketing, menu optimization, and enhanced customer experience.
- Developed business plans and budgets to ensure profitability, sustainable growth, and financial stability.
- Hired and trained a team of 20 employees, fostering a positive work environment and reducing staff turnover.
- Negotiated vendor contracts and optimized supply chain efficiency to maintain quality and cost-effectiveness.
- Executed marketing campaigns that increased customer base, enhanced brand visibility and boosted community engagement.

Adjunct Professor

Biscayne College, St. Thomas University,

August 2023 - Present

- Speech
- Introduction to Political Science
- Introduction to American Government

Podcast Host

January 2021 - Present

305 Vox Populi

- Recorded over 100 episodes featuring business leaders, celebrities and individuals making a positive impact in our community
- Partnership with Mater Lakes High's broadcast academy
- Promoted Local Businesses via Sponsorships

Additional Work Experiences

Associate, Horizon Properties of Miami Inc., January 2013-Present

Partner/Founder & Vice President, Always At Your Side ADC,

January 2014 - December 2017

Board Member, Doral Academy High School, Middle School &

Elementary, August 2007 - June 2012

Founding Board Member & Vice Chair, Doral College, January 2011-

December 2012

Teacher & Head Coach, Boys Basketball, Horeb Christian School,

August 2021 - June 2024

Key Initiatives & Impact

Project Peru - A transformative initiative that funded and implemented technology to enhance accessibility for under-resourced communities across Peru, bridging the digital divide and empowering local populations. Facilitated the creation of global learning communities, integrating students from Miami and Peru in collaborative educational experiences that fostered cross-cultural understanding and academic growth.

Miami Lakes Mayor's Gala - Secured \$350K for Miami Lakes Special Needs, driving efforts to create an inclusive community for individuals of all abilities. Partnered with Florida International University's Metropolitan Center to conduct a comprehensive needs assessment, ensuring the effective allocation of funds and positioning Miami Lakes as a model for inclusive communities.

Mayor's Basketball Classic - An impactful community initiative that raised approximately \$100K over its history to support various local nonprofit organizations. The event successfully fostered community engagement, bringing together diverse groups among multiple municipalities to participate in and support a common cause, strengthening the bonds within the community.

Community Presence - Delivered and facilitated more than 100 talks and community meetings, providing a platform for community members to voice their concerns and ideas, fostering positive citizenship, and enhancing community engagement. These efforts empowered residents to actively participate in local governance and contributed to building a more connected and involved community.

Mayoral Impact - During my time as mayor, Miami Lakes became the first city in the United States to accept remote public comments, setting a new standard for civic engagement and accessibility; The town achieved the lowest tax level in its history, demonstrating a strong commitment to fiscal responsibility; Technology was strategically leveraged, resulting in the lowest crime rate the town's history; Reformed the building department, reducing permit processing time to an average of four days—a record in Miami-Dade County; Overhauled the public transportation system, introducing on-demand and first mile/last mile solutions that increased ridership by 500%.

AWARDS & ACTIVITIES



Former member of the National League of Cities
2016 Finance, Administration, and
Intergovernmental Relations Committee



Awarded the Home Rule Hero Award by the Florida
League of Cities



Former Chairman of the Florida League of Cities
Growth Management & Economic Development
Committee



Former member of the Miami Lakes Youth
Activities Task Force and Economic Development
Committee



Former Board Member of the National Art
Exhibitions of the Mentally III (NAEMI)



Former Board Member of the Mami Dora
Foundation



Former Chairman of Mother of Our Redeemer
Catholic School Board



Former ESSAC member of Bob Graham Education
Center

MANNY CID

KEY ACCOMPLISHMENTS AND INITIATIVES

Legislative Achievements

- Carbon Monoxide Safety Law: Contributed significantly to the development and passage of this law, which established crucial safety standards to protect residents from carbon monoxide poisoning.
- Florida International University Medical School Faculty Recruitment Bill: Played a pivotal role in advancing legislation that facilitated the recruitment of new faculty, enhancing the institution's medical education and research capabilities.
- Appropriations for Miami Lakes: Secured funding for essential projects including the Bull Run Roadway and Drainage Improvement project, benefiting the community by improving infrastructure and addressing critical drainage needs.

Successful Sponsorships

- Live Webcasting of Town Council Meetings: Sponsored the initiative for live webcasting, increasing transparency and accessibility for residents.
- Performance-Based Budgeting: Championed a three-year implementation plan for performance-based budgeting, starting in FY 2013-2014, to enhance fiscal efficiency and accountability.
- Miami Lakes Sports Hall of Fame: Facilitated the creation of this Hall of Fame, funded by private donations, to honor local sports achievements.
- Tequesta Indian Artifacts Display (Madden's Hammock): Promoted the display of Tequesta Indian artifacts, preserving and showcasing local heritage.
- E-Library Pilot Program: Launched an E-Library pilot program to enhance digital access to resources for the community.
- Pre-Recorded Video Public Comments: Introduced the acceptance and playback of pre-recorded video public comments during municipal meetings, making Miami Lakes the first city in Florida to implement this.
- Elimination of Alarm Registration Fees: Successfully advocated for the removal of alarm registration fees, reducing costs for residents.
- Online Lost and Found Pets Portal: Developed an online portal to help reunite lost pets with their owners.
- Complete Streets Integration: Integrated Complete Streets principles into the 2015 Miami Lakes Strategic Plan to improve road safety and accessibility.

Infrastructure and Financial Reforms

- Road Impact Fee Process Reform: Secured millions in funding for infrastructure projects through the reformed County's road impact fee process. Funded projects include adaptive signalization, a proposed park & ride at Par 3, and the widening of 67th Avenue under the Palmetto Expressway.
- Miami-Dade County Charter Change: Championed an amendment allowing municipalities to manage special taxing districts, enhancing local control and flexibility.
- Half-Cent Sales Tax Ordinance Change: Advocated for a change in the County's sales tax ordinance, saving Miami Lakes taxpayers \$75,000 annually. Worked with Miami-Dade County Mayor, Commission and Staff to bring this to fruition.

Innovative Programs and Advocacy

- Anti-Human Trafficking Ordinance: Advocated for and successfully implemented an ordinance to combat human trafficking.
- Live Remote Public Comments: Made Miami Lakes the first municipality in the nation to accept live remote public comments from anywhere in the world.
- Reserve Officer Program: Supported the establishment of a reserve officer program to bolster community policing.
- School Crossing Guard Initiative: Implemented a school crossing guard program to ensure student safety.
- Royal Oaks Park Playground Shade Canopy: Secured funding for a shade canopy over the playground to improve safety and comfort for children.
- Sunday On-Demand Bus Service: Introduced on-demand bus service on Sundays to enhance public transportation options.
- Senior Programs Funding: Collaborated with County Commissioner Steve Bovo to secure funding for Miami Lakes Senior Programs.
- Economic Development Trade Show: Found funding for the Economic Development Committee's participation in the International Conference of Shopping Centers (ICSC) trade show.

Development and Business Ventures

- Mobility Ordinance: Reformulated traffic impact mitigation processes with the first mobility ordinance in South Florida. Funded projects include Oak Lane three-way stop reconfiguration, Windmill Gate widening, repaving of Miami Lakeway South, and the design of underpasses at NW 160th and NW 146th.
- Picnic Park West Shade Canopy: Installed a shade canopy over swings at Picnic Park West for enhanced comfort.
- Small Business Ventures: Successfully started and sold an adult day care business, then opened and managed a successful restaurant.

Brianna E. Contreras-Rodriguez



10/04/2024

Dear City of Dallas- City of Managers Office,

I am excited to apply for the City Manager position at the City of Dallas, with my ability to learn quickly, bilingual proficiency, strong attention to detail, and leadership experience, I am confident in my ability to excel in this role and contribute positively to your team.

In my previous position as records admin at the Edinburg Police Department, I developed a reputation as a fast learner, successfully mastering about four subsections within the Records Department within a short period. This adaptability allowed me to take on leadership responsibilities, where I guided my team through some various tasks when our supervisor was not in office.

As a bilingual professional fluent in Spanish, I read, write, and speak it. I excel at fostering clear communication within diverse teams and ensuring that all members feel valued and understood. This skill has proven invaluable in enhancing collaboration and achieving shared goals.

In addition to my communication abilities, I pride myself on my meticulous attention to detail. I have consistently implemented strategies that enhance organizational efficiency, all while using Excel to manage and analyze data effectively. My proficiency in Excel enables me to leverage data-driven insights that support informed decision-making and strategic planning.

I am enthusiastic about the opportunity to bring my skills and experiences to the City of Dallas and contribute to your continued success. Thank you for considering my application. I look forward to the possibility of discussing how I can be an asset to your team.

Warm regards,

Brianna Contreras-Rodriguez

BRIANNA E. CONTRERAS-RODRIGUEZ

Business
Administration

Profile

I am a twenty-eight year old graduate, working on my masters in the fall. I am from McAllen, TX. I lived in San Antonio for a couple of years. I am an outgoing, have an eye for detail and used to a fast paced environment. I am a people person, extremely organized and I leave a little bit of myself where ever I go.

Work Experience

2022 - 2022	Enterprise Rent-A-Car Business Management Trainee <ul style="list-style-type: none">Workflow of flagship and fleet.Manage appointments for vehicle, transporting vehicles in and out of flagship to and from airport.Taking payments, arranging rides, managing the vehicles maintenance.
2022 - 2022	Our Lady of the Lake University Police Department Admin/Dispatcher/ Student Employee <ul style="list-style-type: none">I dispatched called while also overseeing two other work studies. That managed citations, phone calls, office work.Took over admin while still dispatching and being a work study. Everything and anything chief, Lt, and the rest of PD needed, I resolved.
2020 -2022	Our Lady of the Lake University Student Employee/ Student Business Office, Post office, Testing Center <ul style="list-style-type: none">Working with the team while pushing out scholarships, payments, student schedules.Proctored tests, kept records of exams, professors info.Receiving/sending mail, tending to the call center, moving through department. Invoices through maintenance department as well.
2023- current	Edinburg Police Department Office Specialist <ul style="list-style-type: none">Open Records Division (I decided weather we release or withhold any and all cases, body and dash cam, all audio)Admin role in Chiefs office, payroll, scheduling, time managing, meetings, close meetings with city and most reps.

References

  	  
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Education

**Bachelor of Business
Administration**
**Our Lady of the Lake
University**
2020-2022
Texas A&M College Station
School of Law
Fall 2024 TBS

Expertise

Administration

Marketing

International Business

Language

English

Spanish

JASON DAVIS

Chief Administrative Officer



10/1/2024

Baker Tilly
Attn: Art Davis

This letter is regarding my interest in discussing the City Manager opportunity. After reviewing the opportunity, my 20+ years' leadership experience, advanced degrees in organizational leadership, and continuing education in operations align well with the recruitment. Additionally, my experience in one of the largest, most populated counties in the southeastern United States affords me the perspective to drive success. I excel at strategic planning, data driven metrics, process improvement, team development, and stakeholder engagement.

Over my career, I have had the opportunity to lead numerous public sector teams to include Human Resources, Information Technology, Facilities, Fleet, Real Estate, Capital Improvements, Libraries, Parks and Recreation, Mosquito Control, and Water Utilities. I have served as the Courts/Law Enforcement liaison for the Sheriff, Court Administrator, Chief Judge, Fire Rescue, State Attorney, and Public Defender. I have been fortunate to be mentored by some of the best minds in government with my teams earning international recognition for efficient and effective operation. I have worked with Constitutional Officers, elected officials, advisory boards, and various other internal/external stakeholders. In terms of populations served and budgets managed, Palm Beach County has over 1.5M residents, my capital budget was \$10B, and my operating budgets were in the hundreds of millions. Land mass wise, Palm Beach County is one of the largest counties in the country and St. Lucie County is one of the fastest growing counties in the state of Florida.

In addition to being a positive energy, I pride myself on the diverse teams I have built and guided. I constantly push my teams and myself to evolve and grow with industry best practices. I strive to foster a team environment with an empowered staff- a culture of excellence. I have hosted interns, taught courses for high school, college, and professional audiences, and I am well versed with remote business applications.

Other intangibles I offer include my vast professional network and my commitment to community. I am heavily involved in numerous community outreach programs, volunteering hundreds of hours with several local organizations. Additionally, I am seasoned in emergency response having been the communications leader during activation of our County Emergency Operations Center.

I welcome the opportunity to discuss this opportunity further at a time consistent with your schedule.

Sincerely,
Jason Davis

JASON DAVIS

CHIEF EXECUTIVE OFFICER / CHIEF OPERATING OFFICER / BOARD OF DIRECTORS

Servant Leader |

PUBLIC AND PRIVATE SECTOR CHIEF EXECUTIVE

Transformational leader accomplished in optimizing processes throughout the entire business cycle and building sustainable systems. Influential change agent known for maximizing new business development, logistics management, and employee performance while leading teams from a broad spectrum- merit, at-will, union, and executive level staff. Approachable and talented at connecting with diverse audiences, clearly articulating organizational vision, and galvanizing teams around a shared mission. Natural team leader skilled at resolving conflicts and problems by leveraging skills in communication and critical thinking to create win-win situations. Core competencies include strategic planning, fiscal and administrative skills, and project management. Respected for:

- **GAME-CHANGING STRATEGIES:** Championed as first government entity to perform NFPA response for fire alarms cutting expenses by 50% and greatly improving response time.
- **INTERNATIONAL PROJECT MANAGEMENT:** First water utility in North America to achieve ISO55001 certification for Asset Management; award-winning utility for operations management.
- **PROFOUND BUSINESS TRANSFORMATIONS:** AAA Bond Rating across all three rating agencies; saved \$14M in first year of appointment with budget review analysis.

ALSO NOTABLE:

United Way Community Champion | Active Board Member | Decorated Servant | Doctorate Organizational Leadership

PROFESSIONAL EXPERIENCE

Board of County Commissioners, St. Lucie County, FL

Deputy County Administrator, Present

Operationalize strategic, community-focused initiatives, optimizing creative synergies among these initiatives while championing collaborative communication, forward thinking, and operational excellence. Serve at the will of the Board for County initiatives and guide teams in line with the Strategic Plan. Oversee five county departments comprising approximately half of the county team.

Enabled positive culture change by creating a family environment and fostering growth at every level.

- **Opened exciting education opportunities,** developed apprentice and intern programs for trades and specialized skilled positions.
- **Empowered staff to handle business;** eliminated unnecessary layers of supervision ultimately streamlining business processes.

Board of County Commissioners, Palm Beach County, FL

Division Director, Palm Beach County Water Utilities, 2019 to 2023

Oversaw teams from four operational divisions while leading and motivating direct reports to peak performance levels across large operational area. Continually improved manufacturing, contract management, purchasing, inventory management, and operations planning, distribution, sustainability, and operations output. Prioritized operational excellence and growth, building robust product pipeline, enabling efficient launches, and designing effective systems around best practices. Award winning utility recognized for safety, operations and maintenance, and fiscal excellence.

Positively impacted every aspect of the business:

- ➔ **Reliability Uptime Award Winner**
- ➔ **Oversaw construction and renovation for plants, repump stations, and distribution**
- ➔ **Served as Utility Team Lead for Emergency Operations response team; authored COOP plan**

- **Saved \$14M in first year,** implementing budget and purchasing controls.
- **Optimized supply chain and plant productivity.** Devised strategies for inventory and business continuity for operation.
- **Positively impacted careers of 500+ employees by cross training and employee development programs,** which improved leadership skills, project management, problem solving, change management, and business acumen.



Protected employees, keeping them safe, healthy, and productive by investing heavily in employee safety programs and training. Zero negative impact to operations from the COVID outbreak due to robust pandemic plan.



Board of County Commissioners, Palm Beach County, FL

Assistant Director, Facilities Development and Operations, Electronic Services & Security, 2007 to 2019

Owners' rep for construction/renovation/decommission of general government sites, jails, libraries, courthouses. Master Planning- 30-year strategic planning efforts in alignment with County initiatives, KPIs. Disaster response and mitigation- county rep for communications in disaster activations; aided in development of pandemic plan. Developed and led presentations for boards, internal and external stakeholders, and third-party evaluators.

Oversaw largest capital project in history of department.

- **Completely overhauled struggling section to become a high performing team** by breaking down silos and bringing structure and accountability to a very talented team.

Facilities of Mass Public Assembly

Director Security Operations, 1996 to 2007

11 years' developing and implementing private sector security and loss prevention programs. Evacuation procedures, CPTED reviews, emergency response, executive protection, investigations, surveillance, physical security applications to include lighting, door hardware, card access, training and development of staff, operating and capital budget, KPI monitoring, special events.

Service minded approach to security and life safety for Fortune 500 companies.

- Facilitated Special Duty program to generate previously uncaptured revenue.
- Created first ever Downtown Security Alliance.
- Numerous commendations from local police and Secret Service.
- Developed over 50 team members to become respected leaders and top executives.
- Certified Protection Professional- ASIS

"Jason was a GREAT person to work with. Public Safety was his main concern and I felt safe at all times. He has a GREAT personality."

Jon Brown- Mullinax Ford

PROFESSIONAL GROWTH

Emergency Management Institute- 50+ NIMS Courses
Leadership Palm Beach County Graduate
NACo High Performance Leadership
Certified Government Executive

EDUCATION

Doctorate, Organizational Leadership, Nova Southeastern University, FL
Master of Business Administration (MBA), Nova Southeastern University, FL
Bachelor of Science in Criminology, Florida State University, FL

AFFILIATIONS

Florida City and County Management Association
International City/County Management
Florida Association of Counties
Florida League of Cities

The servant-leader knows, "my success comes from your success."

-Robert K. Greenleaf

9/25/2024

Dear Hiring Manager,

I am writing to express my keen interest in the City Manager position in Dallas, TX. With a solid background in policy analysis and design, community liaising and representation, government programs and policies, city services oversight, public safety improvements, economic development initiatives, and public relationships, I am confident in my ability to contribute effectively to the Dallas/City government administrative and leadership teams' success and advance your organizational mission and goals.

Throughout my career, I have actively engaged with local communities, organized events, and improved city services, aiming to foster strong relationships and drive positive change. My experience as Deputy District Manager and Wayne County Commissioner has given me a deep understanding of the intricate workings of local government and the importance of community engagement. My ability to bridge the gap between government entities and community needs has been a driving force in my career.

Below are some significant highlights of my career:

- Developed partnerships with more than 500 local organizations to identify and address community needs and promote public involvement and empowerment.
- Evaluated the effectiveness and impact of more than 200 existing city policies and programs, conducted thorough assessments, and delivered recommendations for enhancements based on findings.
- Drove legislative change by initiating and advocating for key policies, including the nationally recognized "Bullet Bill" resolution, enhancing public safety.
- Pioneered policy initiatives that outlined the framework for a transformative community development project, "African Town," to revitalize Northwest Detroit and foster economic growth.
- Implemented charter revisions and addressed operational implications for effective governance while working with city officials, including the mayor, city council members, city clerk, and department heads.

My resume enclosed offers a more in-depth view of my experience, abilities, and skills. I want to schedule an interview to learn more about your needs and expectations and provide you with more insight into what I offer for the open City Manager position. Please get in touch with me at your earliest convenience to schedule a time to speak.

Thank you for your time and consideration. I look forward to hearing from you soon.

Best Regards,

Reggie Davis

Reggie Davis

Professional Summary

Savvy City Manager candidate with over 10 years of leadership, municipal operations management, and community engagement experience. Expertise in strategic planning, policy analysis, and public safety improvements. Reputation for fostering collaboration between government entities, businesses, and community stakeholders. Known for ethical leadership, proactive communication, and successfully driving economic development initiatives.

Work Experience

Office of City Council | Detroit, MI

Community Liaison Officer | January 2022 – Present

- Facilitated effective communication between the city municipality and the community by serving as the primary point of contact, enhancing collaboration and responsiveness
- Strengthened transparency by disseminating critical information regarding more than 100 government programs, policies, and initiatives, improving accessibility and public trust
- Advocated for community interests by gathering feedback, concerns, and suggestions, integrating diverse perspectives into decision-making processes
- Increased civic participation by organizing more than 200 community events, meetings, and outreach activities in collaboration with stakeholders, boosting engagement
- Fostered partnerships with local organizations by identifying and addressing community needs, promoting civic involvement and empowerment within the city
- Improved resolution of community concerns by liaising with government departments, ensuring timely responses to issues and governance effectiveness
- Supported policy decision-making by conducting comprehensive research and analysis on legislative proposals, informing city council members and key stakeholders of findings
- Strengthened policy recommendations by evaluating the effectiveness of existing city programs and delivering actionable improvements, enhancing policy outcomes by 40%

VKS Consulting Firm, LLC. | Detroit, MI

Political Consultant | January 2019 – December 2022

- Increased voter outreach by nearly 50% by developing robust campaign strategies, utilizing data analysis, polls, and public sentiment to refine messaging and target audiences
- Improved public perception of 30 candidates by overseeing press relations and managing crisis communications, reinforcing integrity and transparency across campaigns
- Amplified engagement across digital platforms by formulating comprehensive media plans and maximizing outreach through television, radio, print, and social media channels
- Supported campaign success by adhering to election laws and ethical standards, fostering trust and compliance in all campaign activities
- Expanded campaign reach by collaborating with stakeholders and leveraging opinion research, aligning strategies with public priorities to drive voter turnout

Wayne County Government | Detroit, MI

Wayne County Commissioner | January 2018 – December 2019

- Drove legislative change by initiating and advocating for key policies, including the nationally recognized "Bullet Bill" resolution, enhancing public safety
- Optimized \$1 billion county budget allocation by ensuring equitable distribution of resources to departments and services, addressing the diverse needs of 1.7 million constituents
- Boosted transparency and constituent engagement by organizing public forums and town hall meetings, gathering feedback, and facilitating open dialogue with the community
- Strengthened partnerships with more than 300 local officials, state representatives, and community organizations by collaborating to address regional challenges and promote shared priorities

- Increased civic engagement by representing constituents and advocating for concerns, keeping all parties informed about government proceedings and initiatives

City of Detroit/Mayor's Office | Detroit, MI

Deputy District Manager | January 2014 – December 2018

- Facilitated communication between city government and Northwest Detroit residents by disseminating information about programs and policies, improving resident engagement
- Advanced community development by pioneering the "African Town" initiative, laying the groundwork for economic revitalization in Northwest Detroit
- Strengthened service delivery by liaising with government departments to resolve concerns, securing responses to improve satisfaction among 140,000 residents
- Promoted inclusivity in decision-making by advocating for equitable representation and integrating community perspectives into policy initiatives
- Increased collaboration among community groups, businesses, and stakeholders by organizing more than 150 community outreach activities, fostering stronger relationships

Career Note | January 2013 – December 2013

- **Paused professional career to support family members and participate in various volunteer efforts statewide**

City of Detroit | Detroit, MI

Charter Revision Commissioner | January 2009 – December 2012

- Modernized the city's governance framework by leading efforts to revise the city charter, including empowering citizens with oversight of the Detroit Police Department
- Advocated for inclusivity by proposing amendments to extend residency deadlines for candidates seeking elected office, amplifying representation in local governance
- Fostered public participation by conducting community outreach and soliciting feedback on proposed charter revisions, driving increased civic engagement by more than 50%
- Supported governance effectiveness by conducting thorough research on charter design and best practices, ensuring revisions aligned with state laws and municipal needs
- Upheld transparency in the revision process by educating the community about proposed amendments, leading to more robust public support for changes

Skills

Strategic Planning, Municipal Operations, Policy Development, Budget Management, Community Outreach, Legislative advocacy, Crisis Communications, Economic Development, Public Relations, Campaign Strategy

Education

Master of Arts in Public Policy and Public Administration (In Progress) | Liberty University

Master of Public Administration with Public Leadership Credential in Public Administration | Harvard University/John F. Kennedy School of Government

Bachelor of Science in Business Marketing | California Coast University

Certifications

Board Certified Master Mental Health Coach | American Association of Christian Counselors

Cover Letter for Donald D. Dixon, Jr.

RE: Consideration for the position of City Manager, Dallas, Texas.

I possess the critical skillset, broad experience, and creative executive expertise essential for this pivotal position as City Manager. Most of my skillset, knowledge, and experiences were grown through other destination cities such as Dallas, Fort Worth and Grapevine, Texas.

Most recently, in the smaller city of Kilgore, Texas, I am applying my skillset of bringing the larger city development services perspective to the Kilgore team. I am accomplishing this process through implementation of: ¹team collaboration between departments, ²quick guide for residential and commercial developers, ³service bulletins delineating the expectations for the Development Services. I am adding the additional categories of service bulletins such as: ¹permit fast-tracking, ²predevelopment meetings, ³plan review goals and schedules, and ⁴creating pre-construction meetings and agendas. I am working with all the department directors to reach consensus regarding the meetings, permitting process, and scheduling. Currently, I make it a point to attend the Kilgore Economic Development Corporation, Kilgore Chamber of Commerce, Kilgore College, Kilgore Rotary and other civic centered organizations.

With these constructive enhancements, I am proposing a new degree of sophistication by specifying exactly what the city expectations are for construction projects. During my first month's work at Kilgore, I generated some short- and long-term proposals that I feel are vital for the expansion of the future unified community of Kilgore.

In the chronometric time I have served in Dallas Development Services Department, my management and people skills have led the charge in building alliances with developers. By this I simplified an otherwise complicated process: transforming policies, projections, and personalities from complacent status quo to active collaboration. This position required a consistent and determined servant leader: a leader to my team and servant to the community. My mission for the DSD team in this changing environment was to unify with sustainability the vicissitude of pursuing the goals and objectives of this organization.

The backbone of my strength is the multi-decade experience of analysis and problem-solving skills to motivate my team towards collaborative resolution. My success in each prior position is my keen problem-solving capacity. Because my focus is on my team's success, I will find the necessary resources to elevate them. My involved leadership is the catalyst for my development teams successful service in the needs of the community. These strengths, experience, and aptitude catapult me as the choice for successful City Manager, Dallas, Texas.

I spearheaded innovative solutions for enforcement of the municipal and State laws in previous cities by building the evidence base through collaboration with the municipal attorney's office resulting in successful prosecution of nuisance abatements.

I sedulously present metrics and advisory updates engaging effectively with stakeholders: Development Advisory Commission, Dallas Home Builders, American Institute of Architects, Eco-Dev Council Committee, and Appeals Boards regarding matters such as proposed permit fee increases, new permitting teams, one-stop-shop permitting, and the budget. I effectively listen, enabling me to accurately analyze and synthesize creative solutions for multi-faceted problems. As my resume indicates, I possess more than 20 years of experience in the Department Director field of service with other cities in the DFW Metroplex.

My professional history includes positions as: Director of Special Services, Assistant Director/Deputy Building Official, Chief Building Official, Assistant Building Official, Senior Code Officer, Zoning Administrator, Liaison to Boards and Commissions.

In these positions, I provided the needed wise leadership for my team, set short- and long-range goals for the Development Services Department, met with Assistant City Managers, state representatives, department directors, developers, architects, and owners in guiding their projects through the regulatory processes, and assisted in the direction and forecasting of the Development Services department budget of \$22,355,000.

I effectively communicate with all levels of staff, and other city departments: fire, public works, historic, convention and visitor's bureau, and planning departments on a weekly, if not a daily basis.

I have attached my resume, and I look forward to speaking with you further regarding your available position.

Respectfully submitted,

Donald D. Dixon, Jr.

Donald D Dixon, Jr.

[REDACTED]
[REDACTED]
[REDACTED]

DONALD D DIXSON JR



A seasoned professional with experience as Director of Special Services, Assistant Director/Deputy Building Official at the City of Dallas, Chief Building Official of Grapevine, Building Official of Richland Hills, Assistant Building Official of Fort Worth, and Chief Building Official of Roanoke. Proven experience in presentations to Boards, Commissions, and City Councils at the Cities of Dallas, Grapevine, Richland Hills, Ft Worth, and Roanoke. Strict attentiveness to detail and I hold myself to a high sense of accountability. Professional strengths are scheduling and directing meetings; review city facility design and construction management; supervisory assignment of employee training, mentoring, evaluation/discipline and delegating assignments; analyze gathered data; budget oversight; development and effective presentation of executive level papers/report; thrive by collaboration and effective listening and communication across a broad spectrum of officials, organizations, and diverse individuals always seeking creative positive resolution to problems. I possess a strong knowledge of regulations and statutes in federal, State, and municipal capacities.

SPECIALIZED TRAINING:

- TDLR – Elimination of Architectural Barriers, Texas Accessibility Standards
- Code Enforcement Officer Training in Basic and Advanced Code Enforcement
- Plumbing Inspector Training for Master Level Test Preparation Courses
- BPI – Professional Growth, Structural systems, Construction Management and Code Seminars
- Texas Board of Architectural Examiners – Currently Testing for Architects State License
- North Central Texas Council of Governments – Goal Setting and Professional Development Seminars
- Varied Continuing Education Courses for Professional Development and to maintain licenses.
- National Council Architectural Registration Boards - Intern Development Program of Architecture
- Madison University Online – Bachelor of Science – B.A. – 3.74GPA 2007
- Tarrant County College – associate in arts – B.A. - 3.62GPA 1998

EMPLOYMENT:

- Director of Special Services – City of Kilgore – 6 2024/Present – Budget, program implementation, presentations. 4 team staff.
- Assistant Director/Deputy Building Official – City of Dallas – 6-2023/6-2024 – Budget management \$22,455,000 – manage 152 team staff.
- Operations Director – LouDon Accessibility Service, LLC 12-2022/Present
- Chief Building Official – City of Grapevine 3-2017/12-2022 – Budget managed \$855,000 – 8 team staff.
- Chief Building Official – City of Richland Hills 5-2015/3-2017 Managed 3 team staff.
- Senior Code Officer – City of Fort Worth 9-2008/5-2015
- Assistant Building Official/Redevelopment – City of Fort Worth 8-2006/9-2008 Managed 3 team staff
- Building Official/Zoning Administrator – City of Roanoke 2-2000/8-2006 Budget managed \$360,000 – 3 team staff.

PROFESSIONAL LICENSES AND CERTIFICATIONS:

- | | |
|------------------------------------|--|
| · Certified Building Official | · Licensed Registered Accessibility Specialist |
| · Building Code Specialist | · Commercial Plumbing Inspector |
| · Building Inspector | · Commercial Energy Inspector |
| · Residential Mechanical Inspector | · Plumbing Inspector |
| · Commercial Mechanical Inspector | · Residential Energy Inspector/Plans Examiner |
| · Residential Plumbing Inspector | · Licensed Plumbing Inspector |
| · Building Plans Examiner | · Licensed Code Enforcement Officer |

City of Dallas
C/O Baker Tilly
1500Marillia St.
Dallas, TX. 75201

Re: City Manager

To whom it may concern,

As the Co-Founder of Stream Energy, I was named a (2) time Ernst and Young "Entrepreneur of the Year" finalist leading Stream Energy to an unprecedented 1.7Billion in Revenue (Year 4) as one of the fastest growing companies in North America.

My experience with Marketing, Operations, Logistics and Management of Teams. I'm confident I can be a great asset to the City of Dallas including my Philanthropic background with Big Brother/Big Sisters, Boys and Girls Clubs of America as well as receiving of the 705th "Point of Light" awarded by George H.W. Bush for my work with "at risk youths".

As a long time resident of Dallas (grew up here), I know I can navigate the vibrant Dallas business landscape on behalf of City of Dallas with my deep seeded connections to the city and its leaders. I know I could bring a tremendous amount of experience as a Co-Founder and Chief Marketing and Operations Officer for Stream Energy (Sold last year to NRG) and as an NBA executive with the SA Spurs in charge of Marketing, Game Day Operations, Corporate Sponsorships, Fund Raising & Facility Negotiations.

In addition to this short snapshot, I have included and attached a comprehensive CV/Resume

Experience

Stream Energy - Co-Founder & Managing - Partner Chief Marketing & Operations Officer

San Antonio Spurs – Director of Marketing and Corporate Sponsorship/Sales

Excel Telecommunications – Vice President Sales & Marketing : Vice President Logistics

Accomplishments & Responsibilities

- Retail Electric Provider Start-up which became the fastest growing REP's in North America
- Acquired over 1 million customers and fastest retailer to exceed \$1.7 billion in revenue and EBITDA > \$180 million
- Successfully sold entity to competitor for \$400 million
- Oversight of more than 450 employees
- Customer Acquisitions; Field Development for Telcom in North America & Europe
- Ernst & Young Entrepreneur of the Year finalist in consecutive years
- 705th Point of Light Award – George H. Bush for Community Service

Chris Domhoff

Career Highlights, Awards and Recognitions:

Stream Energy – Co-Founder & Managing Partner

- Start Up in Dallas, TX that quickly became one of the fastest growing Retail Electric Providers (REP) in North America. Acquired over 1 Million Customers and became one of the fastest retailers to \$1 Billion in annual revenues and EBITDA of \$150M. Successfully sold to NRG for \$400M
- CEO with oversight of 450 employees
- *Ernest & Young Finalist – Entrepreneur of the Year (2) Years*
- Managing all operations, customer and sales associate facing systems, finance, accounting, third-party alliances, commission, and activities surrounding energy and non-energy products. Built a North American sales force selling commodity and home essential services across North America. Grew Stream Energy from a start-up to actively participating in 11 States and Provinces across North America.

San Antonio Spurs – National Basketball Assoc. (NBA) Director of Corporate Sales

- Sales of Corporate Sponsorships & Broadcast Advertising
- Director of Stadium Operations
- Director of “In-Game” Operations
- 705th Point of Light Award – George H.W. Bush for Community Service & At Risk Youth

Excel Telecommunications – Vice President Sales & Marketing

- Customer Acquisitions – North America & Europe
- Field Development – North America & Europe

Excel Telecommunications – Vice President- Logistics

- Operations & Product Launch - North America & Europe
- Managing all operations, customer and sales associate facing systems, finance, accounting, third-party alliances, commission, and activities surrounding telecommunications products.

Education

- University of Texas at Austin – BBA Marketing

Bio, Awards & Recognitions:

<https://www.chrisdomhoff.com/>

Contact:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

To whom it may concern

Having the luxury of having spent time overseas and being exposed to several cultures and learning their forms of government, I have gathered vast experience in communications, marketing, community relations and development. Additionally I possess skills in resourceful and dynamic research as well as reaching out and presenting to donors for the many projects that I have written grants for. I would truly appreciate this opportunity to use my skills for getting back to Nonprofit Management and Community Development after a hiatus due to loss of family.

Zahra Ehtisham

Zahra Ehtisham

EXPERIENCE

Non-profit Manager and Grant Consultant

Mar 2020 - present

- Development and Operations Manager for Urban Planning and Development in rural areas in South East Asia.
- Writing and successfully procuring Grants for projects that benefit the communities.
- Auditing all expenditures and creating budgets for operations, giving board members full transparency of cost and expenditure.

City of Derby Derby, KS

Assistant to the City Manager

May 2016 - Dec 2019

- Project Manager and Event Manager for all City departments.
- Responsible for planning, researching and implementing special projects. Responsible for researching, drafting and implementing City ordinances.
- Responsible for researching and writing grants for all departments. Liaison between City and County appointed officials.
- Responsible for fostering relationships between City, School District, McConnell Air-force Base, Derby Recreation Commission and neighboring cities.
- Planner for all events involving legislators and government events. Supervisor for all interns at City Manager's office
- Contract Manager for all operations at Rock River Rapids, Derby's Aquatic Park.
- Contract Manager between City and all Utility companies.

Bank of America Wichita KS

Relationship Manager

Feb 2016- May 2016

- Researching sales opportunities, creating and maintaining client relationships.

City of Andover Andover, KS

Mar 2015 – Feb 2016

Management Intern, Development/Project Management

- Plan, schedule and coordinate compliance for Planning and Zoning Committee's as well as Economic Development projects in the City.
- Research and apply for grants that are applicable to different City departments
- Examine, draft and update City policy and code.
- Create the Social Media Policy for City of Andover and implement citizen engagement through Social Media.
- Establish and maintain several departments' social media pages via different platforms
- Draft press releases as well as minutes for city events and most committee meetings.
- Prepare and draft proposal for the City's Grant administrator and assist in the interview and selection process.
- Facilitating in the implementation of Andover's 20-year plan.
- Organizing and executing feasibility study for a Capital Campaign for the Andover Amphitheater.

EDUCATION

Wichita State University – Wichita, KS

Master of Public Administration

May 2014

GINA N. FIANDACA, MBA, BS, BA

October 10, 2024

Attn: Art Davis, Director
Edward Williams, Ph.D., Director
Baker Tilly US, LLP

Dear Messrs. Davis and Williams,

As a Senior Executive Leader, with a Masters of Business Administration Degree from Boston University, having held a complex managerial role of **Assistant City Manager of Austin, TX** until 2023, with a reputation for solutions-focused innovative ideas and a self-starter with a strong background in community-based leadership and city management, I am delighted to apply for the position of City Manager of Dallas, TX. As you will notice on my resume, I offer expertise in delivering large capital projects while expertly securing Federal Funding for them.

I am a highly experienced Senior Level professional with documented contributions in providing superior results for more than 20 years, with direct daily City Management responsibilities including the development of the City's Strategic Direction Plan which involved overseeing 115 active projects across the public engagement and installation phases. I managed a portfolio of the city's departments and a budget of \$505.2M, including 1,626 full time employees. Further, I uphold a strong personal accountability, fiscal responsibility, for each city's workforce commitment to DEI in my manifold supervisory roles. I have prepared diligently to develop the City management mindset and offer excellent strategic decision-making skills on economic development, financial resource allocations, investment management, human capital investment, and continuous improvements.

Most recently, as the **Secretary and CEO of the Massachusetts Department of Transportation in Boston, MA** I possess experience working within the public sector organization, closer to the people I serve, where I cohesively directed a workforce of 10K employees across 5 MassDOT divisions in partnership with Administrators, Department Heads and community members to advance the transportation system programs across the Commonwealth of Massachusetts. In this role, I secured a \$372M grant from the US Department of Transportation for replacement of the Cape Cod Sagamore Bridge. Additionally, I oversaw the \$160M Sumner Towner Rehabilitation projects to significantly drive improvements within Boston's infrastructure.

I have continuously demonstrated exceptional command and management-level capabilities with a focus on implementing public sector program improvements, developing targeted plans, and delivering solutions within budgets, timelines, and delivery dates. Some of my career accomplishments include but are not limited to:

In my role as the **Assistant City Manager of Austin, TX**, I led advancements, secured Federal Funding, and successfully invested over \$7M in more than 31 projects between 2020 and 2022. I also strategically led the city's overall operations and implemented community related solutions to facilitate cross-cultural ties within various city departments.

- Utilized strong project management skills to oversee a variety of Departments including: Austin's Water Utility with a \$607M budget, Public Works with a \$120.6M budget and Aviation with a \$247.8M budget.
- Managed a \$460M Mobility Bond of active mobility improvements, climate responsive urban trail programs, capital investments to build bridges and mobility technology to address Austin's transportation infrastructure needs with an estimated 5,980 job creation.
- Was charged with a \$4.1B airport expansion which supports the creation of 74,000 new jobs in 2022.

I value fiscal responsibility as well as the strength of the organization, the talent and commitment of the City's employees, and the value of relationships and the long-term success. To that end, I have:

- **Educated, coached, mentored, inspired, and motivated teams of top-performing personnel while working for each City's many offices** and far exceeded each one's goals and expectations.
- **Built extensive networks and key relationships**, establishing a reputation for inclusion and diversity.
- **Championed development of best practices**, delivering consistent gains in productivity, quality, performance, and community satisfaction.

GINA N. FIANDACA, MBA, BS, BA – PAGE 2

Having held a variety of City Leadership roles over the years, I am resolutely committed to continuous personal, professional, and organizational growth and improvement. Thus, I'm very intrigued by the opportunity to lead a city facing many challenges. By acting as the bridge between the Council and the community to implement and carry out Council priorities. I look forward to leading and managing multiple capital improvement projects to support city growth and sustainability on the agenda within the City Manager of Dallas, TX position. Further, having a holistic approach, I am eager to collaborate with internal and external stakeholders and to inspire City staff to strategically lead the City of Dallas in a strategic direction to unprecedented successes.

I feel certain that my strong initiative and commitment to excellence, coupled with my diverse leadership and management background will be of immediate value to the dedicated professionals of the City of Dallas, TX and the stakeholders we are honored to serve. Thank you for your time and consideration. I look forward to your response and hope to learn more about your plans and goals, and how I can contribute to our shared success.

Sincerely,

Gina Fiandaca

GINA N. FIANDACA, MBA, BS, BA

High-performing Chief Executive Officer with extensive leadership experience directing large and complex public organizations. Committed to improving statewide initiatives by building a diverse workforce capable of transcending agency boundaries to protect and serve each community. Proven track record of removing legacy barriers to progress by implementing innovative public policies in the areas of transportation, public infrastructure, affordability, economic prosperity and environmental stewardship. Expert at collaborating with vertical and horizontal stakeholders to support policy objectives which directly result in bringing incremental value to the public.

KEY ACHIEVEMENTS

- Oversaw the \$160M Sumner Tunnel Rehabilitation project to improve Boston's infrastructure. Implemented historic mitigation measures to decrease the impacts of tunnel closure on the public with an emphasis on safety.
- Obtained \$372M grant from the US Department of Transportation for replacement of the Cape Cod Sagamore Bridge.
- Led Transportation Department to release 15-year, \$4.74B "Go Boston 2030" City's first major "Vision & Action" transportation plan in decades; with 57 transportation projects to expand access, improve safety, and ensure reliability.
- Initiated the 1st of its kind Emerging Projects Agreement with the U.S. Dept. of Transportation. Facilitated a strong partnership between the Build America Bureau and the City of Austin to explore opportunities for innovative project planning, procurement financing and delivery focusing on City of Austin's \$22B Mobility Program of projects.
- Managed a 2020 \$460M Mobility Bond of active mobility improvements, climate responsive urban trail programs, capital investments to build bridges to address Austin's transportation infrastructure needs. Created 5,980 jobs.
- Accomplished the passage of a \$7.1M transit system in Nov 2020 known as Project Connect. This groundbreaking achievement will allow the City of Austin to build a light rail system through creation of the Austin Transit Partnership.

MANAGEMENT EXPERIENCE

Massachusetts Department of Transportation | 2023

Secretary and CEO

- Directed a workforce of 10K employees, including 5 MassDOT divisions: Massachusetts Bay Transportation Authority (MBTA), Highway, Rail and Transit, Registry of Motor Vehicles and Aeronautics. Partnered with administrators, Department Heads, and community members to advance transportation system programs and projects across Massachusetts.
 - Managed the \$71M repair of the I-90 Allston Viaduct to connect the Allston community to the Charles River.
 - Reached a 4-year contract w/Local 589, representing over 6K MBTA professionals to increase wages and staffing.
 - Acquired first-in-the-nation FAA approval utilizing an innovative approach for the Aeronautics Division to fly drones safely to collect imagery of the MBTA commuter rail and oversee the entire railway.
 - Chair of the World Economic Forums Advanced and Urban Air Mobility Cities and Regions Coalition.
 - Oversaw 6 District MassDOT offices and quickly responded to a variety of emergency events.
 - Implemented a Strategic Highway Safety Plan to significantly decrease fatal crashes on roadways.
 - Acquired \$31.3M federal grant for MassDOT, and initiated the National Electric Vehicle Infrastructure Plan which incorporates climate consideration into transportation planning. Created Climate Planning office within MassDOT.

City of Austin, TX | 2019-2023

Assistant City Manager

- Led advancements, outcomes, and strategies of the City's Strategic Direction Plan; invested over \$7M in more than 31 Mobility Bond projects between 2020 and 2022 while overseeing 115 active projects in design and development, public engagement and installation phases.
- Directed the City's efforts to support \$19.5B in mobility investments across eight distinct projects and five separate city, state and county agencies to implement critical regional, local and corridor mobility and safety improvements projected to create 496,318 jobs.
- Oversaw a portfolio of city departments and managed \$505.2M in budget and 1,626 full-time equivalent employees (FTEs). Led strategic operations and implemented innovative safety and cross-departmental community related solutions.
 - **Austin Water Utility** - \$337M budget for water quality and a \$264M wastewater treatment budget, 335M gallons/day. Oversaw the Austin Water Utility Department with over 1300 FTEs, and all work related to the full-range of municipal management issues.

GINA N. FIANDACA, MBA, BS, BA – PAGE 2

Expertise Continued...

- **Public Works** – \$120.6M budget, 557.25 FTEs. Implemented new pavement design procedures as a part of the “Cool Roadways Partnership of Global Cool Cities Alliance” to address Urban Heat Islands.
- **Aviation** – \$247.8M budget, 538 FTEs. Managed a \$4.1B airport expansion, adding \$7.8B in Central TX benefits with an additional 74,000 in jobs as scheduled flights increased by 39% in 2019-2022.
- **Fleet Services** – \$60.3M budget, 230 FTEs
- **Austin Transportation** – \$62.1M budget, 301.5 FTEs. Implemented Austin’s Strategic Mobility Plan.
- Co-led Wild Urban Interface Code (WUI) to address sustainability requirements for tree and vegetation management. Led the Rockefeller Climate Adaptation Workshop, Community Resilience Infrastructure Vulnerability Assessment.

City of Boston, MA | 1984-2019

Commissioner – Boston Transportation Department (2015 – 2019)

- Managed street safety improvements by reducing Boston’s default speed limit to 25 mph; key accomplishment of Boston’s “Vision Zero” agenda, aimed at eliminating fatal and serious traffic crashes by 2030.
- Drove \$100M in revenue generating transportation programs with an operating budget of \$35M+.
- Oversaw team of 400+ that ensures safe, efficient, and equitable access on Boston’s 850 miles of roadway.
- Implemented “Performance Pricing Parking” program at 2,241 parking spaces to increase parking turnover, improve safety and access to on-street spaces; alleviated congestion and pollution.
- Directed “Go Boston 2030” long-range transportation plan. Facilitated first trip by autonomous vehicle on public street. Implemented DriveBoston, which expanded shared vehicle access in city neighborhoods.
- Introduced Paytix app that allowed for convenient and secure parking ticket payments by smartphone.
- Created strategic bicycle infrastructure and expanded Hubway, the City’s bike share program.
- Led implementation of systems for transit signal priority, adaptive traffic signal, and remote signal optimization.

Director – Office of the Parking Clerk (2005 – 2015)

- Oversaw all aspects of \$70M office with 50+ personnel department that collects and adjudicates 1.5M parking violations. Launched Park Boston, award-winning meter payment app, accounts for 35% of all payments at 8,000 metered spaces.
- Oversaw \$70M City of Boston Department that collected and adjudicated all parking violations City-wide; developed and implemented public policy, public safety, transportation initiatives, and development efforts.
- Successfully executed operating budgets; created revenue/cost objectives for public policy/safety initiatives.
- Directed implementation of requirements and operational requisites that improved efficiency via license plate recognition, mobile parking ticket issuance, internet parking ticket payments, and voice recognition applications.
- Secured \$20M+ additional revenue and reduced manual handling and transaction costs by 30%.

EDUCATION BACKGROUND

Master of Business Administration Degree (M.B.A.) | Boston University | Boston, MA

Bachelor of Science (B.S.) & Bachelor of Arts Degrees (B.A.) | Suffolk University | Boston, MA

Graduated Cum Laude

PROFESSIONAL ASSOCIATIONS

MassDOT Chair | MBTA Board Member | Massachusetts Area Planning Council Member
National Association of Transportation Officials Member | Austin Transit Partnership Board Member
Central Texas Regional Transportation Association Board Member | Texas Water Utilities Association Member
National Association of Transportation Officials Member | American Public Works Association Member
International City Management Association Member | Women in Transportation Member

Lahkiah Forde

SUMMARY

Healthcare professional with a strong background in healthcare management, data analysis, and contract negotiations. Proven ability to optimize occupancy levels, streamline admissions processes, and drive revenue growth within senior living communities. Skilled at building rapport with diverse teams and stakeholders, leveraging a deep understanding of healthcare analytics, regulatory compliance, and procurement processes to enhance operational efficiency and quality of care.

WORK EXPERIENCE

Brookdale Westlake Hills

Admissions Coordinator and Administrator in Training (AIT)

Jun 2023 - Jan 2024

- Coordinated the sales and admission process, assisting prospective residents and their families with informed decision-making.
- Enhanced community occupancy levels through strategic alignment with marketing and business objectives.
- Managed community inventory and leveraged payer sources knowledge to optimize revenue generation.

Department of Veterans Affairs

Contract Specialist

Aug 2021 - Jun 2023

- Analyzed and evaluated cost and pricing elements to assess price reasonableness and ensure compliance with financial regulations.
- Negotiated contract modifications, terms, and cost adjustments to align with organizational objectives and project requirements.
- Developed templates to enhance the efficiency of the procurement process, facilitating smoother operations and contract management.

Internal Revenue Service

Tax Examiner, Team Lead

Jan 2018 - Aug 2021

- Reviewed and authenticated tax returns, ensuring compliance with legal standards for tax credits and deductions.
- Verified accuracy of taxpayer information and calculations, cross-referencing supporting documentation for consistency.
- Conducted thorough analysis to identify the scope of audits required for selected tax filings.
- Liaised with taxpayers and their representatives to clarify tax issues and regulations, facilitating the resolution of return discrepancies.

Integral Care Behavioral Clinic

Pharmacy Technician & PAP Specialist

Oct 2013 - Jan 2018

- Coordinated with pharmacists and technicians to enhance customer service and acted as an intermediary between patients and physicians.
- Managed medication acquisition through pharmaceutical company applications, ensuring patient access to necessary medications.
- Handled medication processing, refill coordination, and contributed to inventory management, while providing monthly reports to the pharmacist.

EDUCATION

Texas State University

Master of Long-Term Care Administration

St. Edwards University
Master of Business Administration
Texas State University
Bachelor of Applied Arts & Science

LICENSES

Nursing Home Administrator
Certified Pharmacy Technician
FAC-C Level I - Contracting

SKILLS

Customer Service • Strategic & Tactical Planning • Business Analytics • Contract Negotiation & Cost Control • Vendor Sourcing & Management • Market Research • Interpersonal Skills • Regulations • Compliance • Team Leadership • Problem Solving • Contracts • Procurement

KENDAL FRANCIS ICMA-CM, CPM

October 11, 2024

Eric Johnson, Mayor
1500 Marilla Street
Dallas, TX 75201

Dear Mayor Johnson:

I am writing to express my enthusiastic interest in the City Manager position. With a proven record of visionary leadership and operational excellence, I am excited about the opportunity to lead Dallas's continued growth and prosperity.

Throughout my 29-year career in municipal government and now as an ICMA Credentialed Manager and Certified Public Manager, I have demonstrated a results-driven approach to leadership, overseeing large, diverse teams, managing complex budgets, and executing strategic initiatives that enhance the quality of life for residents. My experience in all facets of city management including municipal finance and budgeting, economic development, community engagement, strategic planning and public works has equipped me with a deep understanding of public administration and the political savvy to navigate the complexities of local government.

My leadership style prioritizes citizen engagement and collaboration, driving substantial improvements in every community I have served. My ability to engage citizens through open and transparent initiatives, such as my "Kendal's Koffee" sessions, allows me to clearly articulate the City's vision, foster transparency and advocate for policies that benefit residents. Additionally, I have successfully partnered with internal and external stakeholders including city councils, chambers of commerce, economic development organizations, and other civic leaders to drive positive change and achieve shared goals including neighborhood revitalization, housing accessibility, and infrastructure maintenance. In my current role, I spearheaded the modernization of city utilities through major water main replacements and sewer lift station rehabilitations. While in Hutchinson, KS, I secured \$1.8 million in grants and tax credits for the redevelopment of a blighted downtown building to address a critical middle housing need, as well as a \$1.5 million grant for a new 52-unit subdivision. I also worked closely with community partners to develop innovative solutions for the city's unhoused population. This proven ability to collaborate with community partners and secure critical funding positions me well to address Dallas's toughest social and economic challenges.

In addition to my leadership accomplishments, I have demonstrated exceptional financial acumen consistently overseeing multimillion-dollar budgets with a focus on fiscal responsibility and long-term stability. I prioritize transparency and accountability, ensuring clear communication of the City's financial condition and strict compliance with State and Federal laws. As Dallas embarks on ambitious projects, such as park renovations, public safety improvements, and infrastructure development, my extensive experience managing complex initiatives will be invaluable in delivering these projects on time, within budget, and to the community's benefit. My ability to balance financial stewardship with the needs of a growing city aligns perfectly with Dallas's needs.

I believe that employees are the most important assets of an organization and integral to everything we do. I believe people desire to engage in meaningful work, want to be valued contributors and aspire daily to be a part of something greater than themselves. I demonstrate these beliefs by creating a culture in which employees are trusted and empowered to best serve others, where innovation and continuous improvement are sought after and valued, where leadership is displayed at all levels of the organization, and where service to others is a hallmark.

I welcome the opportunity to discuss how my operational expertise, people-centric leadership style, and passion for public service make me the ideal person to lead Dallas in its future successes. Thank you for your consideration.

Respectfully yours,

Kendal Francis, ICMA-CM, CPM

KENDAL FRANCIS ICMA-CM, CPM

EXPERIENCE

Nov 2023 – Current: City Administrator, City of Jamaica Beach, TX – Manage the day-to-day activities of a full-service coastal resort city including police / marine patrol, fire, water, sewer, public works, parks, and beach management. Develop and administer \$10 million annual budget, and 30 full-time employees.

- ◆ Led city's recovery efforts from Hurricane Beryl, coordinating with Federal Emergency Management Association and Texas Division of Emergency Management to secure critical funding, manage disaster response, and oversee restoration of essential services, ensuring community's swift return to stability.
- ◆ Reduced General Fund expenditures by 7% by correctly reclassifying Hotel Occupancy Tax Fund expenditures.
- ◆ Increased and diversified city revenue streams with the implementation of a Beach User Fee.
- ◆ Developed plan to complete a 4-year backlog of overdue financial audits. 1 year has been completed and a 2nd is being conducted.
- ◆ Successfully led initiative to increase local sales tax by 1% for property tax reduction.
- ◆ Collaborated with Federal Emergency Management Association & Texas Department of Emergency Management to develop and fund a \$3million Beach Nourishment Project which will be completed in the fall.
- ◆ Oversaw a \$380,000 project to replace 4,2000 LF of water main and appurtenances, The project was completed on time and within budget.
- ◆ Developed and implemented a \$300,000 project to rehabilitate six sewer lift stations. The project was completed on time and within budget.
- ◆ Directed multiple departmental software conversions, including financial management, utility billing, municipal court, building and code enforcement, and short-term rentals, to modernize city operations, enhance efficiency, bolster cyber-security, and ensure continuity during emergency operations.

Jan 2023 – May 2023: City Manager, City of Hutchinson, KS - Manage day-to-day activities of a full-service city including police, full-time fire, water, sewer, public works, airport, parks, and zoo. Execute strategies for innovative service delivery while managing a \$110 million annual budget, and 400 full-time employees.

- ◆ Secured \$1.5million Moderate Income Housing Grant for construction of a new 52-unit subdivision.
- ◆ Partnered with Hutchinson/Reno County Chamber of Commerce and Reno County to secure a \$2million BASE 2.0 grant for infrastructure expansion to facilitate development of new industrial park.
- ◆ Negotiated acquisition of privately owned water rights to ensure adequate long-term supply and facilitate industrial, commercial, and residential growth.
- ◆ Secured \$1.8 million in Moderate Income Housing grant and tax credits for multi-family downtown redevelopment project to address middle housing.
- ◆ Collaborated with Hutchinson/Reno County Chamber to facilitate the development of a new Hilton Garden Inn & 15,000ft² convention center.
- ◆ Collaborated with Reno County in successfully writing for a \$1.8 million KDOT Cost Share grant to improve the Woodie Seat Freeway and the adjoining county owned bridge.
- ◆ Collaborated with community partners Noel Lodge, Interfaith Housing & United Way to find innovative solutions to serve the city's unhoused population.

Aug 2018 – Dec 2023: City Administrator, City of Great Bend, KS – Manage day-to-day activities of a full-service city including police, full-time fire/EMS, water, sewer, public works, airport, parks, and zoo. Execute strategies for innovative service delivery while managing a \$30 million annual budget, and 165 full-time employees.

- ◆ Facilitated collaborative project with Great Bend Economic Development Inc. to renovate downtown 2nd story lofts for commercial and residential use, utilizing \$1million in American Rescue Plan Act funds.
- ◆ Developed and led an \$8.8 million project to finance the construction of a new police and municipal court facility.
- ◆ Led a collaboration with USD 428 and Great Bend Recreation Commission to finance a \$1.5 million project to install artificial turf at the Great Bend Sports complex.
- ◆ Facilitated a plan to install a \$2.6 million automated water meter reading system to improve efficiency.

KENDAL FRANCIS ICMA-CM, CPM

- ◆ Successfully led 3 separate sales tax initiatives to fund quality-of-life improvements, build a police and court facility and fund pension improvements to aid in the hiring and retention of police & fire personnel.
- ◆ Wrote for and was awarded \$2.2 million KDOT Cost Share grant to improve 2-mile stretch of US-56 within Great Bend and reconstruct our historic NHRA dragstrip.
- ◆ Developed and implemented organization-wide succession plan to build leadership capacity and ensure team continuity.
- ◆ Hosted regular “Kendal’s Koffee” sessions to engage citizens, promote transparency & build community trust. This includes focused effort to engage the Hispanic community through use of a translator, which was featured in April 2020 edition of the Kansas Leadership Center’s publication *The Journal*.
- ◆ Led a collaborative effort to evaluate and overhaul the city’s approach to economic development and created a county-wide economic development organization, Great Bend Economic Development Inc.
- ◆ Oversaw a \$6.2 million project to replace 45,000 LF of water main and appurtenances, which was funded with utility bonds. The project was completed on time and under budget.
- ◆ Managed \$450,000 project to upgrade HVAC system in city-owned historic Crest theater, which included successful application for \$95,000 State Historic Preservation grant and the issuance and sale of Historic Tax credits to fund the project.

Aug 2015 – March 2018: City Manager, City of Coffeyville, KS – Manage day-to-day activities of a city of the first-class including police, full-time fire, electric, water, sewer, stormwater, fiber internet, public works, golf course and parks. Managed an \$87.3 million annual budget, and 155 full-time employees.

- ◆ Managed project to finance and build a \$60 million, 58MW gas-fired electric generation plant, which was completed on-time and under budget.
- ◆ Designed and managed an \$8 million project to build standalone emergency services building and remodel city hall.
- ◆ Facilitated collaborative efforts with Montgomery County governing entities to foster positive intergovernmental relations and realize cost savings.
- ◆ Hosted regular “Kendal’s Koffee” sessions to engage citizens, promote transparency and build community trust.
- ◆ Fostered improved relations with Coffeyville Community College and school district by brokering inter-local agreements for the operation and maintenance of city-owned facilities.
- ◆ Developed and implemented an organization-wide succession plan to prepare the city for future loss of key personnel.
- ◆ Led a collaborative effort with the Chamber of Commerce to complete a community branding initiative.
- ◆ Planned and implemented a multi-phased downtown streetscape project.
- ◆ Led a successful effort to pass 10-year, ½ cent sales tax to aid in covering operational expenses at Coffeyville Regional Medical Center

Feb 2014 – Aug 2015: City Administrator, City of Lakin, KS – Direct the day-to-day activities of a full-service city including water, sewer, electric, solid waste, animal control, golf course, parks, and aquatic center. Develop and administer \$5.1 million annual budget, and 20 full-time employees.

- ◆ Provided leadership and stability to community while taking strong, corrective actions to complete failing water treatment plant construction project.
- ◆ Developed plan to correct BOD compliance issues in wastewater lagoons.
- ◆ Promoted collaborative efforts with Kearny County government, neighboring city of Deerfield and Lakin Recreation Commission to improve service delivery and reduce expenditures in excess of \$50,000.
- ◆ Established negotiations with developers and brokered a land deal to facilitate Dollar General Store development.
- ◆ Initiated dialogue, commissioned feasibility study, and negotiated land annexation to promote development of Cobblestone Hotel.
- ◆ Created transient guest tax to provide funding for economic development initiatives.
- ◆ Secured funding for and managed project to provide utility infrastructure for 17-acre industrial park.
- ◆ Managed \$400,000 capital project to upgrade power plant to meet RICE/NESHAP compliance.
- ◆ Completed project to rehabilitate irrigation well and install 1 mile of pipe to irrigate municipal golf course.

KENDAL FRANCIS ICMA-CM, CPM

Nov 1994 – Jan 2014: Various positions including Director of Water/Wastewater, City of Beloit, KS –

Coordinate day-to-day activities of four departments. Develop and administer \$3,000,000 operations and \$400,000 capital budget. Present policy and program recommendations to the city council. Lead twelve full-time employees.

- ◆ Reduced utilities' operating costs in excess of \$125,000 and increased efficiency through staff reorganization, implementation of employee cross-training and innovative technology
- ◆ Established and funded utility reserve funds with 20% reserves, without raising utility rates.
- ◆ Secured \$175,000 grant for implementation of automated meter reading system; \$25,000 grant for creation of walking trail; \$8,000 grant for GIS mapping of city's utility system.
- ◆ Managed project to increase city's consumptive water rights and ensure long-term water supply.

EDUCATION

High Performance Leadership, Professional Development Academy, 2022

Building a Culture of High Performance, University of Kansas, 2021

Emerging Leaders Development Program, International City/County Management Association, 2013

Master's Certificate of Public Administration, Kansas State University, 2011

Certified Public Manager Accreditation, University of Kansas, 2011

B.S. Political Science and Secondary Education, Kansas State University, 1993

ADDITIONAL LEADERSHIP EXPERIENCE

League of Kansas Municipalities' Utilities & Environment Policy Committee, 2013 – 2023 Chair 2016 -2020

League of Kansas Municipalities' Governing Body Board of Directors, October 2014 – March 2018

Kansas Association of City/County Management Ethics Committee, 2014 – 2017

Rotary International, 2011 – Present

Kiwanis International, 2015 – 2022

National Association for the Advancement of Colored People (NAACP), 2022 - Current

PROFESSIONAL MEMBERSHIPS

International City/County Management Association - Credentialed Manager

American Association of Municipal Executives

Texas Association of City/County Management

Kansas Association of City/County Management



October 12, 2024

Mayor Johnson & Members of Council,

Thank you for considering me for the position of City Manager. I am confident that I possess the skills, experience, and attributes that you seek. In addition to having managed cities in four different time zones, I have a decade and a half of experience overseeing the operations of Municipal Leagues. I have a sound understanding of management practices accompanied with strong personal and professional ethics.

As the attached resume reflects, I am an achievement-oriented manager with significant experience. It also reflects the emphasis that I place on building a high performance, customer-friendly organization. This approach requires establishing an organizational culture with common goals and objectives that are generally understood and accepted. It is based on encouraging individuals to think for themselves and to act within approved parameters. It further emphasizes teamwork while developing the individual employee and empowering the entire staff to make decisions appropriate to their work; while providing an appropriate management backstop of support, training, and direction.

What I bring, in addition to this managerial philosophy, is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I also bring the ability to interact effectively with people from a wide range of backgrounds as well as the ability to work effectively with staff, policy makers, the public, and the media.

With my experience and skills, I am confident that I will be a valuable member of your leadership team. Thank you for your consideration. I look forward to meeting you.

Sincerely,

Jay David Fraser

J. David Fraser

CONTACT



Education

Master of Public Administration

Marriot School of Management
Provo, UT

Bachelor of Arts in Political Science

Brigham Young University

At A Glance

28 Years of Management Experience

14 Years Municipal Management

14 Years Association Executive

4 Time City Manager

2 Time Executive Director

4 Board of Directors

Positions

2 Smart Growth Awards

Profile

My experience as a City Manager, Executive Director and County Manager have uniquely qualified me for this position. Throughout my career I've proven I have the skills and expertise needed to ensure local governments of all sizes – rural to metropolitan- thrive.

WORK EXPERIENCE

INTERM COUNTY MANAGER

Adams County – Colorado | 2024 – Present

- Manage 3,000 full-time employees and a \$900 million budget for County with 600,000 residents..
- Supervise Departments of Public Works, Administration, Finance, Health, Human Services, Air & Spaceport, IT, Facilities, Community & Economic Development, People & Culture (HR), Parks, Community Safety, and Communications.
- Coordinated operations with independently elected Sheriff, Treasurer, Coroner, Clerk, District Attorney, and Assessor.

EXECUTIVE DIRECTOR

Wyoming Association of Municipalities | 2019 – 2024

- Refocused the Association's advocacy process to achieve greater legislative success; including passage of bills, establishing an optional municipal sales tax and creation of municipal storm water utilities.
- Established improved public information and media relation strategies to advance the local government agenda.
- Promote excellence in municipal government through training and advisory services.
- Managed successful Constitutional Amendment campaign establisher broader municipal investment authority.

CITY MANAGER

City of Boulder City, NV | 2013-2017

- Manage City Operations including administration of a \$58,000,000 budget and supervision of over 300 full/pt employees.
- Negotiated over \$288,000,000 in long-term solar revenue for the City, allowing the City to pay off 100% of general fund debt in a two-year period.
- Successfully negotiated fifteen separate collective bargaining agreements, none of which required arbitration.
- Managed the operations of two golf courses (one 18-hole and one 27-hole). Also managed the lease for an additional 18-hole private club.
- Managed contracted operation of a special events center and restaurant with three- meal daily service.

EXECUTIVE DIRECTOR

Nevada League of Cities & Municipalities | 2003-2013

- Developed the League's first multi-year Strategic Plan to sharpen the League's vision and expand the League's influence with the State and Federal governments.
- Developed innovative new League programs including league sponsored web-based community streaming video services and a supplemental retirement pool to better serve member municipalities and diversify League revenue sources.
- Achieved 100% League membership for Nevada cities and significantly expanded corporate participation and sponsorship in League programs
- Administered health insurance pool for municipalities, counties, schools and special districts.
- Served as municipal representative on State advisory boards including State-wide Transportation Technical Advisory Board (Nevada Department of Transportation), Private Activity Bond Advisory Committee (Nevada Department of Business and Industry) and the Advisory Committee for Participatory Democracy (Secretary of State).

Patrick M. Gorski

EDUCATION

Southern Illinois University Edwardsville

Master of Public Administration

GPA: 4.00/4.00

- Pi Alpha Alpha scholar, Phi Kappa Phi member

University of Illinois at Urbana-Champaign

Bachelor of Arts in Liberal Arts and Sciences, Communication, with a Minor in Journalism

Cumulative GPA: 3.88/4.00

- Honors: Tau Sigma Transfer, Lambda Pi Eta Communication Studies, Illinois Promise scholarship, Dean's List, Office of Undergraduate Research Intern

Major GPA: 3.81/4.00

Triton College, River Grove, IL

Associate of Arts in General Studies

GPA: 3.45/4.00

- President's Honor List

EXPERIENCE

Village of Norridge

Norridge, IL

Building Commissioner

full-time

June 2023 – current

- Chief authority and department head of the Building Department, oversees a team of seven inspectors, code enforcement officers, a coordinator, and a supervisor; ensures adherence to building and municipal codes in line with county, state, and federal regulations.
- Leads the management of architectural and construction aspects in the village, fosters a customer-centric environment to attract businesses and families, and manages the Health Department and Code Enforcement.
- Coordinates with the Zoning Board of Appeals and the Advisory Review Committee/Plan Commission, includes legal collaboration for zoning hearings, heads department's budgeting and expenditure management.
- Supervises and mentors staff in the Building Department, addresses grievances from residents and contractors, and approves residential construction, commercial remodels, and plan review projects. Implements updates and improvements to codes, ordinances, and permitting processes; acts as a primary information source for citizens and attends key meetings of the Village Board and other relevant committees.

Patrick Gorski Photography LLC

Chicago, IL

Owner/Photographer/Editor/Assigning Editor/Writer

part-time

February 2014 - current

- Provide professional photography and videography on a local to an international level artistically and authentically, supply photos of professional and collegiate sporting events to Associated Press, Getty Images, and USA Today, management of analytics, marketing, sales, finance, captioned journalistic database photos entail 50,000+ images, published works includes Chicago Tribune, The Irish Times, National Geographic, Smithsonian, Special Olympics Sports Illustrated, Rolling Stone, TIME magazine, The New York Times, and the Wall Street Journal
- Manage, assign, and subcontract a team of photographers, artists, and editors, up to 12 simultaneous projects

Village of Beach Park

Beach Park, IL

Management Support Analyst

full-time

August 2022 – June 2023

- Assist Village Administrator with code/zoning compliance, permits, business/liquor licenses, special projects, accounts payable/receivable, general ledger, human resources, newsletter, board/committee material, and IT
- Manage and organize village events, collaborate with contractors and vendors, handle budgetary allocations
- Utilize software programs such as Building Department (BS&A) and LOCiS to ensure records and billing

Chicago Fire Department – Public Safety - Office of Fire Investigation

Chicago, IL

Photographic Specialist

full-time

December 2021 – July 2022

- Travel to emergency incidents (fire scenes, hazardous incidents) to photograph/video departmental response for historical, training and safety best practices including coverage of graduations, promotion, memorial services
- Process incoming new hires of firefighters and paramedics in assisting the human resources department
- Archival data entry and transfer fire investigation reports into modernized database, assist in investigation
- Manages a file storage and digital imaging system to catalog, retrieve and archive photographic evidence, in addition testifies in court as an expert witness, office staff: answer phones, assist in FOIA, send ATF fire or explosive reports

Village of Northfield

Northfield, IL

Public Works Operator

part-time

October 2021 – December 2021

- Maintain and provide potable water services via the infrastructure system entailing maintenance for 5,420 residents. Duties: service turn-ons/offers, water plant and process operations, domestic/commercial/industrial water meter readings
- Completes other public work duties and maintenance such as tree trimming, sign repair, storm and sewer drainage control and maintenance, underground utility locating, equipment operation: hedge trimmers, rototiller, M-B Multi-Service Vehicle (MSV), pick-up and dump truck, warning/emergency lighting systems

LEADERSHIP DEVELOPMENT

Illini 4000 - University of Illinois at Urbana-Champaign Registered Student Organization

Champaign, IL

Spread awareness for the fight against cancer advocate / bicycle rider

- Raised \$4,500 by seeking donations that support cancer patients, research, and patient support services
- Obtain sponsors to fund 4,000-mile bicycle group ride across the country and fund donation efforts
- Coordinate logistics regarding lodging, schedules, and cuisine for riders and organize additional events

SKILLS, ADDITIONAL EDUCATION AND MEMBERSHIPS

- Proficient in Microsoft Office and Adobe Suite computer software programs and website management
- Preeminent interpersonal to mass communication abilities along with project and operations management
- Journalistic foundation, knowledge in natural and environmental sciences, communication expert in writing ordinances, resolutions, complying packets for committees and elected official meetings
- Membership in Illinois City County Management Association, affiliate member of International City/County Management Association, American Planning Association member
- Various certifications from the National Fire Protection Association, Illinois Fire Service Institute, National Wildfire Coordinating Group, UL Firefighter Safety Research Institute, and Department of Children and Family Services in emergency management and fire science behavior
- Certifications also from the U.S. Department of Homeland Security/Federal Emergency Management Association/Emergency Management Institute in the National Incident Management System, Incident Command System, Emergency Planning, Public Information Officer, Social Media in Emergency Management, Public Works Role in Emergency Management, Emergency Planning for Public Works, Geospatial Information Infrastructure (GII), Code Specialist from International Code Council
- Certificates from Illinois Attorney General in Open Meetings Act, and Freedom of Information Act, Servsafe Manager Certification for health establishment inspecting, the University of Illinois at Urbana-Champaign online Master of Business Administration program include Projection Initiation and Planning, Project Execution and Control, Operations and Supply Chain Decisions and Metrics, Operations Management Strategy and Quality Management, Designing the Organization, Managing the Organization, and Data Visualization
- Certified Food Protection Manager (CFPM) from SafeServ and Code Specialist from International Code Council

Patrick M. Gorski



September 22, 2024

Hiring Committee
City of Dallas
1500 Marilla St
Dallas, TX 75201

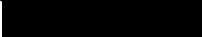
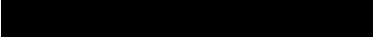
Dear Hiring Committee,

I am writing to express my interest in the City Manager position for the City of Dallas, Texas, as advertised. With a robust background in public administration and strategic municipal management, I am eager to leverage my expertise to advance Dallas's vision of innovation, inclusivity, and sustainable growth.

Currently, as the Building Commissioner for the Village of Norridge, Illinois, I manage a diverse portfolio of responsibilities, including strategic planning, budget administration, and cross-departmental coordination. I oversee a multifaceted team, fostering a culture of transparency, accountability, and proactive public engagement. These roles have honed my ability to navigate complex political environments and implement policies that resonate with community needs and city objectives.

Dallas's commitment to being a forward-looking, vibrant city resonates deeply with my professional journey and personal aspirations. I am particularly impressed by Dallas's strategic initiatives, such as the Comprehensive Environmental and Climate Action Plan and the recent economic developments, which are in line with my experience and successful implementation of similar projects in my current role.

I bring a proven track record of visionary leadership and have effectively steered significant budget allocations to ensure both fiscal accountability and strategic capital development. My approach aligns with Dallas's goals to enhance community living through thoughtful urban planning and infrastructure improvements.

I am excited about the opportunity to contribute to Dallas as it moves towards becoming a world-class city that balances growth with quality of life. I look forward to the possibility of discussing how my background, skills, and enthusiasms align with the goals of Dallas. Please feel free to contact me at  or via email at  to arrange a meeting.

Thank you for considering my application. I am enthusiastic about the opportunity to help shape the future of Dallas and ensure it remains a beacon of opportunity and prosperity.

Warm regards,

Patrick M. Gorski

Robert Hansen

Fleet/Facility manager



Willing to relocate: Anywhere

Authorized to work in the US for any employer

Work Experience

Fleet/Facility Manager

City of Dallas - Dallas, TX

January 2021 to Present

- Manages, directs, oversee, and evaluates shop activities, fueling services, fleet services, and related work; oversees work order assignment, completion, and inspection; oversees and directs compliance and vendor contracts.
- Oversees the productivity of shop and fleet services, inventory, fueling, and parts management; coaches or and gives technical and mechanical direction as needed; resolves challenging and complex problems that arise and makes independent decisions to positively impact the shop functions and service delivery.
- Creates and maintains monthly paperwork and logs pertaining to City credit card; conducts yearly mechanic work and effectiveness inspections and evaluates workload and scheduling.
- Establishes short and long range plans and programs; makes adjustments operations to improve productivity and effectiveness; manages work orders, maintenance, requests, servicing and maintenance activities, and other related work; manages the maintenance of log sheets and obtain permits as needed.
- Attends, conducts, and participates in meetings with executive team regarding upcoming department changes, information regarding equipment and updates on interdepartmental objectives, feedback about end user department concerns, shop welfare, Vendor evaluations, and to provide advice on department policy and regulations.
- Directs, coaches, and manages employees and directs staff managing the shop, parts, and those providing services, fueling, and maintenance; identifies training needs for employees; meets with employees and shop supervisors on topics concerning upcoming department changes, use of financial system used by City of Dallas, and equipment use.
- Interviews candidates for onboarding or promotion to the City of Dallas; reviews applications, contacts applicants, sets interview schedules and interview board; completes all paperwork required for interview process, and engages with executive team to determine best candidate for position.
- Develops, determines, and designs budget and performs various audits for budget and billing; monitors budget, expenses, and revenue to observe and document actuals and data; develops and implements rate setting modules to effectively deliver fuel and services.
- Develops and determines methods to improve production or effectiveness of the fleet services, fueling, and general shop operations; oversees compliance and permitting requirements and ensures that all activities and operations are meeting customer needs and being performed professionally.
- Performs any and all other work as needed or assigned.

Knowledge and Skills • Knowledge of departmental management

- Knowledge of fleet management, services, and operations.
- Knowledge of budgeting and auditing.
- Ability to establish goals and implement programs for effective services.
- Ability to develop and implement budget and perform various financial analysis.
- Ability to direct, manage, train, and supervise clerical, administrative, and trade employees.
- Ability to perform accounting and general computer systems skills.
- Ability to evaluate and manage large multi-faceted department performing various fleet management activities.
- Communicating effectively both verbally and in writing.
- Establishing and maintaining effective working relationships.
- oversees the operations and services of the City's Facilities and Fleet Department, including the maintenance, repair, alteration, and replacement of City facilities and its fleet, as well as management of the City's warehouse. This position directs custodial operations for City facilities and plans and manages capital improvements, equipment replacement, and associated projects performed in-house or by contractors.

Fleet Manager

County of Marin, CA - Marin County, CA

January 2020 to January 2022

- Manages, directs, oversee, and evaluates shop activities, fueling services, fleet services, and related work; oversees work order assignment, completion, and inspection; oversees and directs compliance and vendor contracts.
- Oversees the productivity of shop and fleet services, inventory, fueling, and parts management; coaches or and gives technical and mechanical direction as needed; resolves challenging and complex problems that arise and makes independent decisions to positively impact the shop functions and service delivery.
- Creates and maintains monthly paperwork and logs pertaining to City credit card; conducts yearly mechanic work and effectiveness inspections and evaluates workload and scheduling.
- Establishes short and long range plans and programs; makes adjustments operations to improve productivity and effectiveness; manages work orders, maintenance, requests, servicing and maintenance activities, and other related work; manages the maintenance of log sheets and obtain permits as needed.
- Attends, conducts, and participates in meetings with executive team regarding upcoming department changes, information regarding equipment and updates on interdepartmental objectives, feedback about end user department concerns, shop welfare, Vendor evaluations, and to provide advice on department policy and regulations.
- Directs, coaches, and manages employees and directs staff managing the shop, parts, and those providing services, fueling, and maintenance; identifies training needs for employees; meets with employees and shop supervisors on topics concerning upcoming department changes, use of financial system used by City of Dallas, and equipment use.
- Interviews candidates for onboarding or promotion to the City of Dallas; reviews applications, contacts applicants, sets interview schedules and interview board; completes all paperwork required for interview process, and engages with executive team to determine best candidate for position.
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- Develops and determines methods to improve production or effectiveness of the fleet services, fueling, and general shop operations; oversees compliance and permitting requirements and ensures that all activities and operations are meeting customer needs and being performed professionally.

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Knowledge and Skills • Knowledge of departmental management

- Knowledge of fleet management, services, and operations.
- Knowledge of budgeting and auditing.
- Ability to establish goals and implement programs for effective services.
- Ability to develop and implement budget and perform various financial analysis.
- Ability to direct, manage, train, and supervise clerical, administrative, and trade employees.
- Ability to perform accounting and general computer systems skills.
- Ability to evaluate and manage large multi-faceted department performing various fleet management activities.
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- oversees the operations and services of the City's Facilities and Fleet Department, including the maintenance, repair, alteration, and replacement of City facilities and its fleet, as well as management of the City's warehouse. This position directs custodial operations for City facilities and plans and manages capital improvements, equipment replacement, and associated projects performed in-house or by contractors.

Heavy Haul Driver

Slaight heavy haul - Santa Rosa, CA

January 2016 to January 2022

Haul equipment and maintain trucks

9 axle

Drop deck

Air tail

Cozad

Crackle

Murray

Flatbed

Oversized loads

Wide loads

Stretch trailer

Dry van

Moved to texas

Lead Heavy Equipment Mechanic

County of Sonoma - Santa Rosa, CA

April 2016 to January 2020

Trains, monitors, and assists in evaluating the performance of Heavy Equipment Mechanics. Technicians, and interns; acts as a lead worker in the coordination of day-to-day operations; assists a Heavy Equipment Maintenance Supervisor regarding workload, employee performance, and compliance with established policies, procedures, and vehicle/equipment specifications.

Assists with the assignment service and repair work to Heavy Equipment Mechanics and Technicians according to ability; provides technical advice and assistance on complex work assignments.

Performs difficult repair and overhaul engines, standard and automatic transmissions, clutch and brake systems, generator and starter systems, differential and drive systems, pumps, steering systems, hydraulic systems, tandem axles, converters, air circulation systems, fuel injection systems, and other major heavy equipment, trailers and truck components; installs and repairs electrical systems.

Performs the California Highway Patrol Basic Inspection of Terminals required testing and participates in the resulting periodic audit of testing records.

Tunes engines, performs compression tests, cleans or replaces distributor points; adjusts timing and valves; adjusts, rebuilds, and replaces carburetors and fuel injection systems.

Performs acetylene, arc, and electric welding to fit, fabricate or repair parts.

Communicates with customers on the status of automotive installation and repair projects; communicate with external vendor representatives regarding replacement parts, defective parts, and returns.

Monitors and performs routine maintenance on shop equipment; reports maintenance issues requiring maintenance by outside vendor to Fleet management.

Researches and recommends upgrades to equipment and supporting technology.

Works to ensure that Mechanics and Technicians are trained on and follow appropriate safety protocols; reports any safety issues to the Supervisor; develops and maintains related documentation.

May serve as the facility's Supervisor in his or her absence.

Performs routine and complex computer data entry on daily work performed, and uses computer to retrieve records regarding previous repairs.

Uses computer to generate reports, charts, and graphs on work flow and vehicle statistics.

Performs related duties as assigned.

Worked on any and all equipment, at journeyman level

owner mechanic

Hansen Tractor - Santa Rosa, CA

January 2012 to January 2016

heavy equipment mobile service, repair heavy equipment, haul equipment, mobile welding and any and all repairs on all equipment ag and industrial

United States Army

Fort Drum, NY

January 2005 to January 2012

11B infantryman

Education

High school diploma or GED

Napa, CA

Skills

- Heavy Equipment Operation (10+ years)
- Backhoe Operation
- Welding
- Loader Operation
- Construction
- Mechanic Experience
- Tractor-Trailer
- Forklift
- Transmissions
- Automotive Repair
- Facilities Maintenance
- Equipment Repair
- Brake Repair
- Electrical Experience
- Commercial Driving
- Mechanical Knowledge
- Oil Change
- Diesel Engine Repair
- Flatbed
- Hydraulics
- Driving
- Leadership
- Automotive diagnostics
- Auto service management
- Problem-solving
- Flexibility
- Team Work
- Reliability
- Calipers
- Hand tools
- Powertrain
- Micrometer
- Freight Experience

- Plasma Cutting
- Supervising Experience
- Farm machinery (10+ years)
- Fabrication
- Crane (10+ years)
- Rigging (10+ years)
- Forklift (10+ years)
- Landscape Maintenance
- Lawn Care
- Blueprint Reading
- Microsoft Excel
- Air brake
- Military
- Customer service
- Plumbing
- Heavy lifting
- Conflict management
- Analysis skills
- Excavator

Languages

- English - Expert

Military Service

Branch: us army

Service Country: United States

Rank: e5

January 2006 to January 2012

11b infantryman

Commendations:

afghanistan war

Certifications and Licenses

CDL

CDL A

Driver's License

Air Brake Endorsement

Tanker Endorsement

Doubles/Triples Endorsement

Assessments

Mechanical knowledge — Proficient

September 2021

Understanding and applying mechanical concepts and processes

Full results: [Proficient](#)

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

September 23, 2024

City of Dallas
1500 Marilla St.
Dallas, TX 75201-6318

Dear City Official(s):

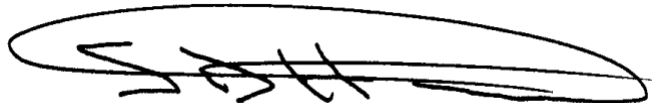
Thank you for the opportunity to apply for Dallas' City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective executor of the City's Strategic Plan and related outcome components; and a developer of fundamentally sound public policy solutions complemented by eloquent verbal presentation and competent business writing skills. Success on the journey to sound community building and achieving priorities depends on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Dallas and its constituents.

This letter and accompanying resume summarize my many years of achievement as a local government manager, the last twenty years of diversified experience in College Park, Georgia (15,000 full time population and home of the busiest airport in the world), Bloomfield, Connecticut (22,000 full time population and as Connecticut does not have functional counties administered municipal, county, and education functional responsibilities), Fort Lauderdale, Florida (183,000 full time population and beach, downtown center, and "Venice of America" arts, culture and events mecca), and Lakeland, Florida (92,000 full time population and world-class destined community and regional provider of electric power production and transmission and water supply and treatment).

Real effectiveness over the course of my career has been achieved through a combination of characteristics including as a progressively experienced local government administrator specialized in strategic planning and financial management; diverse practitioner having worked in different geographical regions; caring, competent, and committed public servant; empathetic and ethical leader; responsive and accountable professional; transparent and forthright purveyor of public information; and team-oriented, appreciative and collaborative colleague. I believe that these traits of public service are invaluable for success as chief administrative officer.

Dallas' shining and historic place presents a great opportunity to join a community building team and share my experiences while learning from the best minds in this community and enjoying the worthwhile amenities of the area as my next career and living adventure. I pledge to model and build great community through strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of all constituents, love of community, and a demonstrated record of achievements.

Very truly yours,

A handwritten signature in black ink, appearing to read "S. Hawthorne", enclosed within a large, horizontal oval shape.

Stanley D. Hawthorne

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Employment Background

2023-2024 City of College Park City Manager

College Park is an established community with a blend of unique business and educational centers, corporate offices, a variety of housing types, and a genuine and charming downtown. As a result, it is strongly positioned for rapid economic growth as both a hub for travel and tourism and the regional aerotropolis of the southeastern United States. College Park is an attractive location for raising a family outside of but next door to all of the amenities of Atlanta. The City is home to the busiest airport in the world, Hartsfield-Jackson Atlanta International Airport, hosting tens to hundreds of thousands of visitors on any given day, headquarters for companies such as Chick Fil A and neighboring Delta Airlines, as well as home to Woodward Academy, the largest private school in the country. College Park is a vibrant community known for its history, sense of community, and quality of life. The City offers hospitality in its municipal services from operating electric, water and sewer utilities; convention center, arena, and golf enterprises; and renowned parks, recreation, and cultural arts across the region.

2021-2023 Town of Bloomfield Town Manager

The Town of Bloomfield, Connecticut was first settled in 1642 and incorporated in 1835. The Town covers approximately 26 square miles and is north and adjacent to the capital city of Hartford. The Town's current population is estimated to be 21,535. Bloomfield is administered under the Council-Manager form of government. The nine-member Town Council is elected biennially for a term of two years with minority party representation of at least three council members guaranteed. The Town Manager is appointed by the Council and serves as a full-time chief executive officer. As counties are non-functional in Connecticut, the Town provides a full range of county and municipal services to its residents including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf course; building services and land use development; construction and maintenance of highways, streets, and infrastructure; human services; and parks, recreation, and cultural events.

2019-2021 DoyleSH Corporation President

I served as President of DoyleSH Corporation, an incorporated consulting and retail enterprise formed in March 2019 following my tenure at Fort Lauderdale. The COVID-19 pandemic adversely impacted opportunities and the business operation was shuttered after the onset of the pandemic.

2011-2019 City of Fort Lauderdale Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal

STANLEY D HAWTHORNE

responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011 City of Lakeland Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 City of Tamarac Assistant City Manager/Finance Director.

As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget,

STANLEY D HAWTHORNE

management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget

The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager

Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Professional and Civic Affiliations

Past President, Camp Fire USA Sunshine Council
Past President, Broward City/County Management Association
Member, International and Florida City/County Management Association
Member, National Forum for Black Public Administrators
Member, Government Finance Officers Association

Awards, Publications, Certifications

Senior Executive Institute Alumnus
-University of Virginia
Certified Government Financial Manager
Leadership Hollywood Alumnus
Leadership Lakeland Alumnus
Executive Leadership Institute
-Harvard University, Syracuse University,
University of Texas, Wharton School
Fifty Leaders of the Future
-Ebony Magazine
Municipal Annexation,
-thesis written during my enrollment
at the University of Virginia

References available upon request

TIMOTHY J. HICKS

Dear Hiring Manager,

I am writing to express my enthusiastic interest in the City Manager position. This would be my dream job and having an opportunity to lead the City of Dallas would be a great honor. I believe my twenty-five plus years of experience in Accounting and Finance have equipped me with a deep understanding of business practices and the skills necessary to thrive in the position.

During my career, I have managed a staff as large as 105 employees, I have managed budgets as large as \$1.2 Billion and have had the opportunity to present to Boards monthly. I believe my vast experience in both the public and private sectors provides me with very unique perspective and understanding that I can leverage to succeed as the City Manager.

I have over 25 years of Accounting, Auditing, Consulting and Finance experience in both the Private and Public Sectors. I have a wealth of Municipal Finance experience having worked for the State of Illinois, serving as Deputy Chief Financial Officer for the Illinois Housing Development Authority, Cook County as the Comptroller for the Forest Preserve District of Comptroller, and the City of Chicago as the Assistant City Treasurer. I received my Master of Business Administration in Finance and Marketing from the University of Illinois, Chicago, and his Bachelor of Science degree from Alabama State University in Accounting, graduating with Honors. I am also a Certified Public Accountant.

Best regards,

Timothy J. Hicks

Timothy J. Hicks

TIMOTHY J. HICKS, CPA

ACCOUNTING ♦ FINANCE ♦ BUDGETING ♦ STRATEGIC PLANNING ♦ FORECASTING

Seasoned financial professional with wide-ranging contributions in advancing the world of business by financially managing all aspects of Accounting and Finance. Have the abilities to cut through complicated financial terminology, complex business models and ambiguous legal language to ensure that individuals understand exactly what is at stake and how it applies to them.

Professional Strengths Include:

Financial Planning and Reporting | Budgeting | Capital Planning | Cash Management | Risk Management | Strategic Planning
| Process Improvement | Operational Compliance

SELECTED CAREER HIGHLIGHTS

- Successfully managed the conversion from a mainframe system to an Oracle Platform while as the City Treasurer Office.
- Implemented process improvement and leveraged technology to reduce month-end close to five business days.
- Successfully helped every direct report to be promoted within nine to twelve months at the Kellogg Company.

PROFESSIONAL EXPERIENCE

COUNTY AUDITOR (CHIEF FINANCIAL OFFICER), *Local Government*
Dallas County – Dallas, TX

May 2024 – Present

General

- Manage and oversee activities and operations of general ledger fund accounting, accounts payable, federal and state grants, capital project accounting, fixed asset accounting, financial reporting, risk management, debt management and internal audit functions for the County.
- Interview, hire, and ensure proper training of employees in the Auditor's Office.
- Evaluate Auditor's Office employees' performance, recommend salary adjustments, promotions, and terminations.
- General oversight of the financial system (Oracle), financial records, and property of the County.
- Prepare and submit mandatory compliance reports to applicable regional, state and federal agencies.

Annual Budget

- Work closely with the County Judge's office and Commissioners' Court to assist with the development and execution of the County's annual budget.
- Advise the Commissioners' Court on financial matters and work closely with the County Treasurer, and all other county elected officials, department heads, and staff.

Financial Reporting

- Assist all County officials and staff comply with state and federal laws governing county finances.
- Serve as primary contact to outside auditors during state, federal and independent financial audits.
- Oversee County internal audit services including periodic reviews of financial reports of each department that collects or disburses County funds.

DEPUTY CHIEF FINANCIAL OFFICER/MANAGING DIRECTOR, ACCOUNTING

July 2023 – April 2024

CONTROLLER, *Housing Finance Agency*
Illinois Housing Development Authority - Chicago, IL
General

January 2019 – July 2023

- Oversaw and directed accounting activities and personnel in a manner that supports the mission and goals of the Authority. Established and maintained accounting policies, operating procedures and a system of internal accounting and administrative controls that support the general and financial resource management policies of the Authority.

- Management and oversight of audited financials of the Authority.
- Provided recommendations related to methodologies and application related to new or updated strategies or business units.
- Managed the Procurement and Vendor Management process for the Authority.

Financial Reporting

- Managed the preparation and distribution of financial information regarding the Authority and its programs, ensuring that financial statements are prepared in accordance with generally accepted accounting principles and that the financial reports comply with various governmental and program-specific requirements.
- Oversaw the annual external audit process and maintained ongoing communications with the external auditors throughout the year.
- Presented financial reports to Executive staff and the Board of Directors or Committees of the Board.
- Communicated with internal/external groups to support the Authority's Finance Department in interpreting and discussing details related to the Authority's audited financial statements.
- Reported and pro-actively discussed period over period variances in financial reports.

Annual Budget

- Planned and monitored the annual Budget process.
- Prepared and presented monthly review of budget status to Executive staff and the Board of Directors or Committees as necessary.

Systems Development/New System Implementation

- Led the Implementation of Oracle Fusion Cloud Accounting System.

ADDITIONAL PROFESSIONAL EXPERIENCE

Comptroller – Forest Preserve District of Cook County	2014-2019
Assistant City Treasurer – City of Chicago	2010-2014
Instructor-Business – Community Youth Develop Institute	2008-2010
Manager, Planning and Reporting – Kellogg	2005-2008
Senior Financial Analyst – Kellogg	2004-2005
Senior Internal Auditor – Kellogg	2002-2004
Senior Internal Auditor – Ingram Micro	2000-2002
Senior Accountant – Romero & Boston CPA's	1999-2000
Litigation Consultant – WZWL&W CPA's	1997-1999
Staff Accountant – First A.M.E Church	1996-1997

EDUCATION

MASTER OF BUSINESS ADMINISTRATION; FINANCE & MARKETING

University of Illinois: Chicago, Illinois

BACHELOR OF SCIENCE; ACCOUNTING (*Honors Graduate*)

Alabama State University: Montgomery, Alabama

Certified Public Accountant License

State of Illinois

[REDACTED]
October 11, 2024

Dr. Edward G. Williams
Director
Baker Tilley
[REDACTED]

Dr. Williams,

Please accept my resume for consideration as you search for a City Manager for Dallas, TX. In keeping with your advertisement, I possess experience leading large, complex municipal organizations. I am committed to public service, innovation, and a collaborative environment and I am confident that this position is a logical next step in my career.

I have worked as a General Manager/Assistant County Manager in Mecklenburg County, NC, where I engaged with staff and elected officials to meet the community health and safety needs associated with a growing and increasingly diverse population. As Administrator of the consolidated Augusta (Richmond County) GA government, I worked with the Mayor and Commissioners to gain approval of a storm water utility, earned public support for a Special Purpose Local Option Sales Tax to address public safety and infrastructure needs, and implemented a redevelopment plan for a historically neglected area that included a mix of market rate and affordable housing.

My career has been characterized by the following: Building public confidence in local government through transparency and a sincere commitment to each community's residents, building relationships with the workforce by improving working conditions, and exercising sound financial management. If I am fortunate enough to move forward in this process, I can provide references who can speak to what it is like to work for and with me for the betterment of the organizations and the communities I have served.

I appreciate your consideration of my credentials, and I look forward to hearing from you as you move forward in the screening process.

Sincerely,

Janice Allen Jackson

Janice Allen Jackson

EDUCATION

Duke University, Durham, NC. Institute of Policy Sciences and Public Affairs.
M.A., Public Policy, Management concentration, May 1989.

The College of William and Mary in Virginia, Williamsburg, VA.
B.A., Interdisciplinary Major in Public Policy, Minor in English, May 1985.

EXPERIENCE

Janice Allen Jackson and Associates, LLC.

Principal. June 2009 to the present. Provides management consulting, leadership and organizational development, executive search, and strategic services to clients in the local government, higher education, and non-profit sectors. Clients include Aiken Technical College, Jacobs Engineering, Greater Augusta's Interfaith Coalition, Augusta Parks and Recreation Department, Developmental Associates, LLC and the Community Foundation for the Central Savannah River Area. Creator and Host of *Local Matters Podcast of Georgia*, which helps listeners become more confident voters and more engaged citizens. Certified Minority Business Enterprise through the Carolinas Virginia Minority Supplier Development Council.

Augusta, GA (population 206,000)

Administrator. November 2014 to April 2019. Provided policy recommendations to Mayor and 10 Commissioners, oversaw operations of the consolidated city/county, to include 2,862 full-time employees, \$162M general fund budget, \$852M annual operating and capital budget for all funds. Accomplishments include budget surplus every year, significant improvements to infrastructure and public facilities via renewed Special Purpose Local Option Sales Tax, creation of a storm water utility, and Transportation Investment Act funds. Completed and implemented first compensation study since 1999. Upgraded pension benefits. Worked with the state of Georgia to partially fund and construct the Nathan Deal Campus for Innovation/Georgia Cyber Center. Developed and implemented community development activities, including new multi-family housing, and enhanced code enforcement by creating a demolition program and updating ordinances. NG911 Institute named our 911 Communications Department the 2019 Outstanding Call Center of the Year. Fire Department designated as Class 1 by ISO. The Association County Commissioners of Georgia and *Georgia Trend* magazine designated Augusta/Richmond as a "County of Excellence" in 2017.

Mecklenburg County, NC (population 870,000)

County Manager's Office. General Manager/Assistant County Manager. February 2005 to May 2009. As a member of the County's Executive Team, participated in development of recommended budget (\$1.4B) and in setting direction for the organization. (4,983 employees). Provided strategic leadership to the Community Health and Safety Focus Area Leadership Team, encompassing the Departments of Social Services, Mental Health, Public Health, Community Support Services, Medical Examiner, MEDIC (Emergency Medical Services), and the Sheriff. Accomplishments include re-structuring and/or addition of resources to meet growing needs in public health, domestic violence, MEDIC, and veterans' services; re-design of Youth and Family Services to implement a more family-centered practice, which led to our passing the 2007 federal Child and Family Services Review. Implementation of new programs and partnerships to reduce jail population, to improve outcomes for at-risk families, and to address chronic homelessness.

Department of Social Services. Interim Director. January to July 2008. Instituted bi-weekly communication with employees to encourage stability and build trust during the transition period; implemented transportation pilot program to reduce costs and improve customer service for Medicaid recipients; built partnerships with Area Mental Health to improve service delivery to adult wards and leverage parenting education resources.

City of Albany, GA (population 76,900)

City Manager. February 1996 to December 2004. Provided policy recommendations to Mayor and Board of City Commissioners, oversaw all city operations, directed 891 full-time employees in 13 departments, managed \$76 million General Fund budget. Accomplishments in organizational development, human resources and financial management, citizen involvement/public information, natural disaster management and recovery, disadvantaged business utilization, capital improvements, public safety, and downtown redevelopment. The Georgia Municipal Association designated Albany a "City of Excellence" in 2002.

Assistant City Manager. January 1993 to February 1996. Assisted City Manager in daily operations. Provided direction to staff as assigned, planned, and directed projects, resolved employee and citizen complaints. Accomplishments include participation in the implementation of several grant-funded projects, such as the Pew Partnership for Civic Change, Community-Oriented Policing, AmeriCorps, and the federal Enterprise Community designation; re-organization of several departments; coordination of customer service planning for all departments; and serving as public information officer for the flood of 1994 and the tornado of 1995.

Prince George's County, MD (population 720,000)

Department of Family Services. Program Manager, Infants and Toddlers Program.

November 1990 to December 1992. Established the program implementing Public Law 99-457. Coordinated provision of services to 480 developmentally delayed children through five agencies and managed a \$614,000 budget. Developed interagency agreements; collected data; coordinated public awareness and personnel development; staffed the Interagency Coordinating Council; completed grant applications; served as liaison to state office; identified and filled gaps in services.

Office of the County Executive. Assistant to the Deputy Chief Administrative Officer

(DCAO). January to November 1990. Assisted the DCAO in managing 11 human services departments. Analyzed various management and programmatic issues; served as liaison to departments; coordinated special projects; represented DCAO at meetings; wrote reports; reviewed and edited various documents, to include grant applications, proposals, etc.

Office of Management and Budget. Public Management Intern. July 1989 to January 1990.

Assessed county programs; prepared analytical reports; chaired OMB Employee Incentive Award Committee. While assigned to the Health Department, designed an AIDS education program and policy guidelines for use by private employers.

Mecklenburg County, NC (population 460,000)

County Manager's Office. Management Intern. May to August 1988. Supported the Assistant County Manager for Operations. Participated in the development of the Solid Waste Management Plan; supervised move of human services agencies into new facility; assisted with grant applications.

Central Richmond Association, Richmond, VA.

Assistant Director. June 1985 to April 1987. Planned and coordinated monthly Downtown Forums, semi-annual symposia on downtown issues, and the annual meeting. Compiled and edited 73-page Downtown Data Book; provided staff support to committees of the Board of Directors; assisted in writing newsletters and press releases; made presentations on downtown issues to civic clubs.

HONORS AND AWARDS

Named by *Georgia Trend* magazine as one of the 100 Most Influential Georgians of 1994-95

Inducted into the Academy of Richmond County Hall of Fame, 2023

Recognized by numerous civic, neighborhood, and religious groups for outstanding professional service and leadership.

Janice Allen Jackson, page four

CERTIFICATIONS

Certified Everything DiSC Management Facilitator, 2019
Certified EQ-i 2.0 and EQ Coach, 2023

AFFILIATIONS

International City/County Managers Association
Diamond Life Member, Delta Sigma Theta Sorority, Inc., Augusta Alumnae Chapter
Good Shepherd Baptist Church
Rotary Club of Augusta
Graduate of Leadership Georgia, Albany, Charlotte, and Augusta

References are available upon request.

October 4, 2024

Edward Williams, Director
Baker Tilly
17 Cowboys Way, Suite 800
Frisco, TX 75034

Re: Dallas City Manager Position


Mr. Williams:

Please accept this letter and accompanying resume as an expression of interest in the position of City Manager for the City of Dallas. I am a Senior Executive and experienced City Management Professional with over 25 years' experience leading complex municipal operations. I have a proven track record in strategic planning, financial management, and community engagement, resulting in significant cost reductions and service improvements. I have led the development of a \$5B capital budget and the development and implementation of a \$2.7B operating budget in the City of Fort Worth.

In my current role as Assistant City Manager, I have worked to foster strong partnerships with community leaders, businesses, and stakeholders promoting economic growth and improving quality of life in communities. I am leading efforts to redevelop South Downtown, to energize communities like Evans and Rosedale, and to expand our convention center, almost doubling its size and capacity to host visitors and events for our City. Most importantly, I have let our efforts to strengthen relationships between communities and police, while successfully negotiating our new Meet and Confer Agreement. In addition, I have developed and successfully implemented a SMART Technology Vision, leading to increased efficiency and innovation related to municipal service delivery, data collection, and decision-making processes.

Finally, I would emphasize that my extensive background in infrastructure planning, funding, and development would solidify my major contributions towards responsible growth, transportation, economic development, and public safety. I would welcome the opportunity to provide more detail and answer questions during an in-person interview upon request. Thank you for your time and consideration.

Sincerely,



William M. Johnson

WILLIAM M. JOHNSON

City Manager Candidate

PROFILE INFO

Results-oriented City Manager with over 25 years of experience leading complex municipal operations. Proven track record in strategic planning, financial management, community engagement, and crisis response. Successfully implemented operational improvements resulting in increased productivity and service cost reductions. Committed to fostering a positive and vibrant community through effective leadership and collaboration. Developed a proven track record of transforming large diverse operations, cultures, sales and customer service to maximize efficiency, revenue, service delivery and value to shareholders and tax payers. Experience in both the public and private sectors operating large service and critical response units. A natural leader with a focus on team development, fiscal conservation, and technology integration for operational efficiencies.

EXPERIENCE

2019 - PRESENT

CITY OF FORT WORTH

ASSISTANT CITY MANAGER

Senior City Administrative Leadership role in the fastest growing City in America with current population of approximately 1,000,000 and an annual growth rate of 20,000 to 25,000 residents.

- Primary responsibilities include Economic Development, Public Safety/Police, Texas A&M campus development, greater south downtown development, Convention Center Expansion Will Rogers Complex, Stockyards, Tourism, Water/Waste Water, Transportation/Public Works Infrastructure, the Juneteenth Museum, Evans/Rosedale, and Berry/Stalcup
- Supporting oversight for fire, parks, housing, HR, Finance, Planning, Budgeting, Data Analytics, IT
- Annual Budget \$2.7B
- Assist in coordinating weekly Council Executive Sessions, Agendas, Presentations, Informal Reports, policy development and implantation, and annual budget processes
- Provide leadership, guidance and support to all Department Heads
- Build strong partnerships with business and residential communities, Neighborhood Associations, Chambers of Commerce, Faith based communities, and Inter-Governmental Collaborations

TRANSPORTATION AND PUBLIC WORKS DIRECTOR

- Annual capital program of projects of approximately \$300M.
- Capital bond program of approximately \$500M(May 2022)
- Coordinate investments with neighboring jurisdictions, County, and State.
- Represent and influence as primary stakeholder with regional planning commission
- Manage Storm Water Utility \$80M Annually
- Accelerated the rate of project delivery in both maintenance and capital programs
- Developed innovation and technology applications in support of complete streets initiatives, smart cities initiatives
- Provided targeted investments into under privileged communities including enhanced WIFI access for children performing remote learning during COVID
- Provided policy guidance on legislative issues, technical support and recommendations to local and state level Elected officials

EDUCATION

UNIVERSITY OF MISSOURI -
Rolla (Missouri S&T)

Masters of Science, Geological Engineering

UNIVERSITY OF MISSISSIPPI

Bachelors of Science, Engineering

HARVARD UNIVERSITY

**Certificate of Completion: Program on
Negotiation for Senior Executives**

NORTHWESTERN UNIVERSITY -
Kellogg School of Management

**Certificate of Completion: Reinventing
Leadership: A Breakthrough Approach**

EXPERIENCE

2016 – 2018

City of Atlanta

DEPUTY CHIEF OPERATING OFFICER AND PUBLIC WORKS COMMISSIONER

Leadership role providing operational direction and oversight responsibility to all City of Atlanta operational departments including police, fire, public works, transportation, watershed, parks, information technology, airport and 311. Direct responsibility for all infrastructure departments including Transportation, Water/Waste-water, and capital projects, with over 2800 employees, \$5B in capital and \$700M Operating.

- Responsible Transportation Initiatives including infrastructure design, development and repair
- Responsible for managing City-Wide response of I-85 Bridge Collapse
- Created a Task Force consisting of in-house and partner agencies, non-profits, and regional agencies to proactively reduce homelessness in business districts, and neighborhoods
- Regional coordination of safety and security in preparation for the Super Bowl
- Responsible for economic development projects (GULCH, Beltline, Tyler Perry Studios)
- Coordinated with transit operators (MARTA, GRTA) in service delivery and improvements.
- Managed the turnaround of the Atlanta Streetcar with MARTA, GDOT, and FTA.
- Implemented SMART streetlighting with AT&T, Georgia Power, G. E.
- Upgraded to SMART Signalization with Business Improvement Districts, GDOT, Renew Atlanta Bond Program, and City Public Works Traffic Division
- Coordinated budget development for Water/Sewer, Transportation, Waste Services, Fleet, police, fire, housing, and information technology.
- Restructured policy, ordinances, regulations, and organization for solid waste service delivery
- Instituted financial controls in Procurement, fleet and other vulnerable areas
- Implemented open data for full transparency with the public

2013 – 2016

City of Baltimore, Baltimore MD

DIRECTOR – BALTIMORE CITY DEPARTMENT OF TRANSPORTATION

Key leadership role providing construction, re-construction, and repair of 5000 lane miles of roadway, 7 miles of interstate, 298 bridges, 4000 miles of footways, 72000 street lights, 1300 intersections, and 260,000 signs/signals.

- Led an organization of over 1500 employees with 13 locations throughout the City, managed all City Engineering, Permitting, and other service functions.
- Responsible for managing City-Wide snow and weather emergency response operations.
- Operated localized bus service, water taxi service, and was responsible for the development of bike and pedestrian friendly infrastructure and safety enhancements.
- Coordinated with business and community groups and utilized transportation infrastructure investment to leverage economic development throughout the City.
- Oversaw \$100M Operating Budget and \$50M annual capital budget, with over \$300M in annual construction.
- Secured additional State and Federal Funding for \$2.1B infrastructure and transit projects, or similar facilities to facilitate the safe efficient movement of goods, residents, employees, and visitors.

2005 – 2013 & 2018-2019

O'BRIEN'S RESPONSE MANAGEMENT., Ft. Lauderdale, FL

SENIOR MANAGER – CONSULTING SERVICES AND EMERGENCY MANAGEMENT

- Executive Consultant to States of New York and New Jersey following Superstorm Sandy
- Team Leader for the Florida Department of Transportation in coordinating recovery efforts for emergency expenditures from FEMA and Federal Highway Administration.
- Developed and delivered training in FEMA Public Assistance and FHWA Emergency Relief Recovery to all FDOT Districts and Local Governments Statewide – 3000 Attendees
- Assisted in planning Incident Command System and Response for FDOT in Tallahassee
- Analyzed damages to roads, buildings, bridges, and other public facilities to assess the extent of damage caused by hurricanes or other natural disasters, and coordinated recovery efforts.
- Developed Statewide Debris collection and monitoring plans, including TDRS and NEPA requirements.

2003-2005

ODYSSEY SERVICES, LLC, Philadelphia, PA

PRESIDENT and CHIEF EXECUTIVE OFFICER

- Responsible for business plan development and execution, company financing, HR, Sales, Maintenance, Financing, Budgeting, Business Development, and all aspects of the operations including full P&L.
- Secured new service contract adding \$2M in revenue and increasing bottom line by \$400K
- Expanded customer base by 50% to add customer diversity.

EXPERIENCE

2000 to 2003

CITY OF PHILADELPHIA, Philadelphia, PA

STREETS COMMISSIONER

Responsibilities of the department include engineering, surveying, waste collection, recycling, street sweeping, highway construction, bridge construction, traffic engineering, street lighting, snow removal, permitting, and roadway maintenance.

- Provided weekly reports to Mayor and Council on service delivery status, special projects, and financial performance.
- Managed an operation of over 2300 employees servicing 1.5 million residents.
- Identified new revenue opportunity worth \$20M annually (solid waste improvements)
- Identified annual operational savings of \$12M through modifications and contract restructuring
- Negotiated 10% labor reductions with major unions without concessions on wages or benefits
- Created annual budgets in excess of \$450M with targeted reductions of 5% each year without reductions in service or compromising service quality.
- Coordinated with community development efforts through streetscape development, fiber- optic installation, and other infrastructure upgrades.
- Coordinated Regional Transportation with City Planning, Engineering, PENNDOT, and Delaware River Port Authority.

1998 to 2000

SONY DEVELOPMENT – METREON, San Francisco, CA

DIRECTOR of OPERATIONS

- Created corporate structure, vision, mission statement, policies and procedures.
- P & L responsibility for approximately \$160M in annual revenue
- Managed construction and redevelopment of a 380,000sf retail entertainment facility.
- Hired a team to lead the start-up including a leasing manager, facilities manager, engineering, loss prevention manager, distribution manager, visual, marketing, custodial, human resources, construction, communications, promotions and special events
- Developed operational, financial, sales, marketing, and general business plans, budgets
- Developed standard operating procedures, and corporate culture development.
- Built a team of over 500 in-house employees, and 400 third party employees.
- Fostered strategic partnerships with technology, financial, food and beverage, and retail firms.

1991 to 1998

WASTE MANAGEMENT, INC. Oakland, CA

DIVISION PRESIDENT and GENERAL MANAGER

- Accountable P&L and new business growth for an organization of over 600 employees, with over \$100M in annual revenues.
- Maintained a fleet of over 600 vehicles and equipment.
- Developed relationships with over 100 elected officials and board members
- Responsible for secured 23 contracts with 11 municipalities within the market area

SENIOR PROJECT MANAGER (1989 to 1991)

- Directed the efforts of 26 project managers and over 80 projects annually.
- Provided strategic planning, budgeting, design review, permitting, and construction management
- Consulted on business aspects of existing and future projects, reporting monthly to senior management on progress and financial performance with annual capital budget of \$900M.
- Provided Project Management training to the PM Team to establish consistency in managing scope, schedules, budgets, and accountability for overall delivery.

1986 to 1989

CH2M HILL, INC. Los Angeles, California

PROJECT ENGINEER

- Project engineer and project manager for various foundation, highway, and environmental projects.
- Designed Runways and Taxiways for the Orange County (John Wayne) Airport
- Developed new business proposals, budgets and weekly reports for project team and clients.

WILLIAM M. JOHNSON

City Manager Candidate

PROFILE INFO

Results-oriented City Manager with over 25 years of experience leading complex municipal operations. Proven track record in strategic planning, financial management, community engagement, and crisis response. Successfully implemented operational improvements resulting in increased productivity and service cost reductions. Committed to fostering a positive and vibrant community through effective leadership and collaboration. Developed a proven track record of transforming large diverse operations, cultures, sales and customer service to maximize efficiency, revenue, service delivery and value to shareholders and tax payers. Experience in both the public and private sectors operating large service and critical response units. A natural leader with a focus on team development, fiscal conservation, and technology integration for operational efficiencies.

EXECUTIVE SUMMARY

■ Leadership

- Assisted in the development and management of operating budgets in excess of \$2.6B
- Developed and managed capital budgets in excess of \$5B
- Full P&L responsibility across multiple business units (Over \$100M) within the private sector
- Established successful agreements for regional power, water utilities, waste management, and labor.
- Directed major real-estate economic developments (Gulch (Atlanta, GA), Stockyards Ph 2, Exelon HQ (Baltimore, MD))
- Lead Governmental and Business Operating Units in excess of 8000 FTE's
- Coordinate with state, regional, and local public and private partners in policy development, cooperative agreements, and resource leveraging, to promote the quality of life for residents.
- Executive leadership over strategic planning, budgeting finance, human resources, public safety (police and fire), transportation, airports, capital programs, economic development, water/waste water, and emergency management.
- Experience with financial analysis, budgeting, board presentations, public speaking, policy analysis, and implementation
- Experienced with inter-local collaboration, public and key stakeholder engagement

■ Economic Development

- Leveraged infrastructure investment to promote private development, tax generation, and job creation
- Led the development of a SMART Technology Vision focused on identifying and implementing technology to gain efficiencies, incentivize new industry relocation and enhance citizen experience
- Developed a funding strategy for the development of a 1,000 key hotel and 2,000 spaces of public parking supporting the Fort Worth Convention Center Expansion and Texas A&M - Fort Worth.
- Developed co-marketing strategies to encourage Visit Fort Worth and the EDP in coordination with the City to recruit conventions aligned with target industries
- Coordinate with FW Economic Development Partnership/Chamber/Inter-governmental and private partners
- Ongoing collaboration with Development Services on improvements in permitting development and new business start-ups
- Lead representative for continued development of the Texas A&M/South Downtown area
- Responsible for funding and execution of the Fort Worth Convention Center expansion
- Developing a process to secure a mixed-use development anchored by a major convention hotel and featuring retail, restaurants, multi-family and entertainment
- Coordinated negotiations of Phase 2 of the Stockyards Development by Heritage, including facilities and commitments for the FW Herd as well as funding for FW Stockyards, Inc.
- Executed a process for soliciting potential developers for Evans and Rosedale, resulting in 11 proposals, new developer, and projected construction to begin by Fall 2026.
- Building support team to foster the UT Arlington (Fort Worth) Walsh Ranch development and creation of a Walsh Ranch TIF
- Building interagency support for a West Side TIF supporting development between University Drive and Panther Island

WILLIAM M. JOHNSON

City Manager Candidate

Operational and Strategic Oversight

- Proven success in directing Water, Storm Water, Traffic, Transportation, Public Works, Capital Project Delivery, Police, Fire, Fleet, Waste Removal, Public/Special Events, Visitors and Tourism, and Economic Development
- Developed "Project Stat" (KPI and data-based reporting) to inform management teams and executive team, priority-based budgeting and infuse accountability for all operating divisions month to month.
- Developed Regional/Sub-regional transportation master plans, active transportation plans, economic development strategic plan, bond project prioritization plans, facility and fleet assessment and strategic plans to align strategic vision, fiscal objectives policies for accommodating future growth
- Leveraged City infrastructure lease agreements to generate \$52M annually
- Integrated technology to accelerate land surveying utilizing drones, to increase productivity through efficient routing utilizing automation, and to automatically read water meters replacing manual processes.
- Developed coordinated effort to include land use planning into infrastructure investment plans and strategies to maximize long term positive impacts on business and residential communities
- Developed an abandoned rock quarry into a 2B gallon raw water supply reservoir, while creating open space, and attracting private investments for new residential and commercial development.
- Built strong management teams through recruiting top talent, providing supportive training and challenging opportunities, and recognizing successes.
- Clearly communicated expectations, roles, responsibilities and provided a team approach to problem solving for all team members
- Developed Standard Operating Procedures for all departments to focus on and address compliance issues, legal issues, community concerns, business/financial issues, and political issues associated with everything we do before moving forward with developing options and recommendations to Council

Community and Public Safety

- Developed Emergency Strategic Plans, for Cities, Counties, and States.
- Executive advisor to the State of Florida, State of New Jersey, and multiple Cities, Counties and quasi-governmental agencies Department of Homeland Security – FEMA and related matters during crises and disasters
- Lead emergency management functions during natural disasters in Baltimore City
- Shared responsibility for police and fire departments in Atlanta Georgia
- Responsible for police functions in Fort Worth with Chief Noakes and Executive Assistant Chief Alldredge
- Successfully negotiated Meet and Confer Agreement with Police Officer's Association for \$1.9M below projected first year cost
- Promotes and lead community policing efforts to build relationships in high crime areas ahead of community crises around public safety, issues of excessive force, or allegations of community service failures.
- Utilized technology to enhance enforcement and increase public safety including flock cameras, body cameras, speed cameras, red-light cameras
- Partnered with Public Health, Non-Profits, and Economic Development to fight crime in underserved communities by providing jobs and quality health care

WILLIAM M. JOHNSON

City Manager Candidate

■ Infrastructure

- Developed and updated 5, 10, and 20-year capital plans for infrastructure including transportation, water/sewer, transit, and associated land use.
- Coordinated with regional stakeholders to leverage project funding, with State and Federal resources.
- Primary oversight of Transportation and Public Works as Commissioner in Philadelphia, Director in Baltimore, Deputy COO in Atlanta, and both Director and Assistant City Manager in Fort Worth
- Accelerated Capital Project Delivery for the 2014 and 2018 Bond Programs
- Developed and prioritized all projects for the \$650M 2022 Bond Program with emphasis on New Growth area needs as well as reconstruction in established communities
- Coordinated a team in developing and passing a 0.5% TSPLOST to complete the Beltline, expand MARTA, and establish key rail connections within the system
- Supported the extension of TEXRAIL from Central Station to the Medical District
- Coordinated the creation of a high injury network to target reductions in injuries and fatalities through data driven strategic investments.
- Coordinated execution of ballot initiative 2% HOT Tax to fund expansion of the Fort Worth Convention Center
- Annually review and update the Pay as you Go tax rate component (0.0725) for infrastructure maintenance and extension of asset life.

■ Community Investment

- Leading the redevelopment of Evans and Rosedale under new Developer with community engagement
- Leading the redevelopment of Berry and Stalcup as a catalytic investment to spur additional private investment
- Supporting the development of catalytic mixed use affordable housing for workforce and lower wage-earning families.
- Coordinated with Neighborhood Services, Parks, Libraries, and Property Management Departments to upgrade and build pools, parks, community centers, libraries, and other neighborhood amenities that add to the quality of life and community property values.
- Developed neighborhood streets reconstruction program now annually funded through the bond program for major infill street repairs, concentrated in underserved communities.

■ Responsible Growth

- Coordinating with Departments to consolidate multiple strategic plans into a City of Fort Worth Master Plan and align with Council Priorities, resource allocations, and the Vision for the City through 2050.
- Planning for next budget year with the passage of the Annual Budget
- Developing financial strategies including protection of the \$0.1475 tax rate component necessary to maintain future debt capacity and the City's overall bond rating.
- Incorporated land use, environmental impacts capacity of water, sewer, and transportation availability into investment priorities and likely return on public investments to the City and tax payers.
- Provide analyses of fiscal and legal impacts, best and highest uses, Council priority alignment and resource allocations required to accommodate annexations and other growth driven impacts.

MARIO E. LARA

October 3rd, 2024

City of Dallas
City Manager Selection Committee

Dear Selection Committee:

I am writing to express my interest in the City Manager position with the City of Dallas. With over 29 years of progressive experience in public service, I am excited about the opportunity to contribute to the vibrant community of Dallas.

My career began in the private sector as a Business Consultant with Arthur Andersen, LLP, where I developed a solid foundation in organizational dynamics. However, my true calling emerged in public service, leading me to roles across state, county, and municipal organizations. I have gained extensive knowledge in managing large, complex organizations, including overseeing departments with thousands of personnel and multi-million-dollar budgets.

Currently, as the Assistant City Manager in Sacramento, I oversee public safety and community services for a city of over 500,000 residents. One of my proudest achievements has been leading collaborative efforts across jurisdictional boundaries to significantly reduce homelessness in Sacramento. This experience has honed my ability to bring diverse parties together to address complex challenges.

I am particularly adept at launching and implementing new programs under challenging circumstances, including navigating budget development during economic downturns and public health crises. My approach is rooted in integrity and a commitment to fostering productive relationships with stakeholders, ensuring that solutions are both effective and sustainable.

I am confident that my background and experience align well with the needs of the City of Dallas. I welcome the opportunity to discuss how I can contribute to the city's future.

Thank you for considering my application. I look forward to the possibility of discussing my candidacy further.

Sincerely,

Mario E. Lara

Mario Lara

MARIO E. LARA

SUMMARY OF QUALIFICATIONS

- Dynamic leader with over 29 years of progressive managerial experience in state, county, and municipal programs, driving effective policy execution and operational excellence.
- Proven ability to analyze complex issues, implementing strategic solutions that enhance efficiency and effectiveness.
- Maintain a calm and professional demeanor while fostering productive communication with elected officials, staff, and community stakeholders.
- Exceptional oral and written communication skills, adept at engaging diverse audiences with tact and diplomacy.
- Skilled in developing and delivering impactful presentations on budgetary processes and governmental service delivery initiatives.

RELATED WORK EXPERIENCE

City of Sacramento, CA

September, 2019 – Present

Assistant City Manager – Public Safety (May, 2022 – Present)

- Provide strategic oversight for Public Safety Departments, including Police, Fire, Community Response, and Emergency Management with budgets totaling over \$496 million and more than 1,916 full time personnel.
- Collaborate with the City Manager, Executive Team, and external stakeholders to execute City Council policies efficiently and in compliance with legal standards.
- Led collaborative efforts to reduce the number of unsheltered individuals in Sacramento region by over 40%, demonstrating commitment to community welfare and effective resource management.

Director of Youth, Parks, & Community Enrichment Department (September, 2019 – May, 2022)

- Managed a \$50 million annual budget, overseeing youth development, parks, recreation, and community engagement services.
- Developed and implemented departmental goals in alignment with organizational mission and values, enhancing operational efficiency and service delivery.
- Administered budget and funding strategies, conducting fiscal analyses to secure resources and monitor expenditures.
- Successfully implemented new programs to serve vulnerable youth and seniors during the pandemic, addressing critical needs and promoting community resilience.

City of Riverside, CA

December, 2005 – September, 2019

Deputy Director of Parks, Recreation and Community Services (February 2012 – September 2019)

- Oversaw a \$25 million budget for Riverside's third-largest department, managing fiscal responsibility and operational effectiveness.
- Supervised and trained a workforce of over 200 FTEs, fostering a culture of excellence and collaboration within the department.
- Collaborated with city departments to implement policies and address community needs, enhancing public service delivery.

Principal Management Analyst, City Manager's Office (December 2005 – February 2012)

- Led the city-wide budgetary process, presenting comprehensive financial reports to the City Council and ensuring fiscal accountability.
 - Analyzed departmental operations to identify efficiencies and recommend improvements, optimizing resource allocation.
-

RELATED EXPERIENCE (CONTINUED)**County of San Bernardino, CA****May, 2001 – November, 2003****Administrative Analyst III**

- Evaluated fiscal and administrative policies for all Law and Justice Departments with a combined budget of over \$350 million.
- Developed budget instructions and supervised the budgetary process for multiple departments, providing strategic recommendations.
- Reviewed and analyzed legislation impacting county functions, ensuring compliance and cost-effective operations.

Los Angeles Superior Court, Los Angeles, CA**March, 1997 – May, 2001****Analyst and Senior Analyst**

- Participated in the preparation of the Court's annual budget exceeding \$500 million for state submission.
- Conducted complex administrative studies to evaluate program effectiveness and operational policies within the court system.
- Prepared detailed performance reports, providing recommendations for program modifications and enhancements.

Arthur Andersen LLP, Los Angeles, CA**June, 1995 – March, 1997****Business Consultant**

- Provided technical and administrative support for projects in the utilities industry, troubleshooting and recommending solutions.
- Gathered data and mapped business requirements, facilitating database design and financial report preparation.
- Developed client relationships, ensuring effective communication and project success through regular updates and collaboration.

EDUCATION

- **Masters Business Administration**, Management Concentration
California State University, San Bernardino, CA May, 2010
Honors: Highest GPA/Outstanding Graduate Award
- **Bachelors of Science, Economics & Bachelors of Business Administration**
Loyola Marymount University, Los Angeles, CA May, 1995
Honors: Magna cum Laude/Valedictorian

TRAININGS | AWARDS | MISCELLANEOUS**Trainings:**

- Executive Leadership Program, Department of Homeland Defense & Security (currently enrolled)
- Various trainings in negotiations, leadership, and management.

Awards:


- Notable awards including Outstanding Rising Administrator, Employee of the Year, and Valedictorian.

Professional Associations:

- Professional associations relevant to public administration including American Society for Public Administrators.

REFERENCES AVAILABLE UPON REQUEST

Pusthi S. Leva



October 3, 2024

Hiring Manager
City of Dallas
1500 Marilla St, Dallas, TX 75201

Dear Hiring Manager,

I am thrilled to apply for the City Manager position with the City of Dallas. With over 15 years of experience in strategic leadership, project management, and economic development, I am confident in my ability to oversee a complex municipal organization like Dallas, while driving economic growth, sustainability, and equity. My current role as Development Coordinator for Independent Nation has prepared me to manage large-scale projects, budget effectively, and build collaborative relationships across public and private sectors, all of which are vital to fostering inclusive, forward-thinking initiatives.

I have successfully guided cross-departmental teams to deliver on economic development projects that reflect inclusivity, accountability, and innovation. I bring a passion for community engagement and a proven track record of delivering results aligned with long-term strategic planning. My ability to navigate the intersection of public policy and urban planning enables me to lead Dallas into its next phase of growth and innovation.

I am eager to bring my visionary leadership and commitment to public service to the City of Dallas, and I look forward to the opportunity to contribute to the city's future success.

Sincerely,
Pusthi S. Leva

PUSTHI S. LEVA

EDUCATION

University of Michigan – Dearborn | January 2022 – August 2023

Master of Science in Finance with a concentration in Corporate Finance, completed Summer 1 2023.

- Developed a deep understanding of corporate financial strategies and analysis, which enabled the identification of lucrative investment opportunities for private equity firms and real estate ventures.

Rawls College of Business – Texas Tech University | January 2020 – May 2021

General Master of Business Administration

- Acquired a comprehensive business acumen that supported effective management and coordination of multi-million-dollar commercial real estate projects, ensuring alignment with corporate financial goals.

Austin College | August 2016 – May 2019

Bachelor of Arts in Business Administration and a Minor in Communications.

Graduated with Cum Laude honors.

- Gained essential communication and business management skills that were pivotal in streamlining project documentation, contract negotiations, and cross-functional team coordination.

EXPERIENCE

Executive Assistant, Project Manager, Development Coordinator

Amit Bijlani and Entities Assigned

April 2021- Present

Entities: Horizon Mobile Homes, LLC; Picket Fence Solutions, LLC; Blue Flamingo V, LLC; Fly Private, LLC; Bijlani Patel Fund, LLC; Sindhi Capital, LLC; Sun City Acres, LLC; The Key Tree, LLC; Three Coin Flip, LLC; EP Heritage Group, LLC

- o Assistant in Private Investments

Leveraged finance expertise to assess and identify new investment opportunities, boosting portfolio diversification.

Applied knowledge of corporate finance to streamline the installation of software profiles and establish new domains, contributing to the efficiency of operations.

Entities: Independent Nation, LLC; IN, LLC; IN Events, LLC; IN Outdoors, LLC; IN Dining, LLC; IN Emory, LLC; IN Land, LLC; IN Bond, LLC; B&B Beverage, LLC; Sunland Parking, LLC; Sunland Services, LLC; Sunland Park Convention Center, LLC; EP Heritage Group, LLC

- o Project Manager

Assisted with operational structure and development of proforma for concert and event center with multiple revenue-generating components upwards of \$12M per year.

Directed the entire lifecycle of a multi-million-dollar construction project, to manage complex financing, loan closures, and due diligence processes.

Coordinated efforts with legal teams and contractors, utilizing a strong foundation in business administration to ensure timely project completion within budget.

Return to Function, PLLC; Return to Function Management, LLC

- Operations and Billing Manager

Ensured the accuracy of insurance and billing records, applying meticulous financial analysis skills.

Supported the expansion of the practice by utilizing strong organizational skills to manage job postings and streamline the interview and hiring process.

AutoDocs, LLC

- Operations Manager

Monitored financial metrics and repair order profitability, drawing on corporate finance principles to enhance operational efficiency and profitability.

Tilt Travel, LLC

- Social Media and Marketing Coordinator

Developed and executed promotional strategies for premier travel destinations, applying communication to engage and grow the social media audience.

Finance/Accounting Controller, Corporate Fundraising Officer, Internal Loan Origination

Amit Bijlani and Entities Assigned

April 2021 – Present

Entities Assigned: Horizon Mobile Homes, LLC; Picket Fence Solutions, LLC; Blue Flamingo V, LLC; Fly Private, LLC; Bijlani Patel Fund, LLC; Sindhi Capital, LLC; Sun City Acres, LLC; The Key Tree, LLC; Three Coin Flip, LLC; Independent Nation, LLC; IN, LLC; IN Events, LLC; IN Outdoors, LLC; IN Dining, LLC; IN Emory, LLC; IN Land, LLC; IN Bond, LLC; B&B Beverage, LLC; Sunland Parking, LLC; Sunland Services, LLC; Sunland Park Convention Center, LLC; Return to Function, PLLC; Return to Function Management, LLC, AutoDocs, LLC, Tilt Travel, LLC

- Utilized financial acumen to maintain and generate accurate internal financial records and reports across multiple entities, ensuring compliance with relevant laws and regulations.
- Applied skills in corporate finance to manage and coordinate third-party bookkeepers, tax preparers, CPAs, and auditors, effectively streamlining financial operations for numerous companies including Independent Nation, LLC; IN, LLC; IN Events, LLC; IN Outdoors, LLC and others.
- Drafted and submitted loan applications, drawing on the strategic insights to develop strong fundraising relationships, exceeding partner requirements and successfully securing business-to-business loans.
- Leveraged analytical skills to evaluate applicant backgrounds for lease options, seller finance, and non-collateralized business and manufactured housing loans.

Escrow Assistant

Sierra Title Company Inc. | June 2019 – March 2021

- Provided critical clerical support during real estate transactions, drawing on organizational skills to assist escrow officers with creating correspondence, maintaining updated files, and delivering customer service on commercial and residential transactions.

Marketing Manager

Fabens Inn Motel, a subsidiary of Shivambari Inc. | July 2019 - Present

- Developed and maintained a consistent, positive online presence, utilizing communication and marketing strategies to enhance customer satisfaction and brand visibility.

Vice President of Manufacturing

PCM, Inc. | February 2019 – May 2019

- Played a critical role in executive decision-making for a simulation-based company as part of a Strategic Management course, applying leadership and analytical skills.

Student Intern

- **Douglass Distributing | January 2019 – March 2019**

Assisted in the initiation and development of various projects under the guidance of the Credit Manager, utilizing foundational business and finance knowledge.

SKILLS

Financial Leadership

Managed financial operations, including loan origination, fundraising, and compliance across multiple entities.

Business Development

Identified investment opportunities, secured loans, and built strategic fundraising relationships.

Analytical Reasoning

Evaluated financial data and investment prospects with strong analytical skills.

Public Speaking

Presented financial data to stakeholders and led investor meetings.

Interpersonal Leadership

Led cross-functional teams and managed financial professionals.

Language Proficiency

Fluent in English, Hindi, Gujarati, Punjabi, and Marathi.

Computer Skills

Proficient in Microsoft Office (Word, PowerPoint, Outlook, Excel), MacOS, and Windows.

Aaron R. Magezi, CPM



September 26, 2024

City of Dallas
Hiring Committee
Dallas, Texas

Dear Members of the Hiring Committee,

I am writing to express my strong interest in the City Manager position for the City of Dallas. With over two decades of executive experience in public administration, I bring a proven record of managing large, complex municipal operations, driving innovative solutions, and fostering inclusivity and transparency. My background across various sectors—including transportation, infrastructure, and community development—makes me uniquely qualified to lead Dallas, a city known for its vibrant diversity and growth.

In my current role as Senior Director at the Massachusetts Bay Transportation Authority (MBTA), I oversee a wide-ranging portfolio of projects aimed at addressing urgent infrastructure and operational challenges. I manage multi-billion-dollar budgets and direct cross-functional teams to ensure the successful implementation of transformative initiatives. My experience working across agencies and departments to advance strategic priorities is directly applicable to the City Manager role, where I will guide Dallas in achieving its long-term goals of sustainability, equity, and economic development.

During my tenure as Deputy Chief Administrator for El Dorado County, California, I was responsible for the day-to-day administration of the County's operations, overseeing interdepartmental projects, and managing the work of Division and Deputy Directors. I played a critical role in policy development, financial management, and intergovernmental relations, skills I am eager to bring to Dallas. I am particularly proud of my work in modernizing operational efficiencies and leading inter-agency collaborations—experiences that align well with Dallas' need for a leader who can manage its large workforce and diverse community interests.

As Division Director for the Arizona State Government, I directed strategic planning and process improvements within the Rights-of-Way, Agriculture, Minerals, and Oil and Gas Division. This role required me to spearhead complex, multi-stakeholder projects and implement Arizona's Management System (AMS) to streamline operations and improve service delivery. My efforts led to significant improvements in efficiency and interdepartmental cooperation, which would be instrumental in Dallas as the city looks to enhance its municipal operations and promote innovation.

My work with the Washington Metropolitan Area Transit Authority (WMATA) also prepared me for the scale of responsibility involved in leading a major urban center. As Senior Manager, I collaboratively managed the financial oversight of WMATA's \$3.1 billion annual budget and led process improvements that enhanced safety, reliability, and fiscal accountability across the organization. Dallas, like WMATA, is a

complex organization serving a diverse and growing population, and I am eager to bring my expertise in large-scale financial management to ensure the city's fiscal health and operational success.

In every role, I have been committed to fostering collaboration, promoting transparency, and advancing equity. As City Manager, I will fully embrace Dallas' Racial Equity Plan and ensure inclusivity and access in all city services. I have a proven track record in championing diversity, equity, and inclusion initiatives, which were key aspects of my work in Arizona, where I engaged with rural communities and advocated for policy changes to address systemic inequities.

With my Certified Public Manager (CPM) credentials from George Washington University and advanced degrees in Public Administration from Harvard University and Johns Hopkins University, I possess the academic foundation, ethical integrity, and practical expertise necessary to lead a city as dynamic as Dallas. I am excited by the opportunity to collaborate with the Mayor, City Council, and community stakeholders to ensure Dallas remains a beacon of innovation, growth, and inclusivity.

I look forward to discussing how my leadership experience and vision for Dallas align with the city's needs.

Thank you for considering my application.

Sincerely,

Aaron R. Magezi

PROFESSIONAL SUMMARY

With over 20 years of experience in Public Administration across various sectors including government, transportation, health, energy, and infrastructure, possess a distinctive skill set to navigate complex challenges and achieve results. My track record of success in program management, policy development, and stakeholder engagement has established me as a trusted leader and strategic thinker. Approach projects collaboratively, address challenges proactively, and focus on innovation and efficiency to improve processes and outcomes. A results-driven, highly collaborative, and visionary public servant. With extensive experience and expertise in public administration, making me an invaluable asset for any government or public agency.

PROFESSIONAL EXPERIENCE

Senior Director (May 2023– To Date)

Massachusetts Bay Transportation Authority | Boston, Massachusetts

Responsible for overseeing the successful implementation and close-out of corrective action plans related to the 2022 Federal Transit Agency Safety Management Inspection at MBTA. Managing a portfolio of projects, ensuring budgetary, staffing, and other project-related requirements are met, and coordinating with inter-agency teams and departments on program requirements and issues. Leading transformative change within the MBTA, using business process redesign techniques, and overseeing the Project Management Office and MBTA staff for the project portfolio. Supervising professional staff, securing commitments from all MBTA departments, preparing correspondence and reports, and making project presentations to elected officials, community groups, and other stakeholders. Collaboratively leading and managing inter- agency and internal – external teams. Executive support to MBTA's – Office of the Chief and Deputy Chief of Quality, Compliance and Oversight toward success of the Massachusetts Bay Transportation Authority (MBTA) mission to provide safe, reliable, efficient, and accessible transportation services in the Greater Boston area.

Harvard University | Kennedy School of Government (July 2022 – May 2023)

Master in Public Administration Program | Cambridge, Massachusetts

Deputy Chief Administrator (March 2021– May 2022)

El Dorado County | California, USA

Senior Advisor and Interim Deputy Chief Administrator, Under Board direction, and in accordance with County ordinances, assisted in the general administration of the County; coordinated the work of County offices, divisions, and departments, both elective and appointive, and complex functions. Led the analysis and recommendations of policies and procedures related to the departments; assisted with interdepartmental and intergovernmental programs and projects;

provided highly complex staff assistance, and duties as assigned. Participated in legislative and public hearings, advised the Board on program effectiveness. Managed (05) Division Directors and (03) Deputy Directors.

Division Director (January 2018 – March 2021)
Arizona State Government | Phoenix, Arizona

Directed and administered through both multidisciplinary and interdisciplinary managerial teams the development, implementation and overall day-to-day operations of the Rights-of-way, Agriculture, Minerals, Oil and Gas Division. Under executive guidance and direction of the Office of the Cabinet Director, and in keeping with the principles of Arizona Management System (AMS) of continuous process improvement, and its full- scale implementation within the state agency; mentored, coached, built collaborative-partnerships and relationships, encouraging agency to proactively identify problems, created the appropriate space and environment to solve them. Participated in legislative and public hearings, advised leadership on program effectiveness. Worked with consultants to review financial controls and design program risk management strategies, and department realignment. Reviewed agency agreements for economic impact and evaluated finalist candidates for internships. Identified intergovernmental initiatives impacting agency operations and recommended policy alternatives. Served as liaison to city departments and community organizations. Designee to Governors Committee for Rural Broadband Development, and member of the Cabinet Director's Executive Leadership Team (ELT). Managed (04) Section Managers and (02) Assistant Managers,

Senior Manager (June 2013 – December 2017)
Washington Metropolitan Area Transit Authority | Washington, D.C

Assisted the Director with WMATA's fiscal management. Supported the Supervision, preparation and implementation of the WMATA's \$3.1 billion annual budget and assisted regarding financial strategy and management. Provided managerial oversight for the Administration, and Public Safety departments. Managed and supported efficiency-initiatives, continuous process improvements, team roles and responsibilities in the Office of the Treasurer, and then in the Office of Management and Budget Services. Participated in collective bargaining negotiations and served as liaison to the Metropolitan Washington Council of Governments. Provided managerial oversight toward WMATA's mission to maintain and operate a safer, efficient, more reliable, and fiscally responsible public transit service for the National Capital Region. WMATA operates second largest rail transit system, sixth largest bus and largest para-transit service in the United States, serving a population of four million within a 1,500 square- mile area. Managed (02) Management Analysts and (02) Budget Analysts.

WMATA's Representative (2016 - 2017)

Metropolitan Washington Council of Governments | Washington, D.C

Cohort 15 alumnus of the Regional Executive Development Program. WMATA's 2016 representative to the Institute for Regional Excellence. This public-sector leadership development program prepares local and state government executives to deal with the challenges of providing public services and meeting the ever- changing needs of residents in a growing metropolitan area; it exposes participants to real- life issues and a national collaborative network of diverse government professionals. Increasing understanding of the special challenges and responsibilities that come with leading large, complex public-sector organizations.

Senior Financial Analyst (March 2009 – May 2013)

Baltimore Medical System | Baltimore, Maryland

Responsible for preparing and managing financial analyses and reporting was the Office of the Chief Financial Officer's lead in the development and management of the System annual operating budget. Developed reports, studies and assignments to facilitate financial and programmatic management. Assisted in developing annual strategic objectives and provided program monitoring for 07 health centers, with over \$100.0 million budget. Baltimore Medical System is the largest Federally Qualified Health Center system in the state of Maryland, is deeply committed to improving health, wellness and

the quality of life by providing safe, high quality, accessible and affordable public healthcare. Supervised (02) Financial Analysts.

Senior Cost Control Manager (May 2008 – February 2009)

Constellation Energy | Baltimore, MD

Owner's representative on Brandon Shores project located on the shores of the Patapsco River, 375- acre site 10 miles south of Baltimore, the Generating Station has two generating units with a net capacity of 1,273 MW retrofitted to meet Maryland state-required clean air standards. Project responsibilities included sub-contractor management, billing, invoice review and verification as well as cost, and work scope (change order) control during the execution phase. Managed (01) Cost Control Analyst and (01) Cost Engineer.

Senior Cost Engineer (June 2004 – May 2008)

GE, Energy | Houston, Texas

Responsible for the analysis and reporting on GE's Power Product Lines driving initiatives for Cost of Quality across assigned project portfolio. GE Distributed Power is a leading provider of engines, power equipment and services focused on power generation and gas compression at or near the point of use, with a diverse product portfolio that includes highly efficient, fuel-flexible, industrial

gas engines generating 100 kW to 10MW of power for numerous industries globally. Managed (01) Cost Engineer.

Billing Analyst (December 2001 – May 2004)

Bechtel Power | Glendale, Arizona

Responsible for billing operations of new and existing clients, planning and execution of billing projects initiatives, as well as identifying and driving billing continuous improvement process efficiencies within the Finance Department partnering and collaboration with accounting, tax and IT team to resolve both technical and client billing issues.

Product Analyst (November 1998 – November 2001)

Tosco Oil Company | Tempe, Arizona

Responsible for analysis and reporting on ConocoPhillips' Bay way Refinery operations, which processed up to 238,000 barrels of crude oil per day into gasoline and other petroleum products, ranked second largest of 12 refineries on the East Coast, and the 25th largest in the United States

EDUCATION/CERTIFICATIONS

Harvard University | John F. Kennedy School of Government

Master in Public Administration

Johns Hopkins University | Center for Advanced Governmental Studies

Master of Arts in Public Management

University of London | London School of Economics and Political Science

Bachelor of Science in Politics and International Relations

Flinn-Brown Academy | Arizona Center for Civic Leadership

Flinn-Brown Fellow

George Washington University | Center for Excellence in Public Leadership

Certified Public Manager®

Harvard University | John F. Kennedy School of Government

Certificate, Nonprofit Financial Stewardship

Certificate, Nongovernmental Organization, Legitimacy, Advocacy and Partnerships

TRAINING AND COMPETENCIES

AMS – Arizona Management System | Contracts Formation Management | Oracle Financials ERP
| SAP ERP | Microsoft Office | Primavera ERP | MS Dynamics NAV | Sales Force ERP

BOARD MEMBERSHIP

Former Member of the Board | Director

Education for Hope <http://www.educationforhope.org/>

Former Member of the Board | Advisor

Treatment and Learning Centers <http://tlc.org/>

Former Member of the Board | Director

PRS, Inc. <http://www.prsinc.>

September 21, 2024

City of Dallas
1500 Marilla St.
Dallas, TX 75201
RE: City Manager

Dear Executive Hiring Committee,

I am an experienced non-profit and public service administrator striving to devote my skills and abilities to local government management. I am dedicated to supporting my community and following two generations of family members who have worked in public service. Examples of the acumen and experiences I have acquired include a Master of Public Administration degree, I am an active member of the International City-County Managers Association on the Smart Communities Committee, I actively serve my community as a Business Analyst II for the General Hospital, previously served as a non-profit hospice & palliative senior administrator and Civil Service and Equal Employment Opportunity Commissioner.

While I understand the need, and enthusiastically look forward to learning the specific operations of the City of Dallas, I believe that I bring a skillset that will be immediately beneficial to the community. Examples of key strengths include:

- High-level professional leader reporting directly to the CEO. Accountable to implement programs, compose, evaluate, and approve policies, procedures, proposals, and plans.
- An avid and quick learner who enjoys tackling new challenges.
- Hiring excellent people and building a cohesive and productive team.
- Ensuring operational excellence through effective communications, collaboration, and process improvement.
- Managing change and uncertainty, while cultivating strategic thinking.
- Managing projects effectively (certified Project Management Professional) to achieve desired results within scope and on budget.
- Developing and managing annual operating and capital budgets of over \$20 million with a focus on cost controls and reductions.
- Contract negotiation and administration, including MOU's, payor agreements, capital projects, and grant cycle management.
- Skilled in compliance with federal, state, and local laws and regulations; anticipating future legislation and regulations.

I am committed to transparency and accountability in municipal government and dedicated to enhancing the quality of life in the community. I am a family values focused non-partisan leader who is politically astute, leads by example, raises the right questions and builds effective teams through candid dialogue and collaboration. I am always willing to go the extra mile and I am prepared to take any additional steps that would help me to better address the needs of the City of Dallas. With integrity, I am conscientious, pragmatic and I bring enthusiasm to the role. I look forward to discussing this opportunity further with you.

Sincerely,
Christina M. Mambourg MPA, PMP

CHRISTINA MARIE MAMBOURG

Motivated and growth focused public service leader highly skilled in strategic execution, including opportunities for improved fiscal viability. Substantial experience leading all aspects of corporate operations across public, private and non-profit sectors along with a solid capacity and goal to serve as City Manager.

SKILLS

Change Management | Conflict Management | Emergency Management | Entrepreneurial Operating System- Integrator | Database Governance & Compound Query Writing | Microsoft Excel- Advanced | Performance & Personnel Management | Project & Program Management Professional | Risk Management | Scrum Master | Strategic Planning

EXPERIENCE

BUSINESS ANALYST II

COUNTY OF SAN JOAQUIN, CALIFORNIA, April 2024 – Present

Leads, conducts, and participates in the collection, analysis, identification and implementation of business cycle information including; project and operational management, strategic planning and development, budget, cost and revenue projections. Supervises clerical and technical employees. Analyzes and interprets existing, new and proposed legislation for cost and program impacts, develops and prepares impact projections. Prepares, presents and educates on policy and procedural solutions, budgets, educational content and complex analytical reports.

- Increased Revenue Cycle operational efficiencies and expedited successful goal achievement by leading a series of system and macro developments, and, policy and procedural developments.
- Reconciled \$100 Million attorney services- health plan inventory account.

CIVIL SERVICE & EQUAL EMPLOYMENT OPPORTUNITY COMMISSIONER

CITY OF STOCKTON, CALIFORNIA, June 2022 – August 2024

Responsible for hearing Classified personnel appeals and, rendering decisions in an impartial and fair manner, in accordance with the city Charter, Municipal Code and Civil Service Rules and Regulations. Approved employment recruitments, the examination process and creation of eligibility lists. Adopted consent items including approval of minutes and eligibility lists. Heard Board and citizen comments, departmental reports and written informational items including, equal employment reports and class specification Amendments. Well versed in Ralph M. Brown Act.

- Public Service to my community. Eleventh largest city in California, with over 1700 Classified staff.

OPERATIONS & INFORMATION SYSTEMS MANAGER

HOSPICE OF SAN JOAQUIN, September 2018 – April 2023

Planned, organized and evaluated the work of all agency departments to ensure operations, and strategic initiatives complied with policies and direction set by the Executive and Board of Directors. Direct oversight of Facilities and I.T. departments; 6 FTEs, 1 PTE, 1PD, 120+ indirect reports, \$5 M direct budget, \$35 M net position agency, \$21 M revenue, \$18 M operational expenditures and nearly \$2 M capital expenditures budgets. Reduced Overrun Costs and performed financial and managerial analyses for the Executive Officer pertaining to operations and programs. Managed contracts and negotiated payor agreements. Served as Health Insurance Portability Accountability Act Security Officer, ensuring compliance with all state, federal, local and Joint Commission rules and regulations. Facilitated internal and external communication with stakeholders throughout all levels and backgrounds inside and outside the organization. Led, managed and held personnel accountable including; education, hiring, retention and motivation, performance reviews, performance improvement planning, promotions, demotions and terminations.

- Project Lead for \$1.5 M Community Care Center Campaign & Capital Improvement Project.
- Project Lead for Human Resources Information System migration producing average 1 hour per week time savings per 80+ field staff, reduced payroll processing time from 2 days to 1 hour, \$525,000+ cost savings year one.
- Project Lead for agency document management, enabled remote access to files and attained cost savings of \$190,000+ per annum.
- Regained 100% operational capacity from ransomware attack within 24 hours.

- Introduced development programs including; cardiac care program, transitions program, mobile device management, electronic prescriptions, comprehensive electronic continuous homecare provisions, Office 365, Zoom for internal communications and telehealth, medical consumables management and an all-agency dashboard.

DATABASE ADMINISTRATOR

HOSPICE OF SAN JOAQUIN, August 2015 – August 2018

Engaged donors and promoted charitable giving, including, grant writing. Conducted detailed research and analyses for contributions and grant funding. Reconciled with finance receivable accounts. Database governance. Capital Campaigning. Oversight of all bulk mailings, organized SMS/e-mail/mail correspondence, and, developed templates/ fillable documents, such as year-end statements, annual reports, event registration and donation pages [incorporating Search Engine Optimizations]. Federal Information Systems Modernization Act and Payment Card Industry standards compliance.

- Generated accurate reporting, met compliance and quality assurance mandates by creating a series of dashboards that expedited patient admit communications and provided a palliative patient database for auditing and tracking purposes.
- Collaborated with all departments to construct a series of Excel workbooks providing analytical functions, front-end notifications to users and yielded residual performance improvements for interagency processes.
- Reduced administrative operations downtime and expedited CEO's execution of agencies strategic plan and mission by writing Excel macro substantially.
- Ensured 600% increase in system analyses and processes improvements by chairing a CRM migration project. This included adjustments to the allocation of more than 125,000 charitable donations of over \$30 million through data governance, auditing and amending system data using commands and bulk importing.

Contract Database Administrator to Hospice of San Joaquin, Hedy Holmes Staffing Services, May 2015- August 2015.

EMPLOYMENT GAP

September 2013 – May 2015

Full time student- graduated, married, birthed child, moved across country and enrolled in master's program.

Additional Employment Experience Available Upon Request.

EDUCATION

MASTER OF PUBLIC ADMINISTRATION

UNIVERSITY OF SAN FRANCISCO, CALIFORNIA, May 2020

Phi Alpha Alpha Honor Society- Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Dr. Robert Browne Scholarship Recipient, Credits: 150.90, 3.87 GPA.

BACHELOR OF ARTS

UNIVERSITY OF AKRON, OHIO, May 2014

Major: Psychology Minor: Business Administration, Accounting Association (2012-2014), Campus Focus Member (2009- 2014), Participants in Research Volunteer (2010-2014), Make a Difference Day Volunteer (2013), Credits: 133.00.

CERTIFICATIONS

Certified Project Management Professional, 3025651 (07/07/2027) | Project Management Institute

Certified Google Analytics Individual Qualification, 31142883 (02/12/2025) | Google

ADDITIONAL INFORMATION

Member | International City-County Management Association (ICMA), 01/2022 – Present

Member | League of Women in Government, 09/2024-Present

Member | Stockton San Joaquin Lions Club International, 08/2024 – Present

Member | El Toyon Chapter, National Society Daughters of the American Revolution (NSDAR), 06/2016 – Present

Smart Communities Committee | International City-County Management Association (ICMA), 07/2024 – Present

Public Service Ethics- AB1234 | Fair Political Practices Commission, Attorney General, State of California, 8/2023

Hospice Volunteer, Children's Grief Support Facilitator | Hospice of San Joaquin, 02/2023

Dale Carnegie Leadership Development, 12/2020

Executive Board of Directors, Recording Secretary | National Society Daughters of the American Revolution, 01/2017 – 12/2018

Kandice Merrick, MPA



Hiring Manager

City of Dallas District
Dallas, TX

Dear Hiring Manager,

I am writing to express my interest in the position of City Manager with the City of Dallas District. With a strong background in economic development, procurement, and strategic planning, I am confident that my skills and experience align with the needs of your community's growing economic landscape. My career in public service, coupled with my expertise in business attraction, retention, and community revitalization, makes me a compelling candidate to support the City of Dallas's goals for sustainable growth and job creation.

In my role as a **Contracts Specialist** at Dallas Area Rapid Transit, I have successfully managed procurement for large-scale projects valued at over \$26.5M, ensuring efficient resource allocation and timely project completion. This experience has provided me with insight into the complexities of urban development and how to navigate challenges to deliver high-quality outcomes that support community growth. My work has included optimizing procurement processes to reduce cycle times and increase efficiency, a critical skill when working with fast-growing communities like Dallas.

Additionally, in my role as **Sr. Contract Manager** with Walmart Marketplace, I led procurement strategies for projects exceeding \$5 billion in value, negotiating contracts that delivered significant cost savings while fostering positive vendor relationships. My ability to negotiate favorable terms while maintaining the integrity of the projects has been instrumental in driving business attraction and expansion, resulting in job creation and long-term community benefits.

I am also deeply committed to fostering strong working relationships with various stakeholders, including developers, contractors, and local businesses. My experience has allowed me to collaborate across sectors to address community issues, such as neighborhood revitalization, small business development, and infrastructure enhancement. Furthermore, my leadership and mentoring experience, gained from supervising teams and ensuring a healthy and productive work environment, will be invaluable in helping to lead the City of Dallas's economic development efforts.

I am excited about the opportunity to bring my experience and passion for community revitalization, job creation, and strategic planning to the City of Dallas District. I am confident that my skills in economic development, financial analysis, and stakeholder collaboration will

make a meaningful contribution to your ongoing initiatives. I look forward to the opportunity to further discuss how I can support the City's vision for growth and development.

Thank you for considering my application. I look forward to the opportunity to contribute to the continued success of the City of Dallas District. Please feel free to contact me at [REDACTED] or via email at [REDACTED].

Sincerely,

Kandice Merrick, MPA

Kandice Merrick, MPA

Professional Summary

Experienced Economic Development and Procurement Strategist with a proven track record in driving economic growth, job creation, and community revitalization. Skilled in strategic planning, organizational development, and financial analysis, with a deep understanding of trends and issues in economic development. Adept at building and maintaining relationships with businesses, developers, and public stakeholders to foster business retention, expansion, and trade. A results-driven leader with exceptional communication, negotiation, and mentoring skills, committed to fostering a positive work environment and delivering impactful outcomes.

Core Competencies

- Economic Development & Community Revitalization
- Strategic Planning & Organizational Development
- Business Attraction, Retention & Expansion
- Financial Analysis & Proforma Development
- Cross-functional Leadership & Mentorship
- Stakeholder Engagement & Negotiation
- Policy Development & Implementation
- Vendor & Supplier Management
- Regulatory Compliance (FAR, DFAR, CFR)

Education

Master of Public Administration, Public Policy & Organizational Management

American Military University, Charles Town, WV | Graduated Cum Laude | 06/2020

Bachelor of Science, Public Health and Public Policy

American Military University, Charles Town, WV | Graduated Cum Laude | 11/2017

Professional Experience

Contracts Specialist

Dallas Area Rapid Transit | Hybrid | 04/2023 – Present

- Managed procurement for architectural, construction, and professional services projects valued over \$26.5M, contributing to urban development initiatives.
- Directed end-to-end contract administration, including planning, solicitation, negotiation, and closeout for critical infrastructure projects supporting community growth.
- Led efforts to enhance service delivery by optimizing procurement strategies, reducing cycle times by 20%, and improving resource allocation.

Sr. Contract Manager

Ecommerce Walmart Marketplace | Remote | 01/2019 – 03/2024

- Spearheaded procurement for large-scale construction projects, overseeing contracts exceeding \$5 billion in value and fostering economic development through business attraction and expansion.
- Negotiated contracts to deliver a 15% average cost savings, ensuring projects aligned with broader community revitalization goals.
- Developed and executed strategic plans for project delivery, maintaining a 98% on-time completion rate, supporting community infrastructure development.

Program Manager

The Providencia Group | Remote | 10/2022 – 01/2023

- Managed contracts exceeding \$15.5M, collaborating with local businesses to support retention, expansion, and trade, driving local job creation and economic development.
- Led procurement and contract compliance, ensuring the success of projects aimed at improving community services and infrastructure.

Program Manager

CDC Foundation | Remote | 09/2021 – 10/2022

- Managed procurement activities for projects exceeding \$4.2M, contributing to public health initiatives that supported community well-being and economic stability.
- Streamlined procurement processes, reducing contract processing time by 30% and aligning with community development strategies.

Operations Manager

Medasource | Austin, TX | Hybrid | 12/2020 – 09/2021

- Drove strategic changes in risk management and procurement processes, increasing operational efficiency by 25%, and supporting sustainable community growth.
- Built cross-sector partnerships to align procurement strategies with organizational and community goals, fostering collaboration for regional development projects.

Procurement Program Manager

Department of Defense (MEDCOM), U.S. Army | Fort Hood, TX | 11/2007 – 05/2020

- Led procurement for projects exceeding \$300M, aligning strategic goals with community and economic development objectives, including infrastructure growth and revitalization.
 - Developed procurement strategies that generated cost savings while improving service delivery to local communities.
 - Managed cross-functional teams to ensure effective collaboration on community-driven projects, enhancing local job creation and business development.
-

Technical Skills

- ADP, ArcGIS, Bonfire, Concur, EHR, Excel, Genesis, IMS, JIRA, Lawson, LUNA, Masterworks, Minerva, Oracle, Salesforce, SharePoint, Smartsheet, Power BI, QuickBooks, Workday, Wrike

BRADLEY MOLEN

Dear Hiring Team,

With over 20+ years of experience in Operations, Technology, and Human Resources, I have served in a variety of highly strategic roles and am excited to pursue my next opportunity as a City Manager - Dallas, Texas. My expertise lies in operations management, compliance, technology implementation, financial management, and leading teams.

I learned about the City Manager - Dallas, Texas role you have open on your team, and it caught my interest. Here are a few highlights from my career that I believe would benefit your team at Baker Tilly;

- Strategic Operations: Throughout my career, I have met and exceeded annual operating targets, driven opportunities for improvement, implemented technology innovation, and led Human Resources initiatives - which led to significant revenue growth and process improvements.
- Financial Management: I have an extensive history of leading major cross-functional initiatives with key stakeholders, including Department VPs and Board of Directors to drive financial planning activities throughout the organization.
- People Management: Throughout my career, I have truly enjoyed developing and nurturing authentic, genuine relationships. I have a passion for coaching, mentoring, and leading individuals and teams.
- Core Values: My personal and professional values strongly align with yours; it would be an honor to join your team and help preserve your culture that is inclusive and diverse, creates trust and respect, and enables people to deliver company business priorities in a responsible way.

I am excited about the opportunity to contribute to the Baker Tilly mission and vision. Please contact me at your earliest convenience to discuss my qualifications in further detail. Thank you in advance for your time, and I look forward to speaking with you.

Sincerely,

Bradley Molen

- B R A D L E Y M O L E N -

Chief Operating Officer

Strategic Planning | Process Optimization | Technology Innovation | People Leadership | ERP Integrations



Strategic and motivational leader, known for solving complex business and technology challenges while guiding cross-functional teams. Expertise in partnering with Key Executives to spearhead operations and strategic roadmaps, while designing innovative technologies to align with stakeholder strategy and metrics. Genuine influencer who thrives on enabling organizations to scale and achieve data-driven enhancements. Passion for driving change, simplifying processes, nurturing relationships, fostering sustainable growth, and leading mission-driving programs and initiatives.

CAREER HIGHLIGHTS

- **Executive Leadership:** With over two decades in technology, operations, and people leadership, known for collaborating cross-functionally to drive organizational growth and success; led strategic initiatives in mergers and acquisitions to achieve significant market expansion.
- **Strategic Planning:** Increased topline revenue by 150% in the last 10 years and decreased operating cost as a % to revenue; navigated complicated mergers & acquisitions activity which led to market expansion.
- **Organizational Design:** Developed a comprehensive people strategy while scaling processes to meet the demands of the business through growth; enhanced the competency, value, productivity, and reputation of the operations, technology, and people functions. Oversaw the transformation of each department by addressing skill gaps and evaluating and retaining top talent.

SIGNATURE QUALIFICATIONS

P&L Management
Values Driven Leadership
Operational Management

Executive Negotiation
Technology Implementation
Strategic Partnerships

Mergers & Acquisitions
Revenue & Growth Planning
Regulatory Compliance

PROFESSIONAL EXPERIENCE

Southwest Solutions Group • Lewisville, TX
Vice President of Operations, Technology & People

October 2001 – August 2024

Pioneered technology, operations, and people strategies while partnering with Sales, Account Management, Marketing, and Customer Success teams; directly managed a team of 4 Directors, including their direct reports for a total accountability of 180 team members. Served as a technical partner to Executive Leadership to map overall product/growth plans.

- **People Leadership:** Directed the professional development of direct reports to provide coaching and mentorship and foster a culture of learning. Responsible for the full cycle of the employee including all hiring, performance management, terminations, etc.
- **Process Optimization:** Engineered and executed strategies to optimize efficiency, achieve scalability, and automate critical business processes including client onboarding, data validation, and service management; led the implementation of ERP solutions to drive operational efficiency and innovation.
- **Operational Excellence:** Managed multiple locations and optimized 8 facilities, ensuring seamless operations and infrastructure management.

- **Vendor Management:** Orchestrated strategic relationships with key vendors, optimizing integration and performance; advocated for company needs to drive continuous improvement efforts and enhanced value. Collaborated with vendors to achieve cost savings and negotiate complex pricing agreements.
- **Human Resources:** Developed systems for benefits open enrollment, job cost, payroll, commissions automation, automated expense tracking, learning and development platforms, human resources management system, employee enrichment, and other systems to improve the employee experience.
- **Financial Leadership:** Managed operating cost strategies, including COGS, expense tracking, and driving substantial stock price growth of 1900% in 7 years.
- **Training & Development:** Designed and deployed comprehensive training programs to develop talent and support professional growth for individuals and teams.
- **Legal & Compliance:** Fostered a culture of ethics and compliance, ensuring that employees at all levels act in accordance with the law and company policies; consulted with legal teams to navigate complex challenges and achieve successful resolution for all parties.

Procter & Gamble • Cincinnati, OH
Systems Engineer

January 1998 – September 2001

Led team of Application Engineers, Server Engineers, and Network Operations to execute strategic initiatives related to infrastructure, software, security, and IT; oversaw 3,500 workstations at the Health Care Research Center.

ADDITIONAL EXPERIENCE

Technology Consultant • Hope Fellowship Church • January 2005 – Present

Spearheaded technology infrastructure planning for each new campus build-out in Frisco, McKinney, and Prosper for this multi-campus church (approximately 800-3000 seats per campus). Partnered with architecture firm, builder, and executive staff to design and map technology including major video broadcasting needs for these satellite campuses.

Mission Work • Kenya • 2004 – 2023

With a passion for Kenya, for the past 20+ years, led the construction of tabernacles that became central places of worship. These churches were successful in planting worship centers throughout the region of Nairobi. Opened a cyber cafe in Eastleigh, Kenya in 2008, and a second location in Garissa, Kenya in 2011; funds raised from these two cafes not only funded the feeding and scholarship program, but also gave birth to a new school and health care facility. This also opened the door for many short and long-term missionaries as a harbor of hope in this community.

EDUCATION & TECHNICAL SKILLS

- Bachelor of Arts, Technology • Kent State University
- LoveByAction • Board Member • 2008 – 2023
- Society for Human Resources Management (SHRM) Member
- Southwest Solutions Group • Prior Board Member
- Vistage Worldwide • Member
- Kenya Missions Leader

JOHN J. MURPHY

To
City of Dallas
c/o Mayor and City Council

From

[REDACTED]
[REDACTED]
[REDACTED]

Dear Mayor and City Council,

I am writing to express my interest in the City Manager position in Dallas, Texas. With over two decades of military experience and in city and county administration roles, I bring a proven track record of achieving significant financial turnarounds, driving economic development & social policy initiatives, and implementing strategic public safety measures.

In my current role as Assistant County Administrator - Public Safety at Pasco County, FL, I have been instrumental in fostering a culture of safety and compliance, overseeing diverse teams, and strategically planning and implementing public safety measures. I am committed to enhancing operations through continuous processes of improvement and innovation, showcasing my dedication to efficiency and excellence.

During my tenure as City Manager at the City of Palmdale, CA, I directed the city towards achieving its lowest crime rate in history, making it one of the safest large cities in California and the U.S. My leadership resulted in Palmdale being recognized as the most business-friendly city in Los Angeles County, and I successfully advocated for a sales tax measure during a global pandemic, raising over \$24M annually for the general fund.

I am particularly excited about the opportunity to bring my expertise in economic development, team leadership, and strategic planning to Dallas. My background in managing large budgets, negotiating transformative labor agreements, and championing diversity and inclusion aligns well with the values and goals of the City of Dallas.

Enclosed is my resume for your review. I am confident that my skills and achievements make me a strong candidate for the City Manager position. I look forward to the possibility of discussing with you how my experiences can contribute to the continued success of your team.

Thank you for considering my application. I am eager to bring my passion for public service and my leadership skills to the City of Dallas. I welcome the opportunity for an interview to discuss further how I can contribute to Dallas's future success.

Sincerely,



John J. Murphy, ICMA-CM

John J. Murphy, ICMA-CM

City Manager

Dedicated public servant and leader with over two decades of experience in city and county administration roles. Armed with strong track record of achieving significant financial turnarounds and driving economic development initiatives. Renowned for implementing strategic public safety measures, fostering culture of safety, and leading diverse teams. Leveraged leadership skills to negotiate transformative labor agreements and pioneer mental health initiatives. Proven ability to manage large budgets and direct substantial economic development projects, demonstrating fiscal discipline and operational acumen.

Areas of Expertise

- Project Management
- Team Management
- Financial Management
- Diversity & Inclusion
- Strategic Planning
- Public Safety Management
- Negotiation
- Economic Development
- Team Leadership & Collaboration

Professional Experience

Pasco County, FL 2022 — Present
Assistant County Administrator - Public Safety

Entrusted with responsibility of overseeing Pasco County's Public Safety branch, which includes direct supervision of Fire Department and Detention Center. Selected for role through nationwide search, reflecting recognized expertise and leadership abilities in public safety. Units represent approximately 1300 of the county's 4000 employees, highlighting significant scope and impact of role.

- Hired to lead and build public safety branch from scratch supporting over 1300 public safety professionals.
- Helped deliver justification of most significant fire tax increase in county history that passed 5-0.
- Cut over \$9M in unnecessary budget requests between two departments.
- Saved the county over \$650,000 in inmate healthcare contract 6-month contract extension.
- Collaborated to deliver two impactful labor agreements, one of which is industry-changing.
- Manage diverse teams, emphasizing the importance of collaboration and communication.
- Committed to enhancing operations through continuous process improvement and innovation.

City of Palmdale, CA 2018 — 2022
City Manager

Directed City of Palmdale towards achieving record for lowest crime rate in history, contributing to ranking as one of safest large cities in California and U.S. Led city to become most business-friendly city in Los Angeles County, as recognized by LAEDC. Advocated for sales tax measure during global pandemic, gaining support of 60% of residents, and raising over \$24M annually for general fund. Oversaw completion of Palmdale Enhanced Infrastructure Financing District in partnership with County of Los Angeles, facilitating \$176 million in infrastructure projects. Instrumental in attracting Amazon and Trader Joe's to Palmdale, leading to the creation of 1,500 jobs and construction of 1M sq. ft. distribution center. Led contract negotiations resulting in five-year Teamsters contract ratified 54-0.

- Implemented Community Clergy Connect program, fostering stronger community ties with LA County Sheriff's Department.
- Managed \$300 million annual operating and capital improvement budget, ensuring financial stability.

- Championed mental health initiatives, including Certificate in Applied Positive Psychology (CAPP) program for community leaders and mental health town halls.
- Initiated first Diversity, Equity, and Inclusion coordinator for entire Antelope Valley, underscoring city's commitment to inclusivity and diversity.

City of Hobbs, New Mexico
City Manager

2012 — 2018

Spearheaded fiscal discipline during economic growth, managing \$200M budget and 500 employees. Achieved consistent budget surplus, maintaining 40%-47% reserve and \$120M fund balance annually. Facilitated public/private partnerships for key projects, including \$12M golf course and \$1.5M walking trail. Boosted employee morale through policy changes, employee committees, and professional growth initiatives.

- Managed 70% reduction in monthly tax revenue during oil industry collapse without layoffs.
- Orchestrated partnerships for \$65M Center of Recreational Excellence and new elementary school.
- Converted employee health insurance to self-funded plan, saving over \$3.7M in four years.
- Increased police force by 60%, implemented hiring incentives, and secured grants for firefighter and community engagement squad additions.
- Named 2016 New Mexico City Manager of Year and led projects winning various awards, including Golf Digest "Top 10 Best New Golf Courses" for Rockwind Community Links.

Additional Experience

President/CEO, Civico Innovation Group, LLC

City Administrator/Deputy City Administrator, City of Wilkes-Barre, PA, Wilkes-Barre, PA

President/CEO, Goals Consulting LCC, Wilkes-Barre, PA

Watch Supervisor & Controller - Air Force Rescue Coordination Center, Tyndall AFB, FL

Vandenberg Air Force Base Spokesperson - Public Affairs Office, Vandenberg AFB, CA

Education

Master of Public Administration

Marywood University, Scranton, PA

Bachelor of Arts in Political Science

King's College, Wilkes-Barre, PA

Awards

ICMA's Veterans Recognition Award, 2020

Kiwanis Foundation's – Community Service Award, 2021

SALVA – Community Leadership Award, 2021

Eddy Award – City of Palmdale named LA County's Most Business-Friendly City, 2021

King's College Leo Award for dedication to community service from alumnus, 2005

Meritorious Service Medal, 2007, 2012, & 2017

Joint Service Commendation Medal, 2008

Air Force Commendation Medal, 2000, 2002 & 2003
Joint Service Achievement Medal, 2010
Air Force Achievement Medal, 1998
National Service Defense Medal, 2005
Global War on Terrorism Expeditionary Medal and GWOT Service Medal, 2008
Armed Forces Reserve Medal with 2 'M' Devices, 2010
Humanitarian Service Medal, 2010
Military Outstanding Volunteer Service Medal, 2008

Affiliations & Professional Training

Member, International City/County Management Association (ICMA), Credentialed Manager

Selected Member - ICMA Leadership Task Force, January 2014

Appointed – ICMA Performance Measurement Team, December 2015

Appointed – Veteran's Advisory Board, 2018 to Present

Vice President, New Mexico Municipal Managers Association, Elected 2014, 2015, & 2016

Executive Board Member - National Council of Public Private Partnerships (NCPPP), 2017

Founder, President & CEO, GOALS Foundation, 2001 - 2010

Senior Executive Institute (SEI) – Weldon Cooper Center for Public Service, UVA, August 2014

Harvard Kennedy School – Awarded Certificate in Public Leadership, November 2018

Harvard Kennedy School – “Emerging Leaders”, November 2018

Harvard Kennedy School – “Leadership for 21st Century”, February 2017

Harvard Kennedy School – “Senior Executives in State and Local Government”, July 2013

Graduate – ICMA Gettysburg Leadership Institute, May 2013

Completed - Dale Carnegie “Skills for Success”, September 2014

Completed - Karrass “Effective Negotiating” Seminar, February 2015

Completed – ICMA Leadership Institute and numerous ICMA courses, 2002 - Present

Hoss Parandeh

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Private 5G Product Marketing at AT&T
9/26/2024

Dear Sir/Madam,

Please consider my resume for the position of Dallas City Manager.

I am very excited to apply for this unique position which will enable me to expand my horizon beyond wireless telecommunications and ISO certifications (please see my resume for details).

I believe that you will find my “customer is king” mentality and vast knowledge of partner relationships, product marketing, ecosystem partnerships, and business development as a good match for this position.

I will be happy to discuss my qualifications and answer any questions that you might have.

Look forward to your response.

Sincerely,
Hoss Parandeh

[REDACTED]

HOSS PARANDEH

PASSIONATE ABOUT THE FUNCTIONAL, SOCIAL, AND EMOTIONAL JOBS



EXPERIENCE



Lead Product Marketing – Private 5G Edge (P5GE)

AT&T Business Mobility | Dallas, TX Sep 2019 – Present

- Focusing on bringing AT&T's P5GE components to the market in 2023: Spectrum as a Service & SIM as a Service.
- Collaborating with Global and Regional System Integrators, Hyperscalers and Independent Software Vendors to package a bundled solution sold by the GSIs.
- Exceeded target of 3 POCs with a GSI for 2023, funnel has 9 with Accenture alone.

AT&T Protect Advantage, Workforce Manager & Mobile Forms Products Owner

AT&T Business Mobility | Dallas, TX 2017 - 2019

- Won Frost & Sullivan's Best in Class award in 2018 & 2019 for AT&T Workforce Manager.
- Exceeded the target of \$450M in revenue for Protect Advantage in 2018 and 2019 by 1.5% and 2% respectively.
- Drove the strategy for product requirements, pricing, promotions, competitive analysis, marketing & sales.
- Met with global and national corporations weekly to develop & prioritize features.
- Developed and executed the channel marketing strategy and vendor management for my 3 products.

AT&T Mission Critical Push-to-Talk Product Owner

AT&T Business Mobility | Dallas, TX 2015-2017

- Brought the brand-new MC-PTT solution to market.
- Achieved subscribership of over 5M on FirstNet.
- Segments: Business, Government and First Responder.
- Collaborated with FirstNet vendor, Motorola Solutions, to onboard the MC-PTT client and server.



VP of Sales & Marketing - UL DQS

Buffalo Grove, IL | 2012-2015

- Leadership and coordination of sales and marketing functions in North America (See Accomplishments).
- Achieved record sales revenue and increased market share.
- Created and onboarded the new DQS brand after split from UL.



Director of Global Marketing – Motorola Inc.

Chicagoland, IL | 2003-2009

- Brought the ground-breaking Push-to-Talk over Cellular to market.
- Signed 44 contracts with global carriers over the first 2 years.
- Surpassed Motorola's target of 60% global PoC market share.

ACCOMPLISHMENTS

Impact



- DQS: Achieved consecutive record sales revenue and increased market share.
- Generated \$5M in new revenue and \$20M revenue from existing customers. Achieved highest sales total in organization's history by first year's end, increasing sales 20%.



Contributions

- Skilled in promoting award-winning products and developing high-performing teams.
- Recognized as Outstanding Employee & Mentor of the Year.



Recognition

- Extraordinary impact performance rating.
- Featured in Chicago Sun Times Business Cover for

PRODUCT MANAGEMENT

- Successful track record of bringing new wireless products and solutions to market and expanding the market of existing ones.
- Proficient at building ecosystems of internal and external partners.
- Skilled at breaking barriers and operating in a matrixed environment: Management by Influence.
- Intelligent to know when products have run their cycle.

EDUCATION & CERTIFICATION

- UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN — MARKETING IN A DIGITAL WORLD - 2019
- ASIA PACIFIC INTERNATIONAL UNIVERSITY — MASTER OF BUSINESS ADMINISTRATION (MBA)
- UNIVERSITY OF VICTORIA — BACHELOR OF SCIENCE (B.Sc.), COMPUTER SCIENCE
- MOTOROLA — SIX SIGMA BLACK BELT

SKILLS

- Microsoft Office suite.
- Data visualization (Power BI).
- CRMs: Salesforce, Dynamics, ACT.
- Professional photographer.
- Adobe Light Room & Photoshop.
- Trained in Public speaking and interacting with media.

PATRICK PENDLETON

I am a career Change Agent and Human Resources Executive with a focus on organizational leadership, strategic planning, analytical processing, and accountability. I have over 20 years of experience refining these qualities in myself personally and professionally life. I have 8 honorable years of experience with the US Navy, serving my country by leading, teaching, and mentoring young men and women. My 15+ years of specialized experience in Human Resources, Leadership Development, and Government Financial Budgeting with government municipalities. (Job movement was caused by US Naval changing spouse assignments to keep my family together until she retired in 2020 in Covington GA)

EXPERIENCE

2021 – TO PRESENT

HUMAN RESOURCES DIRECTOR, CITY OF ATLANTA, GA

As the City HR Director, I cover the City of Atlanta Public Safety 5000+ Civilian and Sworn employees in APD, DOC, and AFR. I perform HR research and interpret policies and laws, and review and revise classification standards, and compensation desk audits for desired outcomes.

(2021 – 2021) Human Resources Director, City of Albany, GA

(2019 – 2021) HR Manager/Director, Fulton County, GA, for the Sheriff's Office

(2017 -2018) HR Director/Administrator, City of Virginia Beach, VA, for the Department of Human Services

(2011 – 2017) Administrative Division Chief, City of Alexandria, VA, for the Department of Emergency Communications/Public safety

(2008 - 2011) Operations Administrator, state of South Carolina for the Department of Disabilities and Special Needs

EDUCATION

DECEMBER 2010

MBA AND HCM, SAINT LEO UNIVERSITY, FL

MAY 1996

BACHLORS DEGREE IN COMMUNICATION, LYNCHBURG UNIVERSITY, VA

(2020 – 2020) Mental Health First Aid Certification

(2019 – 2019) Economic Research Institute (ERI), Compensation Analyst Credential (CAC)

(2018-2018) Cornell University, Strategic Human Resources **Leadership** Management Credential

(2002-2003) Law Enforcement Specialist Certification (US Navy), Technical and Tactical, Emergency Training, Miramar College; San Diego, California 40 Credit hours

4.0 out of 4.0 GPA
(2015 – 2018) Human Resources IPMA-SCP Certification
(2016) APCO Quality Assurance and Quality Improvement and RPL Certifications
(2015) AMA Internal Investigation, Project Management, and **Data Analytics** certifications
(2014) Human Resources Generalist Certification, Atlanta GA; Human Resource Certification Institute –HRCI
2015) FEMA, NIMS 100, 200, 700, and 800 level certifications
(2016-2017) PENN State, **High Impact Supervision**, and Law Enforcement Agency Budgeting, and **Leadership and Command** Certification

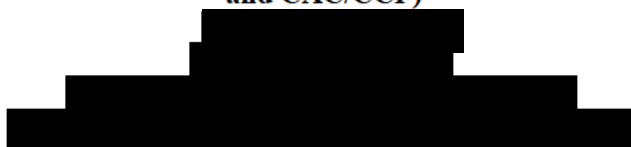
SKILLS

- Career Development/Training
- Project Management
- Business Process Improvement
- Policy Creation and Management
- Employment Law
- Budgetary Management
- Payroll and compensation processing
- Labor/Union Relations
- Diversity and Inclusion
- HR & Technical
- Operational Leadership
- File Auditing and Data Analytics
- Employee Engagement
- Talent acquisition/Onboarding

CONCLUSION

I exemplify these qualities defined above in my work ethic, which is why I believe I am the best candidate for your position. “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” (Martin Luther King) I believe this to be very true in any leadership position where one will be challenged and must manage, mentor, and inspire those beneath or above during moments of difficulty to be consistently successful. As your new employee, I will lead by example and represent you at the highest level of professionalism. I have expertise in working in Human Resources, Finance/Budgeting, Accounting, and executive and Managerial duties. I will also keep the message consistent and fair according to the agencies mission and vision, state and Federal regulations, and local laws/legislation.

**PATRICK K. PENDLETON (MBA/HCM, IPMA-SCP, RPL, Author, ICS Commander, Notary,
and CAC/CCP)**



Highlights of Qualifications and Professional Experience

- ✓ Over 20 years of Operational, Human Resources, and Project Management experience in the safety-sensitive areas of government (Federal, State, and Local)
- ✓ Federal Bureau of Investigations (FBI) Academy training (Strategic Management, Organizational Leadership, Supervisory, Case management, and Task Force Coordination)
- ✓ Mental Health First Aid Certification
- ✓ Masters in business administration with a concentration in Health Care Management
- ✓ Human Resources Strategy experience in organizational development and performance programs
- ✓ Compensation Analyst Credential (CAC)/ Certified Compensation Professional (CCP) for Compensation Planning
- ✓ Provide installation/department-level human resource advisory services to management at all levels.
- ✓ Performs program evaluation of a full range of HR programs and develops and executes improvement/enhancement plans.
- ✓ Prepares and delivers written reports, correspondence, and oral presentations.
- ✓ Human Resources Certifications by the International Public Management Association (IPMA) Senior Certified Professional (SCP) and Cornell University, Strategic Human Resources Leadership program
- ✓ Project Management experience
- ✓ Data Analytics and dashboard creation
- ✓ APCO Registered Public-Safety Leader (RPL)
- ✓ SHRM Member
- ✓ Budgetary forecasting
- ✓ Compensation market analysis
- ✓ Employee Relations training (Disciplinary and investigation processes, FMLA, ADA, HIPPA, and EEO)
- ✓ Policy and Process improvement experience
- ✓ Talent Acquisition and Recruitment processing
- ✓ Payroll and incentive pay processes and programs
- ✓ Over 18 years of Executive Leadership and Supervisory experience
- ✓ Act as a catalyst for the development and implementation of department-wide HR initiatives and policies
- ✓ FEMA ICS 100 – ICS 800 level Certifications

Core Knowledge & Skills:

Leadership Development	Policy Creation and Management	Facility Management
Materials Management	Distribution Center Management	Operational Leadership
Business Process Improvement	Project Management	HR & Technical Instruction
Strategic Planning	Vendor Management	Logistics Management
Procurement & Contracting	Inventory Management	Diversity and Inclusion
Data Analytics	Budgetary Management	Employee Engagement

Completed Education:

- (2024 – Currently enrolled) Doctorate (DSL) Program, Liberty University, Lynchburg Virginia
- (2023 - 2024) Federal Bureau of Investigations (FBI) Academy training (Strategic Management, Organizational Leadership, Supervisory, Case management, and Task Force Coordination)
- (2024 - 2024) Organization Wellness for Law Enforcement Certification
- (2019 – 2019) Economic Research Institute (ERI), Compensation Analyst Credential (CAC)/Compensation Certified Professional (CCP)
- (2018- 2018) Cornell University, Strategic Human Resources Leadership Management Credential
- (2009- 2010) MBA/HCM, Saint Leo University, Saint Leo, Florida; 3.5 out of 4.0 GPA; 42 Credit Hours
- (1992-1996) BA, Communication Studies, Lynchburg University, Lynchburg, Virginia; 124 Credit Hours
- (2002-2003) Law Enforcement Specialist Certification (US Navy), Technical and Tactical, Emergency Training, Miramar College; San Diego, California 40 Credit hours; 4.0 out of 4.0 GPA
- (2015 – 2018) Human Resources IPMA-SCP Certification
- (2016) APCO Quality Assurance and Quality Improvement and RPL Certifications
- (2015) AMA Internal Investigation, Project Management, and Data Analytics certifications
- (2014) Human Resources Generalist Certification, Atlanta, GA; Human Resource Certification Institute –HRCI
- (2015) FEMA, NIMS 100, 200, 700, and 800 level certifications
- (2016-2017) PENN State, High Impact Supervision, and Law Enforcement Agency Budgeting, and Public Safety Leadership and Command Certifications

Computers Expertise:

Knowledge of ERP Financial Systems such as SAP, Oracle, People Soft, etc., Share Point, Munis Accounting/budget, NEOGOV, Legistar, and SCEIS/Kronos payroll systems, TALEO, Adobe design software and proficiency in Microsoft applications; Excel Spreadsheets, Word and PowerPoint presentations, also skilled in all forms of communication software; email, web chat, text and teleconferencing, Map Infor Analyst/DISC, and Power BI

Professional Experience:**City of Atlanta Human Resources Director****City of Atlanta, GA,****October 2021 - *Present*****Supervisor, Deputy Commissioner,** [REDACTED]

As the city director, I cover the City of Atlanta's public safety, with 5000+ civilian and sworn employees in APD, DOC, and AFR. I perform HR research, interpret policies and laws, review and revise classification standards, and desk audits for desired outcomes. Directs all HR operations for three public safety agencies (Fire, Police, and Corrections) under the direction and guidance of the assigned chiefs. I perform work of substantial difficulty, ensuring the quality of all processes and programs, legal compliance with all statutory regulations and city policies, and work that may involve matters of a sensitive or political nature. I utilize local and regional municipality partnerships to aid in recruitment, administrative request support, and developing HR programs and processes that deliver high-quality services to our community. As the Human Resources Director, I plan for the long-term talent needs of my HR unit by identifying areas of low performance, coaching, and mentoring employees to increase their

capacity. Managing personnel file audits and open records requests, FMLA and ADA mediation meetings, and Grievance and Complaint investigations. As the Public Safety HR Director of all human resources functions, I implement new DHR policies and objectives and train according to all applicable laws, regulations, and administrative rulings for organizational development. I recommend personnel budget management strategies and personnel project timelines to avoid delays or expectation failures. As a Certified Compensation Professional (CCP), I have created compensation study packages that have rewarded the Public Safety COA employees, which has adversely decreased turnover rates and increased retention rates—performing desk audits for reclassifications packages as requested. Providing advice and support on succession planning and implementation of the programs to aid Public Safety departments with agency needs during their current reorganizational processes. Interpret and disseminate COA policies and regulations to address employee relations issues in training forums. As a Registered Public-Safety Leader (RPL), which helps me better understand and manage Public Safety organizational changes, create effective and efficient ways to communicate, and build a connection and consensus with employees. I consult with the HR department, COA Unions, and City legal staff on various COA personnel matters to provide technical advice, Civil Service Board Hearings, consultation, and assistance resolving conflict. I provide consistent employee relations presence to all assigned agencies at roll-call visits to listen to concerns and provide City DHR information and policy clarity. Also, I am a resource to all my assigned public safety agencies on employee rights and employment laws (FMLA, ADA, FLSA, EEO, etc.). I have also written and published an HR leadership book for my staff better to understand my anchor points to a successful HR unit since I have been with COA. (Perform all duties as requested as an HR professional) My analytical data process helps me focus on employee engagement, retention & performance management in low-performing areas and coordinate targeted succession planning and coaching to increase retention and lower turnover.

City of Albany Human Resources Director

City of Albany, GA,

March 2021 – October 2021

Supervisor, City Manager, Sharon Subadan, [REDACTED]

As the City Director, I cover EEO, Recruitment, Pension, Payroll, Benefits, and Training city-wide. I perform research, interpret policies and laws, and apply various classification standards to outdated descriptions and desk audits for desired outcomes. I manage the budget and project timelines to avoid unjustifiable costs. As a certified compensation Analyst (CAC), I can understand and create compensation packages that reward the most valuable and productive employees to decrease turnover and increase retention, desk audits, and reclassification packages. I also have expertise in succession planning and implementing programs that fit a department, organization, and agency's needs. These HR programs help me facilitate talent management processes and coach client groups on how to evaluate, motivate, and effectively lead talent. I also gather data and audit pension retirement and recruitment files, procedures, and policies/processes to avoid real jeopardy. I have designed and directed human resources projects and prepared assigned departmental staffing budgets. I have developed and implemented activities related to staff development and discipline. Interprets and disseminates personnel-related information and regulations. Being a Registered public safety leader (RPL) helps me understand and manage organizational change, create effective and efficient ways to communicate, build a connection and consensus with workers, and enhance team performance to better consult and negotiate labor issues. I also consult with department and city legal staff on various personnel matters to provide technical advice, consultation, and assistance to the executive team members on personnel matters and issues.

Fulton County Sheriff's Office Human Resources Manager

Fulton County, GA

January 2019 – March 2021

Supervisor, Fulton County Sheriff-Elect

As the HR Director/Manager, I provide overall administration of departmental human resources functions that include but are not limited to investigations, background checks, recruiting, personnel transactions, payroll preparation, new employee orientation, training and certifications, employee relations, and

accreditation for 1100 employees. Responsibilities include staffing 24 hour/7 days a week operation for the Fulton County Jail, staffing security personnel for the various Fulton County courts and the Justice Center Complex, overseeing training functions in-house and at the Fulton County Public Training Center, designing and directing human resources projects, preparing departmental staffing budgets, and managing human resources and administrative support staff as assigned. Design and direct human resources projects and prepare assigned departmental staffing budget. Develops and implements activities related to staff development and discipline. Interprets and disseminates personnel-related information and regulations. I also consult with department and County legal staff on various personnel matters to provide technical advice, consultation, and assistance to the Sheriff and Division Chiefs on personnel matters and issues. Directs all agency HR operations under the direction and guidance of the Sheriff. I perform work of substantial difficulty, ensuring the quality of all processes and programs, legal compliance with all statutory regulations and county policies, and work that may involve matters of a sensitive or political nature.

**Operations Manager/HR Manager for Right at Home
Covington GA Right at Home**

October 2018 – January 2019

I was brought into the organization to establish structure: As the temporary Operations Manager, I coordinated, managed, and monitored the workings of various divisions in the organization. Manage customer support. Planned and supported sales and marketing activities. Reviewed financial statements and data. Utilized financial data to improve profitability. Prepared and controlled operational budgets and inventory. Planned effective strategies for the economic well-being of the company. Improved processes and policies in support of organizational goals. Formulated and implemented divisional and managerial policies and procedures to maximize output. Monitored adherence to rules, regulations, and procedures. Planned the use of human resources. Organized recruitment and placement of required staff. Established organizational structures. Delegated tasks and accountabilities. Established work schedules. Supervised staff. Monitored and evaluated performance. Coordinated and monitored the work of various divisions involved in the production, warehousing, pricing, and distribution of goods. Monitored performance and implemented improvements. I have ensured the quality of services. I have researched, interpreted, and applied various classification standards with published criteria for administrative, management, and professional positions, including desk audits. I managed the quality and quantity of employee productivity. I managed the maintenance of equipment and machinery. I provided technical support where necessary. Monitored, managed, and improved the efficiency of support services such as IT, HR, Accounts, and Finance and facilitated coordination and communication between support functions. Liaison with top management. Assisted in the development of strategic plans for operational activity. Implemented and managed operational plans.

Human Services HR Director/Administrator

City of Virginia Beach Human Services

August 2017 – October 2018

Supervisor Director of Human Services Danette Smith Contact [REDACTED]

As the HR Director, I have directed a full range of comprehensive/innovative Human Resources (HR) programs supporting over 1500 employees. I supervise 16 employees on three HR teams (Employee Relations, Recruitment, and HRIS). I direct a full range of human capital management programs, including organizational design, position management, recruitment and staffing, performance management, employee and labor relations, classification, compensation, and benefits, and integrate human capital resource planning, management, and utilization with other phases of planning and analysis to meet mission requirements. I ensure that tools are in place for assessing individual and organizational performances. I evaluate and make recommendations concerning overall plans and proposals for highly complex, controversial, or sensitive agency HR projects impacting the accomplishment of strategic directives. I plan, coordinate, and direct the various aspects of comprehensive human resources programs, including recruitment, staffing, and operating pay matters; classification and position management; employee relations and labor relations; employee benefits & work life; performance management;

training and development; Human Resources Information Technology (HRIT), and personnel action processing. I have ensured that the right people with the right skills are in the right place at the right time through the practical application of HR programs including, but not limited to, classification and compensation, staffing and recruiting, test development, employee relations, training and development, equal employment opportunity, occupational health, occupational safety, benefits, official personnel records management, and member communications. I have used feedback and input from throughout the organization and provided recommendations to the City Manager's Office on HR program/policy innovations, changes, and enhancements. I also lead organizational initiatives and assignments to support and address common HR issues that serve the needs of our teams and committees, and I partner with various departments and agencies for more efficient and effective results. I work with the budget in dealing with compensation issues of compression and develop information on new initiatives and programs, creating communication mechanisms.

Division Chief

City of Alexandria's (E911), Alexandria VA

August 2011 – August 2017

Supervisor Public Safety Deputy Director, Joseph Barasoain Contact [REDACTED]

As a division chief for the City of Alexandria, I have to multi-task between human resources and budget-related duties, including (VEC) unemployment hearings and recruitment policy changes, as well as reporting vacancies and budget expenditure reports to the city. Plan, coordinated, and directed the various aspects of comprehensive human resources programs, including recruitment, staffing, and operating pay matters; classification and position management; employee relations and labor relations; employee benefits & work life; performance management; training and development; Human Resources Information Technology (HRIT), and personnel action processing. Evaluate and make recommendations concerning overall plans and proposals for highly complex, controversial, or sensitive agency HR projects impacting the accomplishment of strategic directives. I am also in charge of the preparation of requisition packages, POs, and RFPs and all procurement processes; interviewing of applicants; employee performance evaluations; administration of the Family and Medical Leave Act (FMLA); preparation and maintenance of complex human resources records that must comply with various City, State, and Federal laws as well as licensing and accreditation regulations. I train others in structured interviewing techniques and assure compliance with City, State, and Federal rules and regulations about equal employment opportunity (EEO) and disability accommodation (ADA). I provide advice, guidance, and direction to Department managers on employee performance issues, including disciplinary actions, in coordination with the City's Human Resources Department and the City Attorney. I also direct the Department's payroll, leave, and attendance record-keeping and processing functions. These include substantial budget preparation and oversight, payroll administration, accounting to include tracking of Special Revenue incomes, departmental expenditures, purchasing, oversight of information systems, and routine personnel administration functions. Tasks include comparing and developing revenue projections to expenditures, creating a structured plan to implement spending based on revenue, overseeing payroll activities, preparing budget information, and providing tracking and supervision for information technology functions. I coordinate performance analysis and statistical data for meetings and performance measures in creating SOPs and Directives based on the statistical data calculated. Then, I track the impact of the increase or decrease in human resources issues and fiscal expenditures on the department. As the CMS Webmaster, I have set up the DEC Website as a Human Resources recruiting tool to inform future candidates. I have also updated and maintained the site to include recruitment procedures, pictures, announcements about our New Department, and information from our director. Research, interpret, develop, and advocate policies, programs, and performance management initiatives. Coordinate and consult with directors, senior staff, and unions to ensure effective optimization of performance and productivity of their workforce. Establish and maintain effective relationships with and gain the

cooperation of supervisors, managers, and co-workers on complex, controversial, or sensitive issues. Develop information on new initiatives and programs, creating communication mechanisms.

Administration Officer (AOD)

South Carolina Department of Disabilities and Special Needs.

January 2008 – August 2011

Supervisory, Director of Staff Development Rufus Britt contact [REDACTED]

My job title is Administrator and Safety Officer during the week and Facility Director on the weekend for the Department of Disabilities and Special Needs at Coastal Center, SC. My most significant achievements are increasing personal safety by teaching PCM techniques and tools and writing and coordinating new State/Departmental Standard Operation Procedures (SOPs) that have reduced workers' compensation (injuries at work) by 70%. I also maintained the Budget for Training personnel on campus. I also aided with client behaviors, staff coverages, and investigation paperwork for the entire Coastal Center, which has increased the response time and turnover of all abuse cases. I also trained employees to use radio communication for emergencies efficiently. I oversaw 12 units/cottages with over 100 staff members, nurses per shift, and roughly 171 patients/clients. I oversaw campus security and scheduling for the Human Service Assistant (HSA) staff. I also provided Professional Crisis Management (PCM) and Fire Safety training as the lead Instructor for 516 staff members, classes of 150-200 students on an annual basis in helping redirect intense client behavioral outbursts and maintain a safe environment for a strong relationship between parents, staff, and clients. This PCM training certification ensures that the center complies with all policies, procedures, and state and federal regulations, including OSHA, CMS, AAMI, HIPPA, QMRP, and the SCEIS payroll system. The state has also multi-tasked me with the census to track all patients and their care daily. I was also coordinating program coverages, incident reports, and investigations on patient abuse or staff abuse. I oversaw keeping the environment calm and controlled by reviewing fire drills and evacuation safety protocols and developing ideas for redirecting behaviors, making this facility one of the safest in SC.

Operation Specialist/Master at Arms

United States Navy- Stateside and Overseas.

August 1999 – October 2007

Navy/Military Police Officer (Top Secret Clearance - TSC) Supervisory (MAC) Senior Chief Marty Campbell Contact [REDACTED]

I wrote, coordinated, followed, and taught new Naval/Federal Standard Operation Procedures (SOPs) for new naval soldiers. Also as a Law Enforcement Specialist and Navy Command high stress and crisis Instructor/Mentor for 150-200 soldiers for monthly training, which was about 1800-2400 soldiers a year on duties that included deployment issues, Identifying multiple high-risk areas, and job training on Task Force Command Satellites in the P3 Aircraft community, analyzing secret messages, information system technician and operation specialist for Anti-Submarine force, Control of Operations in the Arabian Gulf, Japan, Korea and Hawaii. I was the Command Duty Officer and Lead Force Protection Instructor of an Anti-Terrorism Unit in UAE, Bahrain, and I Conducted Training in a high-tempo Anti-Terrorism/Force Protection area of Operations with Classes of 100-200 soldiers monthly. With RE-RI status, I can state with 100% accuracy that all my missions sustained 0% casualties with 100% success, as stated on my DD214. I was a Harbor Patrol Coxswain, Chemical, Biological, and Radiological (CBR), and Visit, Boarding, Search, and Seizure (VBSS) Instructor for 1000s of soldiers in Hawaii, UAE, and Bahrain monthly with classes of 50-100 soldiers. I was a Command-and-Control Officer in the Tactical Operations and Intelligence Briefing training/coordination in Japan, Korea, Bahrain, UAE, California, and Hawaii. I was also certified in Global Command Control System-Maritime (GCCS-M), Radar

Coordination for coalition/ U.S. forces, Supervised over \$ 100 million in military assets, and AFL (Japan)
Semi-Pro Football TE and WR Coach.

References: Will be furnished on request.

GILBERT T. PERALES

October 10, 2024

Mayor Eric Johnson
City Council Members

Dallas City Council,

I am attaching my resume for the position of City Manager for the City of Dallas. As an experienced leader and longtime executive, I am confident I can introduce a new level of leadership and a renewed commitment to public service that will benefit the community, both residential and commercial, as well as the organization.

I have extensive experience working in leadership positions with different organizations, including public safety, technology, cybersecurity, higher education and training, employee and citizen healthcare, benefits, as well as retail. I have organized and managed complex projects, overseen day-to-day operations, and developed comprehensive strategies to promote continuous process improvements and efficiencies. I have an innate ability to develop and maintain relationships with colleagues, clients, and stakeholders, as well as to motivate and lead teams to success.

In my last role as City Administrator, I successfully partnered with the City Council and staff to develop and execute a strategy to address a \$1million deficit that resulted in a substantial reduction in expenditures, \$500K, without impacting services or employee benefits. We also improved processes, tracked performance metrics, and developed new performance goals impacting products/services for a retail partner to address another \$500K challenge.

In addition to my professional credentials, I attained a Bachelor's degree in Political Science and a Master's Degree in Public Administration. I also sit on the Board of Directors for an Investment firm dedicating its services to public sector employees and am a member of the National Association of Corporate Directors.

As the highest-ranking Hispanic employee hired by the City of Dallas in 1985, I am excited about the opportunity to use my skills, experience, and leadership to help guide your organization to new heights. My passion for the City of Dallas has never waned and my commitment to the profession still burns bright. I am confident that these traits coupled with my enthusiasm for the job will benefit the organization and the community exponentially.

Looking forward to hearing from you.

Respectfully,

Gilbert T. Perales

Gilbert Perales

GILBERT T. PERALES

Values Driven • Team Builder • Fiscally Conservative

Accomplished Executive with over 47 years of experience in both large and small communities. Results-oriented, decisive leader with proven success in developing strong teams working together to develop strategies aligned with council priorities. A proven track record of developing passionate public servants, with compassion as their core value, focused on improving the quality of life of our citizens.

Professional Experience

City of Balcones Heights • City Administrator

September 2022 – September 2024

In September 2022, I was hired to serve as Interim City Administrator for a period of 3 months while they found a permanent replacement. At Council's request, I agreed to several extensions as we developed strategies to address a \$1 million deficit, significant for a community with a \$7 million budget. The community lost \$450,000 in revenue when the State eliminated the Photo-Enforcement Program (Red Light Camera). With elimination of a warrant program contract (replaced by existing collections consultant), the program's coordinator, redesigning employee health benefits program, and eliminating a janitorial contract we were able to reduce our expenditures equal to the loss of revenues. These strategies had no impact on either service delivery or employee benefits.

City of Leon Valley, Texas • City Manager

July 2021 – January 2022

After retirement from the City of Arlington, I joined the City of Leon Valley, which is in the midst of several years of controversy spurred by both internal and external influences. With a commitment from City Council, I accepted the position of City Manager in hopes of helping the organization heal from all the dissension. With aspirations of helping the community recover from the strains caused by both the controversies and the pandemic we set out to change the culture of the organization and rebuild the trust with our elected officials. Sadly, while staff changed course and accepted the challenge, City Council saw fit to continue the status quo.

Despite this, the organization was functioning at a high level of efficiency. In the 6 months I was City Manager, we managed to improve processes in our service delivery and addressed several long-standing issues of concern. My departure stems from Council's aversion to fulfil its commitment and move forward with reversing their behavior.

GILBERT T. PERALES

City of Arlington, Texas • Deputy City Manager

January 2007 - May 2021

Neighborhood Services Departments (Jan 2007 - Oct 2009 and Oct 2017 – May 2021)

Our Neighborhood Services Team is comprised of the Police, Fire, Library, Parks and Recreation, Code and Animal Services and HandiTran Departments. Key responsibilities included implementation of Council priorities and initiatives aimed at developing safe, strong and attractive neighborhoods. Recognizing that local government is but a single resource, success was achieved because of our Neighborhood Services Team's acceptance to working together, and, just as important, partnering with school districts, non-profit organizations, faith-based organizations and other governmental jurisdictions to enhance available resources and further Council's priorities.

Key Achievements:

- Development of a "Code Ranger" program engaging citizens to join our code compliance efforts
- Partnered with our school districts to create neighborhood libraries to address literacy concerns
- Creation of a mobile recreation center to bring parks into underserved neighborhoods
- Re-engineered Animal Services and Code Enforcement positions to create Code Compliance Officer positions to increase available resources and improve service delivery in both divisions
- Built a Neighborhood Services Team capable of working as "one," horizontally, to achieve Council's priorities
- Increased capacity for transportation services with improved technology
- City Manager lead in Meet & Confer initiative and Civil Service transition for Fire Department

Strategic Support (Oct 2009 – Oct 2017)

The City of Arlington is a full-service city that operates under the council-manager form of government. In my capacity, I worked with our Strategic Support Team made up of Municipal Court, Information Technology, Workforce Services, HandiTran, Finance and Budget departments. In February 2013, added Water Utilities to my portfolio. During my tenure we have improved our city-wide partnering efforts; we have demonstrated an abiding commitment to fiscal responsibility and transparency; demonstrated a strong support for municipal operations innovations and creativity; demonstrated a willingness to undertake bold initiatives; and initiated a strong focus on professional leadership, mentoring and training.

Key Achievements:

- New Municipal Court software has resulted in improved efficiencies and increased revenues.
- Assisted with the development of a business continuity plan to address economic challenges.
- Assisted in re-engineering staff's role with the City Council's Fiscal Committee.
- Redesign of Health Benefits Plan resulted in a 30% decrease in City's OPEB liabilities.
- Instrumental in enhancing City Council Budget Process to provide improved transparency.
- Instrumental in the creation of the employee Ambassador Group.
- Served as Interim Director for both Information Technology and Work Force Services.

GILBERT T. PERALES

- Process improvements within Water Utilities have resulted in significant savings reflected in water rates.
- Water Department operational improvements resulted in monetization of access capacity
- Process improvements in Handitran have resulted in a 200% increase in ridership.

City of Irving, Texas • Assistant City Manager

April 2001 - January 2007

Public Safety and Community Services Departments

In my capacity, worked with the Police, Fire, Municipal Courts, Library, Parks and Recreation, Community Affairs and Human Resources Departments. As a “first ring” suburb community, our efforts were aimed at maintaining strong, vibrant neighborhoods. Two major initiatives - a strong redevelopment and infill program coupled with the development and implementation of an aggressive multi-family public safety initiative - were instrumental in improving areas of concern.

Key Achievements:

- Developed a “Crime Free Multi-Family Housing” program designed to make these dwellings safe and secure
- Partnered with North Lake Junior College to construct a City/College Library on the college campus
- Developed a state of the art Multi-generational facility complete with indoor aquatics
- Re-development of the old Senior center into a Teen center aimed at reducing youth related incidents
- Adopted the “one-square mile” philosophy to address neighborhood issues one square mile at a time

City of Dallas, Texas

October 1985 - March 2001

Farmer’s Market Administrator (Jun 1999 - Mar 2001)

Managed the day-to-day operations of the Dallas Farmer’s Market. Provided economic development opportunities to small businesses, e.g., supply stores, retail/wholesale fruit and vegetable vendors, antique and unfinished furniture vendors, and food vendors.

Key Achievements:

- Developed lease agreements for satellite facilities and properties that had been vacant for over 10 years
- Developed lease agreement for wholesale vendor who provided goods and services to the farmers
- Developed lease agreement for the first-ever food concessionaire on the premises
- Developed special events programs, taking advantage of multi-purpose room and commercial kitchen

GILBERT T. PERALES

Assistant Director/Administration – Convention & Event Services (Jan 1987 - May 1999)

Provided leadership for the Administrative Division of the Department of Convention and Event Services which consisted of the Convention Center, Reunion Arena, WRR-FM Radio Station, Farmers Market and the Cultural Affairs divisions. Coordinated the development of the department's annual budget, helped develop monthly financial reports, performed all human resource activities, administered the Convention and Visitor's Bureau contract, and acted as liaison with the City Manager's Office.

Key Achievements:

- Developed and implemented departmental internal controls
- Played a key role in planning for two expansions of the Dallas Convention Center

Assistant to the City Manager (Oct 1985 - Dec 1986)

Responsibilities included establishing and maintaining effective working relationships with department directors, city council, other public officials, business and community leaders, and the general public.

Key Achievements:

- Coordinated the City's Legislative Agenda; tracked, analyzed and monitored all legislative activity
- Coordinated the redesign of the City's Health Benefits Program
- Coordinated the Nationally renowned Management Assistant Program

City of Carrizo Springs, Texas • City Manager

Aug 1980 - Oct 1985

The City of Carrizo Springs is a full-service city that operates under the council-manager form of government. City Council consisted of the Mayor and four council members, elected at-large. The organization had 11 operating departments and 59 FTEs.

Key Achievements:

- City awarded \$500K grant to improve water distribution system – included erecting a new water tower to address serious water pressure concerns, drilling a new water well and installation of a dedicated water line to the new water tower
- City awarded \$600K "emergency" grant to renovate the gas distribution system – the city's natural gas system was experiencing 40% loss due to age and deferred maintenance, RRC had issued warning of potential shutdown

GILBERT T. PERALES

- City awarded \$500K economic development grant – the decline of the oil industry resulted in the closing of our two major employers (Tesoro Petroleum and Halliburton); this grant provided seed funding for two projects: a new grocery store and a new motel.
- Instrumental in “re-engineering” wastewater treatment plant resulting in approximately \$200K savings annually
- Water and Gas system construction projects resulted in renovation of approximately 20 miles of streets and upgrade of city equipment
- Joined TMRS – city purchased every employee’s prior years of service allowing several long-tenured employees the opportunity to retire with full benefits

USA Delivery, Inc. • Financial Consultant

Apr 1980 - Aug 1980

A Houston-based courier service providing local and statewide, same-day delivery services. Developed and maintained an internal control system in accordance with generally accepted accounting principles. Responsibilities included oversight of all financial/accounting activities, including consolidation of billing, accounts payable, payroll, cash management, budgeting, forecasting and preparation of financial statements.

City of San Antonio, Texas

Dec 1978 - Mar 1980

Economic Development – Grants Specialist

Responsible for performing operational and management audits of organizations receiving funding from the City’s CDBG programs.

Assistant to the City Manager

Appointed by the city manager to assist with the planning, direction and coordination of departmental projects that had citywide impacts. Represented the city manager’s office as liaison during the investigative phase of the city’s sanitation employee stoppage.

City of Lytle, Texas

September 1978 – December 1978

Assistant to the Mayor

Appointed by the Mayor to perform administrative duties, including applying for grants to construct a new overhead, water storage tank and upgrading the city’s water distribution system. Provided office supervision in the absence of the

GILBERT T. PERALES

Education and Credentials

Master of Public Administration – 1979 • St. Mary's University • San Antonio, Texas

Bachelor of Arts – 1976 • St. Mary's University • San Antonio, Texas

Professional Associations

- **International City/County Management Association**
- **Texas City Management Association**
- **North Texas City Management Association**
- **International Hispanic Network**
- **Vantage Trust Corporation – Board Director**
- **National Association of Corporate Directors (NACD)**

Experienced Local Government Management Executive

I am a leader who is passionate about bringing people, information, and technology together to solve problems, improve outcomes, and inspire excellence. My background includes a unique and effective combination of public service, nonprofit and local government management experience in a variety of fields working with elected officials, city managers, mayors and senior staff. My experience includes budget development, revenue forecasts, financial stewardship of pension & benefit administration, long term financial planning, leading process improvement initiatives, directing the operation of comprehensive Finance Department in a full-service city, oversight of performance measurement program, and intergovernmental relations.

- Budget, Accounting & Internal Control
- Treasury & Investment
- Local Government Strategic Planning
- Inter-governmental Relations
- Public Information & Engagement
- Capital Improvement Programs
- Information Technology & Innovation
- Labor Relations
- Innovation & ERP Implementation
- Public Works & Utilities
- Sustainability
- Economic Development
- Organizational Assessment
- Performance Management

Awards:

- ELGL Top 100 Local Government Influencer
- The Los Angeles Business Journal 2022 CFO Award Finalist —*Los Angeles, CA*
- The Los Angeles Times 2021 CFO & CEO Leadership Award —*Los Angeles, CA*
- The City Manager's 2017 Innovation Award —*Bellevue, WA*
- The Best Educator of the year, 2006 —*Las Cruces, NM*

President of Finance

League of California Cities | Los Angeles, CA

2021- Present

Represents the Department on the League's Board of Directors and works in conjunction with the other members of the Executive Committee to support the priorities of the California cities and overseeing the Mayors and Council Members goals. Assisting and providing high-quality service to cities and their citizens

Deputy City Manager

City of Carson | Carson, CA

2022 - Present

- Reports directly to the City Manager and manages the Sustainability, Innovation and Performance Management Department.
- Oversees the following departments:
 - Finance Department
 - Information Technology & Security Department
 - Public Information Office
 - Innovation, Sustainability, and Performance Management Office
- Serves as the City's Chief Financial & Innovation Officer responsible for the financial development and management of the City's operating budget, Capital Improvement and Infrastructure Program, financial and fiscal programs, and on-going enhancement of the City's revenues.
- Works closely with the City Manager and Executive Management Team to monitor the organizational structure, staffing, service levels, and administrative systems required to accomplish the goals and vision of the City Manager and the City Council effectively and efficiently.

Tarik Rahmani

Finance Director

City of Carson | Carson, CA

2019 - Present

- Serves as the City's Chief Financial Strategist and responsible for the financial development and management of the City's operating budget, Capital Improvement and Infrastructure Program, financial and fiscal programs, and on-going enhancement of the City's revenues.
- Reports directly to the City Manager and manages a department of approximately 38 full-time and 10 part-time employees which includes Revenue, Financial Accounting, Purchasing and Budget divisions.
- Works closely with the City Manager and Executive Management Team to monitor the organizational structure, staffing, service levels, and administrative systems required to accomplish the goals and objectives of the City Manager and the City Council effectively and efficiently.
- Responsible for all strategic and tactical matters related to budget management, cost benefit analysis, forecasting needs, and securing of new funding.
- Leads the technical and managerial competency in accounting, internal control, auditing, budget, forecasting, financial analysis, planning, debt issuance and management, risk analysis, allocation of resources and service levels to meet residents and business community.
- Oversees the operation of Finance division functions, activities and programs, sets objectives and manages the performance of subordinate staff engaged in defined activities.

Executive Finance Officer

The eCityGov Alliance | Bellevue, WA

2014 - 2019

- The eCityGov Alliance is a government agency that was formed by nine Washington State cities and over 20 public agencies located in the Puget Sound (Seattle area) as an inter-local governmental partnership with a mission of providing convenient and consistent online services to the public.
- Ensures that eCityGov Alliance Programs, from proposal development throughout execution, are compliant with the goals set by the Executive Board. This includes developing strong business plans and managing programs to the plan, providing necessary resources and adhering to budget authority.
- Leads the responsibility for all finance services and activities including accounting, budget, contracts, grants management and risk management.

Finance Manager

City of Bellevue | Bellevue, WA

2014 - 2019

- Oversees the City's fiscal operations including accounting, budget, treasury, payroll, retirement, revenue, purchasing and procurement, Utility rates financial models and budget analysis programs through subordinate staff.
- Member of City's Management team supervises staff and manages the daily operations of all financial and business-related operations. Leads and manages the City's Performance Management program
- Develop and direct goals, objectives, policies, and procedures for the City's financial operations. Recruiting, training, developing and supervising financial and administrative staff, ensuring performance expectations are communicated and met
- Built strong and productive relationships between city departments, and external stakeholders and outside agencies to foster a climate where the organization can accomplish its priorities set by the City Council and City Manager

Tarik Rahmani

Finance and Operations Manager

City of Seattle | Seattle WA

2011-2015

- Manages the City's operating budget by developing and providing recommendations for strategies, policies, and long and short-term goals to effectively deliver the Mayor and City Council priorities
- Plans, organizes, directs, and coordinates the work of supervisory, professional, technical, and administrative personnel; delegate authority and responsibility; and select, supervise, train, and evaluate staff
- Leads teams tasked with analysis of the City budget, policies, systems and processes and develop recommendations for improvements to ensure quality services across the organization's various lines of business
- Provides regular and reliable coaching and feedback to ensure exceptional customer service
- Leads and oversees the development of the City's annual budget with Mayor's Office, City Budget Office and City Council
- Manages the development of the Annual Operations Plan, subject to the Council approval, that authorizes operating and capital budget allocations, as well as personnel allocation, and identifies revenues to support planned expenditures
- Year-end revenue and expenditure projections; preparation of 6-year financial plan; and fund balance reviews.
- Oversee the enterprise activities including vendor contracting, operational support, financial analysis and revenue forecasting/ performance monitoring
- Possess an in-depth understanding of a robust municipal finance operations and partnerships with the citywide departments with ability to be strategic and see the big picture

Senior Economist

Seattle Department of Transportation | Seattle WA

2008-2011

- Identification and estimation of the economic and financial consequences of the local and national economy, policy and management decisions on the City's revenues and expenditures forecast
- Forecasting the City's revenues, expenditures, econometric modeling, economic-impact analysis, and financial modeling to help the Mayor and City Council adopt a balanced operating and capital budget
- Applied econometric and financial models to the City's major departments and programs including Transportation, Planning and Economic Development, Information Technology, Public Libraries System, Utilities and financial feasibility analyses for public and private developments
- Surveyed and analyzed three public policy areas: Transportation, Affordable Housing and Local Economic Development with key policy recommendations to the Mayor and City Council
- Developed rate proposals for the Seattle department of Transportation. Structured cost centers, sources of data, and basis of various forecasts to be part of the City's biennial rate adjustment process for various permit fees and charges
- Leads a team of operational and capital budget analysts to help develop the City's biennial operating budget, carrying out budget-related functions, and overseeing fiscal and financial planning activities
- Provides technical assistance, training, and support to the City departments in performing financial functions..

Tarik Rahmani

District Officer -Accountability, Assessment & Research

Las Cruces Public Schools District | Las Cruces NM

2002- 2008

- Prepare statistical data models, matrices, analysis and reports for all district schools and projects
 - Use advanced modeling techniques such as mixed models, competing risk models, and econometric models
 - Assists in both-district wide and state testing programs and data analysis for long and short-term plans
 - Generates programs for departments conducting different types of analysis (budget, federal programs, policies)
 - Assists in research and interpretation of research by statistical and econometric forecasting methods
 - Uses the district databases and information systems to provide timely information to facilitate decision-making (STARS: Student Teacher Accountability Reporting System, ESIS).
-

Education:

Masters of Science: Agriculture Economics & Economics

New Mexico State University; Las Cruces, NM

Minor: Econometrics and Statistical Modeling

2004

Bachelors of Science: Enterprise Financial Management

University of Carthage; ESAM, Tunisia

Minor: Economic Policy

2001

Selected Publications:

Ward, F. A., B. H. Hurd, T. Rahmani, and N. Gollehon (2006), *Economic Impacts of Federal Policy Responses to Drought in the Rio Grande Basin*, Water Resources. New Mexico state university and USDA, Economic research Service <http://onlinelibrary.wiley.com/doi/10.1029/2005WR004427/epdf>

Tarik Rahmani, Lenda Crawford (2012), *Seattle Department of Transportation, Street Use Cost Center, Rate Model Methodology* https://docs.google.com/document/d/1ETU6blkqFOJaZRU-wG7PIkwD5oG-4_vIeMjI3DzDjcg/edit

W. Hoppler, S. Mallory, T. Rahmani (2013), Seattle Municipal Buildings. *2011-2012 Energy Performance Report* <http://www.seattle.gov/Documents/Departments/OSE/EBR-muni-buildings.pdf>

T. Jones, T Rahmani (2016), *eCityGov Alliance 2017-2018 Budget*. http://www.ecitygov.net/Document%20for%20Links/Budget%20Documents/02_2017-2018%20Budget%20Workbook_eCityGov%20Alliance.pdf

Language:

Fluent (written and verbal) in French

Tarik Rahmani

Financial Systems & Analytics:

- ERPs & Financial Systems: PeopleSoft, Summit, Oracle, JD Edwards, Munis, Hyperion, Amanda, Power BI, Tableau
 - Querying and reporting from large-scale databases (SQL, SAP, PeopleSoft, Summit, Hansen, AS400, ESIS, SQL)
 - Statistical and Econometric Programming (SAS Enterprise, SAS/BASE, SAS/JMP, EViews, SPSS, Excel).
 - GAMS Optimization Software, linear and non-linear programming
 - Survey Analysis Scantron software (Scan Tools II, Design Expert), hardware, and digital scanners (OpScan).
 - Platform/Applications: Windows/NT, MS Office (Excel, Word, Visio, Access, PowerPoint, Outlook Exp)
-

Professional Affiliations:

- The California Society of Municipal Finance Officers
 - The League of California Cities
 - The Government Finance Officers Association
 - Member of Seattle City Club
 - Member of the Seattle SAS Users Group, and Pacific NW SAS Users Group: <http://goo.gl/Qynzik>
 - Member of New Mexico State University's Sam Steel Society: <http://goo.gl/qD89rS>
 - Board member of the Washington Moroccan Association (WAMA): www.wama-us.org
 - Board Member of the Arab Center of Washington (ACW): <http://www.arabcenter.net/>
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Conference Presentations and Participation:

- 2021: State and Local Roles in Building and Measuring Fiscal Resilience (League of California Cities annual conference)
- 2019: California Society of Municipal Finance Officer (annual conference)
- 2018: Law, Taxes & Accounting for Not-for-Profit Organizations (Clark Nuber, Bellevue)
- 2017: 7 Habits Signature Program (Dancing Shepherd, Seattle)
- 2017: Financial Planning and Analysis –AICPA (Las Vegas)
- 2017: Courageous Conversations, Beyond Diversity –Pacific Educational Group (Bellevue)
- 2017: Great Leaders, Great Teams for The Public Sector (Bellevue)
- 2017: Fierce Conversations –Fierce Inc (Bellevue)
- 2016: It's Not What We Say, It's How We Say it –CPM (Bellevue)
- 2016: Information Technology Financial Management Association Conference (Seattle)
- 2014: DRIVE Conference: Data, Reporting, Information, Visualization and Exchange (Bellevue)
- 2013: American Library Association –Mid-Winter Annual Conference (Seattle)
- 2012: Computational Finance and Financial Econometrics, University of Washington (Seattle)
- 2010: United States Census, Automated Export System (AES) Compliance Seminar (Seattle)
- 2009: Pacific Northwest SAS Users Group Conference (Portland, OR)
- 2009: City of Seattle, Race and Social Justice Training Seminar (Seattle)
- 2007: GFOA, "What Every Finance Professional Needs to Know about Internal Controls"
- 2007: NMSU "Leadership Institute for teachers/MC2 Program" – Mathematically Connected Communities

My name is Randy E. Robertson. I am an experienced, accomplished, highly successful leader and City Manager, as well as a former senior federal civil servant and retired U.S. Army Officer. I write to apply for the Dallas City Manager position.

I was City Manager of Aberdeen, Maryland for nearly 5 year and over four years in Mt. Juliet, Tennessee. Other Manager positions I have held include Vestavia Hills, a suburb of Birmingham, Alabama; three years at the City of Cordova, Alaska, and my initial manager position in Ashland, Kentucky. Prior to my municipal management career, I served as Chief of Staff of White Sands Missile Range, America's geographically largest military community and Chief of Staff of the Army's 2nd Signal Brigade (Europe), a strategically forward organization with community sites across Europe and SW Asia. I've successfully developed and managed budgets from \$20m to over \$500m, spearheaded public/private partnerships, created progressive economic development programs and managed the full complement of municipal activities and services. As one of very few City Managers in the country to graduate from FEMA's yearlong National Emergency Management Executive Academy I have extensive, hands-on emergency management experience including operations in Hurricane Katrina, the historic flooding of the Cumberland River in central Tennessee and during the Covid pandemic. Aside from my emergency management experience, I would bring more than 15 years of proven leadership and municipal governance experience to Dallas.

A few months after assuming Dover, Delaware's City Manager's position, my mother suffered a near fatal fall followed by a diagnosis of Alzheimer's, which necessitated resigning. Once she was retirement eligible, my sole sibling assumed care of our mother allowing me to take a successful interim appointment with the City of Durango, Colorado, followed by selection as Luzerne Pennsylvania County Manager. Unfortunately, after a few months in Luzerne my sister was seriously injured requiring extended hospitalization and rehabilitation which prompted returning to care for my mother. Fortunately, the issues surrounding these actions have been positively resolved.

My portfolio is filled with award-winning innovation and public service. In Aberdeen I lead efforts that drove selection for a new University of Maryland System Hospital. This multimillion-dollar initiative repurposed a never filled facility creating professional jobs and peripheral growth. I championed the city's partnership with the Army's Development Command for a national AI research center. In Luzerne my team captured a near million-dollar election integrity grant. For two years, my Mt. Juliet team was top municipal award winner in middle Tennessee. In Vestavia Hills we secured the city's largest transportation grant, while in Cordova we successfully "kick started" the city's decade old effort for a new municipal and performing arts center. My work has been recognized with a "Key to the City" in Mt. Juliet and Cordova, and a "Mayor's Medal" in Aberdeen.

In 2019, I was one of two ICMA managers selected to teach city governance and emergency management at the China University of Political Science and Law in Beijing. I am a graduate Harvard's Senior Executive Fellows program and ICMA's Senior leadership program at UVA. I hold three graduate degrees and two post-graduate certifications and served as adjunct faculty at several universities. I am ready to hit the ground running in Dallas grateful for your consideration.

Randy E. Robertson

Randy Edmonds Robertson

Held several brief or interim contract positions in order to assist with the medical care of a family member: City Manager, Dover DE. (pop 39k); Luzerne Co, PA. (pop 316k), and Library Director, Durango, CO. (pop 19k) during 2021/22. Post Army employment include:

City Manager: Aberdeen, Maryland (2016 – 2020); Cordova, Alaska (2013-2016); Vestavia Hills, Alabama (2011-2013); Mt. Juliet, Tennessee (2007-2011) and Ashland, Kentucky (2006-2007)

City Manager and COO, Aberdeen, Maryland, of one of Maryland's largest, most dynamic and diverse communities. Located on the Chesapeake Bay and home to Aberdeen Proving Ground, the Army's largest research and technology platform with 20k employees. Strategic transportation and distribution hub minutes from Baltimore, D.C., Wilmington and Philadelphia. East coast HQ for Frito-Lay Corp. Fitch AA+ rated. Approximately 180 staff, \$32+m budgets with \$100+m in capital assets. CELEA certified police department; regional hub for commuter and AMTRAK rail services. Community leader during the COVID-19 pandemic. Home of nationally recognized Ripken Field and MiLB's Ironbirds. New site of UM Health System Upper Chesapeake Hospital campus at nearly \$250m. Adjunct MBA faculty, University of Baltimore. One of two ICMA City Managers selected to lead at the China University of Political Science & Law (Beijing, China) in 2019.

Chief Executive Officer, Cordova, Alaska, Organizational and financial leader, mentor and educator at one of America's top commercial port communities. Developed and delivered quality, cost-effective full service municipal activities: Finance, PD, FD/EMS, Parks & Rec, Public Works, IT, Library, Museum, Planning/Zoning, Refuse, Water/Wastewater Enterprise services. \$20m in annual revenue and budget execution including enterprise funds. Growth & development partner with U.S. Forest Service, U.S. Coast Guard and federally recognized native tribe. Limited operational & fiscal oversight of the Cordova Community Medical Center. Spearheaded completion of the

20 year planned, highly controversial "Cordova Center " and graduate of FEMA Executive Academy. **First City Manager of Vestavia Hills, Alabama,** near the 40k suburb of Birmingham. Led more than 250 team members providing exceptional full-service municipal activities: Finance, Economic Development, Police, Fire, Public Works, Parks & Rec, Planning & Zoning, IT and Library in one of Alabama's fastest growing cities. A \$40m+ annual budget, with assets in excess of \$150m. Secured Fitch AA+/Moody's Aa2 ratings and regionally recognized for economic development and growth. Awarded the community's largest ADOT grant to stimulate the U.S. 31 economic corridor. Achieved state-wide recognition as Alabama's "Safest City." UAB Adjunct faculty.

Mt. Juliet, TN. City Manager, TN fastest growing, "Most Business-Friendly City" (2010). CEO/leader of a 200+ member team. Set the pace and conditions inside City Hall fostering 38 consecutive months of revenue growth while developing/managing General and Capital budgets of nearly \$35m. Secured the region's first American Recovery & Relief Act grant stimulating business and economic redevelopment along "Main Street." Partner in Tennessee's only commuter rail line and established the state's only rail "Quiet Zone." Spearheaded funding and constructed a nationally recognized Animal Control facility and created a highly successful employee health selfinsured program. Captured S&P's AA financial rating. Adjunct faculty at Cumberland University.

City Manager, Ashland, KY, northeastern Kentucky's largest city. Ashland is a regional economic and cultural hub with over 300k population within the commuting area. Organizational leader of nearly 300 personnel providing a full array of municipal services. Developed and managed operating and enterprise budgets of approximately \$40m and responsible for +/- \$100m in assets. Directed operations of the largest Police and Fire Departments within a 150mile radius. Created the Ashland-Morehead University partnership expanding community academic opportunities, and spearheaded an initiative to construct a multi-million-dollar PD Headquarters.

Chief of Staff

U.S. Army - White Sands Missile Range (WSMR), NM 2005-2006

Chief of Staff of America's largest military community, southern New Mexico's largest employer and regional economic engine. Directly supported the Army's wartime operations in Iraq and Southwest Asia. Partnered with the Commander in leading one of the Army's premiere military organizations. Responsible for a \$500m+ budget and several billion dollars in facilities and equipment. Oversaw 11 major directorates and 31 civilian, contractor and military tenant activities. Accountable for community support services including budgetary, security and emergency management, human resources, contract administration, health-care, IT and communications, facility development/management, logistics, recreation and legal.

Brigade Executive/Chief of Staff

U.S. Army – Europe 2001-2005

U.S. Army's Second Signal Brigade, U.S. Army Europe, Deputy Command/ CofS position. Directed operational activities of a 2k military/civilian/international staff providing communications, automation and administrative services to 27 U.S. military and diplomatic communities in Europe, Africa, and Southwest Asia (Operation Iraqi Freedom). Coached, mentored and provided professional development to the senior field grade, civilian and international staff. Accomplishments included:

- Senior negotiator to 12 international labor and trade unions
- Executed extensive upgrades in community facilities and services
- Created innovative IT distance learning training packages used across Europe and Southwest Asia
- Implemented and guided wartime operational activities providing accountability for \$1b+ in equipment, facilities and infrastructure

United States Army Officer (Retired)

Education

- | | |
|--|----------------------------------|
| - Diploma, Advanced Graduate Studies in Education | Boston University |
| - Diploma, Advanced Graduate Studies in Healthcare Admin | Central Michigan University |
| - Master's Degree in Urban Planning | The Johns Hopkins University |
| - Master's Degree in Public Administration | Western Kentucky University |
| - Master's Degree in Strategic Planning | United States Army War College |
| - Certificate, FEMA Emergency Mgt. Executive Academy | FEMA/Harvard/TX. A&M |
| - Harvard University Senior Executive Fellowship | Harvard University |
| - NATO Staff Officers College | Brussels, Belgium |
| - Certificate, Business Administration | Belmont University |
| - Diploma, International City Mgrs. Association Senior Executive Institute | University of Virginia - Dept of |
| - Defense Exec Leadership & Mgt Program | Washington, D.C. |
| - International Personnel Mgrs. Assoc Senior Program | Washington, D.C. - Syracuse |
| - University Resource Managers Program | Maxwell School at Syracuse |
| - Diploma, U.S. Army Command & General Staff College | Ft. Leavenworth, KS. |
| - Bachelor's Degree | Western Kentucky University |

Job-Related Skills, Awards & Professional Affiliations

- | | |
|--|---|
| - International City Mgrs. Association | - Secondary Teaching Certificate (KY) |
| - International Personnel Managers Association | - U.S. Army Legion of Merit & 2 Civilian Svc Awds |
| - AK Region Salvation Army Advisory Bd. | - WKU Master of Public Admin Advisory Board |
| - Awarded Mt. Juliet and Cordova Key to the City | - Eagle Scout |
| - Greater Birmingham Regional Planning Commission | - Nashville Transit Alliance Academy |
| - Board (ex-officio) Cordova Community Medical Center | - Military Officers Association of America |
| - Prince William Sound Reg Dev Board of Directors | - American Legion |
| - Former Director, University Medical Center, Lebanon, TN. | - Maryland Municipal League |

- 2018 ICMA Conference Planning Committee (Baltimore)

Adjunct Faculty/Instructor

- ICMA selected instructor at the China University of Political Science and Law (Beijing, China)
- University of Baltimore (MBA) - City Colleges of Chicago - Ohio University - Central Michigan
- University of Maryland European Division - Cumberland University – University AL at Birmingham
-

CARL SIMPSON

CITY MANAGER



Hiring Manager
City of Dallas Texas

Dear Hiring Manager,

I am excited to submit my application for the City Manager position with the City of Dallas. With over three decades of leadership experience in public administration, including roles as Director, Assistant City Manager, and City Manager, I am confident in my ability to implement strategic initiatives, guiding departments, and ensuring efficient city operations. I have special insight for this specific role resulting from over two years serving as the Dallas Director of Code Compliance and another two years as Assistant City Manager. My hands-on leadership style balances professionalism with the approach of a servant leader, enabling me to foster strong relationships with staff, elected officials, and community members alike.

Throughout my career, I have consistently demonstrated the ability to navigate the complexities of local governance, manage multimillion-dollar budgets, and lead diverse teams. My experience includes overseeing strategic projects and ensuring seamless service delivery to the public, which aligns with the duties outlined for the City Manager role. I have successfully led negotiations, coordinated special projects, and implemented city policies to address the community's evolving needs. These experiences have given me the necessary skills to act as a key representative on significant projects, evaluate department reports, and contribute to decision-making processes for the City Council.

As a forward-thinking leader, I take pride in finding innovative and resourceful solutions to complex challenges. I strive to build and maintain positive working relationships with staff, fostering a culture of inclusiveness, collaboration, and open communication. My unwavering commitment to public service and my passion for developing sustainable, community-centered outcomes have been the driving forces behind my professional accomplishments. Moreover, I believe that acting as a servant leader is key to building trust and navigating tough conversations with integrity.

I am deeply inspired by the City of Dallas's commitment to conservation, renewable energy, and high-quality public services. I look forward to the opportunity to contribute to the continued success of the city and work alongside a dynamic leadership team that shares my values of transparency, integrity, and community engagement.

Thank you for considering my application. I am eager to further discuss how my experience and skills align

with the vision of the City of Dallas. I look forward to the possibility of contributing to this vibrant community and ensuring that the city continues to thrive.

Sincerely,

Carl Simpson

CARL P. SIMPSON

CONTACT



SKILLS

- Conflict Resolution
- Intergovernmental Relations
- Public Speaking
- Policy Development
- Budget Management
- Organizational Leadership
- Emergency Management

PROFESSIONAL SUMMARY

A highly accomplished leader with over three decades of dedicated service in public administration, holding key roles such as Director, Assistant City Manager, and City Manager. I am known for a hands-on leadership style that balances professionalism with a sense of humor, making me approachable and relatable to team members and stakeholders alike. I demonstrate exceptional ability to navigate complex governance issues while inspiring and empowering diverse teams to achieve their best. I have expertise in managing multimillion-dollar budgets and leading strategic initiatives consistently resulting in measurable improvements in community well-being and infrastructure. I am recognized for fostering a collaborative environment among stakeholders, including elected officials, community members, and staff, where transparency, trust, and shared goals are prioritized. I am a forward-thinking innovator adept at leveraging resources creatively to drive impactful change, address emerging challenges, and promote sustainable development. Committed to maintaining the highest ethical standards and integrity, I bring a refreshing balance of leadership and lightheartedness, while ensuring the team remains focused and motivated even in challenging times. I seek to bring this experience and leadership acumen to a progressive local government, where I can continue to guide teams toward long-term success and meaningful growth.

EXPERIENCE

January 2024 - Present

City Manager

City of Jackson, Jackson, California

- Implemented programs that improved quality of life within the community while maintaining fiscal responsibility.
- Spearheaded efforts to increase citizen engagement through community outreach activities.
- Developed and implemented strategies for efficient budgeting and financial management.
- Exhibited strong leadership abilities when working with City Council members, department heads, and staff.

- Ensured compliance with all federal funding requirements related to housing programs or economic development initiatives.
- Demonstrated ability to effectively manage city-wide projects and initiatives.
- Executed effective communication with citizens, local businesses, and other stakeholders in the community.
- Maintained an open dialogue with media outlets regarding newsworthy events impacting the city.
- Adept at handling labor relations issues between employees and the city government.
- Coordinated and directed financial or budget activities to fund operations, maximize investments, or increase efficiency.
- Hosted team-building activities to improve culture throughout the organization.
- Inspired individuals to reach their highest potential by providing coaching and mentoring support.
- Excelled in creating a positive work environment that promoted collaboration and innovation.

February 2022 - January 2024

Assistant City Manager

City of Dallas, Dallas, Texas

- Managed portfolio of Code Enforcement, Parks & Recreation, Sanitation, and Animal Services (including a shelter), convention center, and 311 Call center.
- City Manager representative on City Council Environmental and Sustainability and Quality of Life Committees.
- Implemented innovative methods to streamline processes and increase efficiency.
- Advised City Council on policy issues related to municipal government.
- Worked closely with civic groups, neighborhood associations, and businesses to facilitate collaborative problem-solving efforts.
- Assisted in developing long-term plans for economic development activities within the municipality.
- Ensured compliance with all applicable local, state, and federal regulations governing municipal governments.
- Developed Urban Forest Management Plan.
- Analyzed financial data and provided recommendations for cost savings initiatives.
- Successfully developed and managed multiple high-priority projects simultaneously while meeting deadlines and budget requirements.

May 2019 - February 2022

Director of Code Services

City of Dallas, Dallas, Texas

- Oversaw all aspects of Code Enforcement, Health Compliance, and Nuisance Abatement.

- Directed all aspects of project management, including planning, budgeting, staffing, scheduling, monitoring, and reporting.
- Formulated long-term objectives while managing day-to-day operations.
- Mentored and coached staff members, enabling them to reach their highest potential.
- Managed multiple projects simultaneously while staying within deadlines.
- Drafted and presented new ordinances to the City Council for review (e.g., Short-term rentals).
- Built relationships with local organizations and businesses to promote collaboration and strengthen partnerships.

February 2015 - May 2019

Code and Housing Enforcement Chief

City of Sacramento, Sacramento, CA

- Managed, planned, organized and directed activities of the Code Compliance Division, including Cannabis, and the Housing and Dangerous Buildings program (substandard and dangerous building inspections, Rental Housing Inspection Program), Neighborhood Code Enforcement program (nuisance abatement, abandoned vehicle abatement, graffiti abatement, weed abatement, business compliance).
- supervised division staff providing technical guidance involving the development and interpretation of codes, policies, legal processes
- Developed and implemented policies, programs, and procedures to support code enforcement goals; established Division goals and objectives; met and coordinated activities with department staff, City Council Members, outside agencies and organizations, and other City departments, neighborhood groups, businesses, and residents.
- Managed division budget and cost recovery efforts; identified needs. Made decisions on expenditures
- Negotiated settlements of fees, fines, and penalties resulting from enforcement actions where liens have been placed on Real property
- Charged with monitoring, evaluation, and training of three separate hearing bodies designed to provide alleged violators of the code with due process rights regarding violations of city code, fees, fines, and penalties levied for non-compliance
- Acted as Community Development Director in the Directors' absence
- Serves as Public Information Officer, providing newspaper and television interviews
- Provided presentations to the City Council, Planning Commission, Realtor Association, Rental Housing Association, State of California Assembly, and others
- Provided ongoing leadership training and mentoring to direct report managers and supervisors.
- Motivated team to achieve optimal results through effective communication and interpersonal skills.

- Cultivated an environment of trust, respect, collaboration, and accountability among the team members.

July 2006 - February 2015

Division Chief, Code Enforcement

County of Sacramento, Community Development, Code Enforcement, Sacramento, CA

- Planned, organized, directed and controlled all activities of the Code Enforcement Division through five managers with 40 full time employees
- Developed policies and procedures for maintenance and future trends in code enforcement
- Directed interagency and intra-agency coordination in support of enforcement functions
- Established program priorities based on input from the public and the Board of Supervisors
- Evaluated and enforced complex codes developing creative solutions to code related issues
- Acted as liaison to community groups, business groups, and other county departments
- Represented the division at meetings and conferences of the Board of Supervisors, other departments, agencies, and private organizations concerned with property maintenance and community development
- Interpreted code enforcement programs and related regulations to the public
- Managed financial funds and prepared division budget
- Forecasted future trends through the monitoring of code enforcement activities
- Directed the development of training for code enforcement, safety, field protocols, and use of equipment
- Developed and coordinated community participation programs
- Represented the County to the media
- Chaired (County Nuisance Response Team Cabinet) charged with developing County wide policy and law
- Chaired (Regional Hoarders Task Force) charged with coordinating and developing policy and law.

January 1998 - January 2006

Code Enforcement Supervisor

City of San Jose, Code Enforcement Division, San Jose, CA

- Supervised and trained Code Enforcement and Vehicle Abatement staff
- Served as Secretary for the Appeals Hearing Board (An administrative panel composed of five members from the community appointed by City Counsel determining code compliance issues, levying fines and penalties as necessary.)
- Drafted Community Development Block Grant (CDBG) applications equating to half million dollars annual funding

- Attended community meetings providing information and answering questions about code compliance.

January 1993 - January 1998

Litigation Analyst

City of San Jose, Office of the City Attorney, San Jose, US

- Provided litigation support producing trial exhibits, photographs and other evidential materials
- Conducted investigations regarding liability and Worker Compensation claims presented to the City of San Jose by the public and insurance carriers
- Represented and served as a witness on behalf of the City of San Jose in Small Claims, Federal and State Courts
- Analyzed findings and created report summaries
- Investigate claims determining City liability and negotiate settlements where appropriate.

EDUCATION

August 2006

Master of Public Administration

University of San Francisco

January 1994

B.A. Political Science


San Jose State University

REFERENCES

References available upon request

CERTIFICATIONS

- ICMA Professional Development Certification in Leadership



October 6, 2024

Art Davis
Baker Tilly
17 Cowboys Way, Suite 800
Frisco, Texas 75034-1970

VIA ELECTRONIC MAIL

Re: City Manager Position - City of Dallas, Texas

Dear Mr. Davis:

I am writing to make application for the position of City Manager for the City of Dallas, Texas. I have varied and extensive experience as a manager at all levels of government, particularly local government.

As a local government official I marshal my knowledge, experience, and leadership abilities to instill confidence in subordinates and inspire them to reach higher levels of performance. I convince public employees of the importance of their work and create a culture in which they view their employment as not "just a job" but a noble and lifelong calling in service to others.

My efforts can pull failing organizations back from the brink of disaster and make mediocre ones excellent and a model for emulation. If this is what Dallas' elected leadership is seeking, feel free to contact me to discuss the matter further. Thank you for your time and consideration.

Sincerely,

/s/Robert J. Sivick

Enclosure

ROBERT J. SIVICK

HOME ADDRESS

[REDACTED]

WORK ADDRESS

[REDACTED]

Employment

COUNTY OF WHITEFIELD (September, 2021 - Present)

201 South Hamilton Street, Dalton, Georgia 30722-0248

POSITION: County Administrator

DUTIES: Manage the day to day operations of a county government consisting of nineteen departments and 800 employees dedicated to providing effective and efficient public services to more than one hundred thousand residents. Services include but are not limited to animal control, building inspection, courts, elections, emergency management, fire service, law enforcement, parks & recreation, planning & zoning, public transportation, public works, and vital records.

COUNTY OF WAUSHARA (May, 2017 - February, 2021)

209 South Saint Marie Street, Wautoma, Wisconsin 54982-0300

POSITION: County Administrator

DUTIES: As the inaugural County Administrator, instituted cultural change with regard to policies, operations, finance, human resources, and outreach to and cooperation with local, State, and Federal government partners. Managed and oversaw an organization consisting of eighteen departments and over four hundred employees providing services to approximately twenty-five thousand permanent and seventy-five thousand permanent and Summer season residents. Services included law enforcement, emergency medical, public health, social services including specific programs for juveniles, elderly, and veterans, highway maintenance, parks, courts including prosecution, child support enforcement, and civil matters, solid waste disposal, land conservation and zoning, land surveying, building inspection, agricultural and educational services, and a county museum.

CITY OF WILLAMINA (July, 2016 - May, 2017)

411 Northeast C Street, Willamina, Oregon 97396-2783

POSITION: City Manager

DUTIES: Recruited to institute cultural and policy changes to a municipality on the verge of bankruptcy due to long term poor leadership and management. Directed and managed all aspects of municipal government including the City water and wastewater utilities, supervised all municipal employees, negotiated all contracts with employee labor unions, drafted legislation, sought and managed all State and Federal grants, represented the City in regional and Statewide organizations, and lobbied on behalf of the City.

CITY OF GRAND ISLAND (May, 2011 - January, 2016)

100 East First Street, Grand Island, Nebraska 68802-1968

POSITION: City Attorney, Acting City Administrator, and
Acting Human Resources Director

DUTIES: Directed and managed the City Legal Department by representing a municipal government serving more than fifty thousand residents in all civil, tax, planning and zoning matters, the municipally owned electric, water, and wastewater utilities, prosecuted all violations of the City Code, drafted legislation, lobbied, negotiated all contracts with employee labor unions, acted as the City Procurement Officer and public records custodian, and served as legal counsel to the Grand Island Area Metropolitan Planning Organization and four Business Improvement Districts.

VILLAGE OF GREELEY (September, 2010 - September, 2011)

102 Kildare Street, Greeley, Nebraska 68842-9806

POSITION: Village Attorney

DUTIES: Represented municipal government in all civil, tax, planning and zoning matters, prosecuted all violations of the Municipal Code, and negotiated all contracts on behalf of the municipality.

COUNTY OF HOWARD (November, 2007 - January, 2011)

612 Indian Street, Saint Paul, Nebraska 68873-1661

POSITION: County Attorney, County Manager, Personnel Director

DUTIES: Directed and managed all aspects of County government not overseen by independent elected officials, represented county government in all civil, tax, planning and zoning matters, prosecuted all crimes and child abuse and neglect matters occurring within county boundaries, negotiated all contracts with employee labor unions, obtained and enforced child support Orders, lobbied, and served as County Coroner and Personnel Director.

ROBERT J. SIVICK, ATTORNEY AT LAW (September 1988 - November, 2007)

3814 Dodge Street, Omaha, Nebraska 68131-3198

POSITION: Attorney

DUTIES: Sole practitioner and partner in a ten lawyer firm who practiced in State and Federal Courts including litigation in business, administrative, family, and criminal law.

UNITED STATES SMALL BUSINESS ADMINISTRATION (September, 2006 - March, 2007)
14925 Kingsport Road, Fort Worth, Texas 76155-2243
POSITION: Attorney/Advisor
DUTIES: Advised federal agency on banking, insurance, and real estate issues related to the approval, disbursement, and administration of government loans to small businesses and individuals suffering losses as a result of natural disasters.

CITY OF OMAHA (February, 2000 - June, 2001)
1819 Farnam Street, Omaha, Nebraska 68183-1000
POSITION: Council Member
DUTIES: As part of a seven-member legislative body, managed over three thousand employees and a budget of almost four hundred million dollars in delivering effective and efficient municipal government to over four hundred thousand residents.

NEBRASKA ACCOUNTABILITY AND DISCLOSURE COMMISSION (July, 1997 - January, 2001)
State Capitol Building, 11th Floor, Lincoln, Nebraska 68509
POSITION: Commissioner
DUTIES: Enforced State and local campaign financing and spending, lobbying, and ethics laws regulating the activities of political candidates, elected officials, lobbyists, and public employees.

SEAEARTHSKY GROUP LTD. (November, 1997 - November, 1999)
111 Atlantic Forest Drive, Edenton, North Carolina 27932
POSITION: General Counsel
DUTIES: Provided advice and services with regard to all legal issues faced by a seafood processing and distribution company.

NEBRASKA COLLEGE OF BUSINESS (September, 1992 - December, 1994)
3550 North 90th Street, Omaha, Nebraska 68134
POSITION: Instructor
DUTIES: Taught a variety of courses to students pursuing Legal Assistant degrees.

Education

LEGAL

Creighton University School of Law - Omaha, Nebraska
Juris Doctor (1988)
Creighton Law Review - Assistant Editor

UNDERGRADUATE

University of Pittsburgh at Johnstown - Johnstown, Pennsylvania
Bachelor of Arts - History (1985)
Student Senate President, Senior Class Treasurer,
Academic Integrity Review Board

Affiliations – Past and Present

American Bar Association
American Battlefield Trust
American Planning Association/Nebraska Planning and Zoning Association
American Veterans (AMVETS) Post 25
Building Bridges/Constuyendo Puentes
Central Housing Region Development Block Grant Committee
Dalton Area Convention and Visitors Bureau Board of Directors
Dalton Convention Center Authority Board of Directors
Durham Western Heritage Museum Board of Directors
East Central Wisconsin Regional Planning Commission
Fox Valley Technical College Wautoma Area Advisory Committee
Fox Valley Workforce Development Board of Directors
Friends of the Vann House
Georgia Association of County Managers and Administrators
Georgia City-County Management Association
Greater Dalton Metropolitan Planning Organization Board of Directors
Housing Authority of Yamhill County Board of Commissioners
Intercounty Coordinating Committee
International Association of Coroners and Medical Examiners
International City/County Management Association
 Governmental Affairs and Policy Committee
International Municipal Lawyers Association
Leadership Dalton-Whitfield County - Class of 2023
League of Nebraska Municipalities - Legislative Committee
Mid-Willamette Valley Council of Governments Local Government Managers Group
National Association of Counties
 Community, Economic and Workforce Development Committee
National Public Employee Labor Relations Association
National Society of Newspaper Columnists
Nebraska Admirals, Grand Island Port - Commander
Nebraska Association of County Officials
Nebraska Child Support Enforcement Association
Nebraska County Attorneys Association
Nebraska Planning and Zoning Association
Nebraska State Bar Association
 House of Delegates
 Government Practices Section Executive Committee
 Labor and Employment Law Section Executive Committee
North Central Wisconsin International Trade, Business & Economic Development
 Council
Omaha Bar Association Executive Council
Omaha Barristers Club President
Omaha Civilian Employee Pension Board of Directors
Omaha/Douglas Public Building Commission
Omaha Legal Aid Society Board of Directors
Oregon City/County Management Association
Rotary Club of Dalton
Rotary Club of Wautoma
Society for Human Resource Management
Robert M. Spire American Inn of Court Charter and Emeritus Member

State Bar of Wisconsin
Trail of Tears Association
Tri-County Economic Development Commission
Waushara Area Chamber of Commerce
Waushara County Criminal Justice Coordinating Council
Waushara County Economic Development Commission
Waushara County Historical Society
Wautoma Area Kiwanis Club - President
Whitfield County Emergency Medical Services Quality Review Committee
Whitfield-Murray Historical Society
Willamina Coastal Hills Chamber of Commerce
Wisconsin City/County Management Association
Wisconsin County Executives & Administrators Association
Wisconsin County Mutual Insurance Corporation - Loss Prevention/Workers
Compensation Committee
Wisconsin County Utility Tax Association
Wisconsin Economic Development Association
Yamhill County Transit Area Advisory Committee

September 17, 2024

Honorable Mayor and City Council
City of Dallas, Texas
1500 Marilla Street
Dallas, TX 75201

Re: City Manager Position

Dear Honorable Mayor and City Council Members,

My name is Omar Small, and I am interested in the City of Dallas City Manager Position. I have been privileged to collaborate with leaders in municipal management. I have held leadership positions including Human Resources Director, Deputy City Manager, and Village Administrator.

As the Human Resources Director, I developed training and wellness programs, led executive staff recruitment efforts, managed a wide range of employee issues, facilitated a culture of excellence, and negotiated employee contracts. The Deputy City Manager position afforded me an opportunity to represent the City Manager within the organization and to the public. I facilitated public information meetings, the capital improvement program, served in the Office of Emergency Management, addressed concerns from residents, businesses, and the public. I also served as Village Administrator, facilitated the annual budget process, saved the village thousands of dollars in improvement costs by getting agency approval to repurpose an expiring grant. Throughout my tenure, I have strived to tap and build upon the strength of the people and community I work for. I realize that together everyone achieves more. It would be an honor to represent the City of Dallas.

I would appreciate an opportunity to speak to you further about the City Manager Position. My education, experience, and exposure to varied and diverse settings make me an excellent candidate for the position. Thank you for your time and consideration. All the best to the city that is committed to "Service First" excellence.

Sincerely,

Omar T. Small

Omar T. Small

LEADERSHIP IS TEAMWORK

COMMUNICATION

COLLABORATION

COORDINATION

CULTIVATION

I have experience that counts. I have held positions with increased levels of responsibility for Nonprofit Organizations, Colleges, and Local Municipalities. Utilizing professional relationships in the private and public sector to address a multitude of initiatives has enabled me to apply knowledge in a focused and pragmatic manner. I am an excellent communicator with the capacity to manage, teach, recruit, and lead an effective team using a direct and compassionate style. I have taught at the graduate level and recently established Professional Standard Consulting LLC. to meld my experience and expertise to help people and organizations achieve their goals. I am an Author, Speaker, Consultant, and Certified Professional Coach.

PROFESSIONAL PLATFORM

- Lead a staff of 90 professionals, representing public safety, public works, and administration
- Served as Director of the Human Resource Department/Executive Level Recruiter
- Lead joint agency efforts to explore opportunities for shared services, and cost-reductions
- Established www.brothersmall.com and the Kicking It with Brother Smalls show to Inform, Uplift, Elevate, and Inspire
- Published Books:
 1. TWEET: 365 Thought-Provoking Tweets to Ignite Your Brilliance and Power
 2. REAL LOVE: Best Formula for Finding Your Perfect Relationship Fit

PROFESSIONAL EXPERIENCE

- | | | |
|----------------|---|--------------|
| 2021 – Present | Professional Standard Consulting LLC. | Richmond, TX |
| | Managing Director | |
| – | Kicking It with Brother Smalls show features vibrant talks and interviews with artists, entertainers, business and civic leaders, and athletes to Inform, Uplift, Elevate, and Inspire. | |
| – | Breakthrough Coaching. I work with people to discover their purpose and pursue their plans and goals with passion. | |
| – | Published books include TWEET: 365 Thought-Provoking Tweets to Ignite Your Brilliance and Power, and eBook REAL LOVE: Best Formula for Finding Your Perfect Relationship Fit. | |
| | | |
| 2018 – 2021 | Village of Pelham | Pelham, NY |
| | Village Administrator | |
| – | Administered the enforcement of the rules, regulations, ordinances, local laws, and codes of the Village. | |
| – | Facilitated and coordinated personnel practices and the work of all Village employees. | |

- Prepared the annual operating budget according to law as directed by the Mayor and Village Board.
- Supervised and monitored all encumbrances, expenditures, and disbursements.
- Kept the Village Board fully informed of the Village's financial condition.
- Participated in all negotiations of collective bargaining agreements.
- Recommended adoption of measures that were expedient, cost-effective and complied with relevant statutes and agency regulations.
- Established and maintained good lines of communication with residents, keeping them abreast of Village Board policies, procedures, services and responding to inquiries.

2003-2018 City of New Rochelle New Rochelle, NY
Deputy City Manager/HR Director

- Provided assistance to the City Manager in the execution of all rules, regulations, ordinances, and policies.
- Human Resources Director for the City of New Rochelle an organization with 600 employees.
- Coordinated the capital budget process and generated a multi-year capital budget for the annual budget submission.
- Conducted studies and reports in a multitude of areas of interest to City Government.
- Secured grant funding to support operational efficiency, and community preparedness.

2013 – 2015 College of New Rochelle New Rochelle, NY
Adjunct Professor Master's in Public Administration Program

- Fall 2013 Course: Program Evaluation
- Spring 2014 Course: Management of Nonprofit and Public Agencies
- Summer 2014/Spring 2015 Human Resource Management

2001-2003 Monroe College New Rochelle, NY
Associate Director-Freshman Office/Academic Advisor

- Developed innovative initiatives to address student retention through academic services, counseling, and extracurricular activities.
- Community liaison and project coordinator for student run groups including, Students In Free Enterprise (SIFE). Awarded the Sam Walton Fellow for activities that supports the power of entrepreneurial action to improve the standard and quality of life for people in need.
- Advised students of their academic progress and evaluated transfer transcripts.

EDUCATION

May 2011 Pace University White Plains, NY
Masters in Public Administration: Government Track

1992-1994 University at Buffalo Buffalo, NY
B.A. Psychology

1990-1992 Hudson Valley Community College Troy, NY
A.A.S. Civil & Public Service
 Dean's List
 Two-Sport Collegiate Athlete

PROFESSIONAL MEMBERSHIP

2022 – Present	International Association of Professional Recovery Coaches (IAPRC)
2003 – 2021	International City/County Management Association New Rochelle ICMA Primary Coordinator for Performance Management (2006)
2003 – 2021	Municipal Administrators Association of Metropolitan New York President (2010-2011)
2013 - 2021	Society of Human Resource Management (SHRM)

VOLUNTEERISM

2015 – 2021	Generations Church Developed the Mighty Men Rite of Passage Program	New Rochelle, NY
2010 – 2021	Organization geared to promote financial literacy in adults, one child at a time. Beijing, Xian, Shanghai, August 2013 (WorldofMoney.Org)	
2007 - 2010	Living Word Christian Church Youth Life Skills Training	White Plains, NY

MARK SOHANEY

October 1, 2024

Dear Members of the Hiring Committee,

I am writing to express my interest in the City Manager position for Dallas, Texas. With over 37 years of leadership in the military, particularly in command positions such as Joint Base Pearl Harbor-Hickam and Naval Air Station Key West, I possess a wealth of experience in program management, strategic planning, and community engagement that I believe would be invaluable in enhancing the quality of life for Dallas residents.

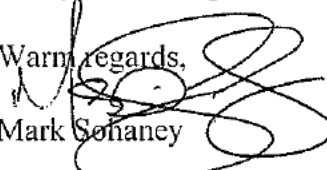
As the Commanding Officer of Joint Base Pearl Harbor-Hickam, I successfully led a comprehensive military installation that serves as a critical hub for both the U.S. Navy and Air Force. In this capacity, I managed a wide spectrum of high-stakes projects while adhering to strict fiscal guidelines, ensuring that resources were utilized efficiently and effectively. My leadership in overseeing large-scale construction projects, with a strong emphasis on sustainability and resilience in the face of climate change, speaks to my ability to manage complex operations while prioritizing community and environmental needs.

Similarly, my tenure as Commanding Officer at Naval Air Station Key West further honed my capabilities in managing vast operational infrastructures and underscored the importance of collaborative leadership. I gained invaluable insights into fostering relationships with various stakeholders, ensuring that community interests were at the forefront of decision-making processes. This experience solidified my commitment to transparent governance and community-driven initiatives.

I am eager to leverage my skills in financial oversight, strategic planning, and community engagement to support the City of Dallas in reaching its developmental goals. My approach to leadership is founded on open communication and consensus-building, as I firmly believe that all voices should be heard in shaping the future of our cities. By fostering an environment of trust and respect, I aim to cultivate partnerships that lead to innovative solutions for the community.

As I consider the opportunity to bring my expertise and dedication to public service to the role of City Manager in Dallas, I am excited about the possibility of contributing to the city's growth and sustainability. I look forward to discussing how my military background and leadership experience align with the needs of your dynamic city.

Thank you for considering my application. I am enthusiastic about the opportunity to collaborate with you to navigate the challenges and opportunities that lie ahead for Dallas.

Warm regards,

Mark Sohane

MARK SOHANEY



PROFESSIONAL SUMMARY

Results-driven leader with 37 years of distinguished naval service and extensive experience in managing large installations and aviation squadrons. Proven track record of success in strategic planning, resource management, and operational excellence, exemplified through leadership roles at Joint Base Pearl Harbor-Hickam and Naval Air Station Key West. Recognized for exceptional interpersonal communication and problem-solving skills, dedicated to driving community engagement, fostering sustainable growth, and enhancing the quality of life for residents. Committed to leveraging military experience to deliver innovative solutions and achieve collaborative goals within municipal leadership.

CAREER HIGHLIGHTS

- Spearheaded the development of major capital improvement projects, including a \$1.4 billion Biodiesel Plant and Solar Farm, a \$1.2 billion Wastewater Treatment Plant, and a \$750 million Water Treatment Plant, with a focus on sustainability, sea level rise adaptation, and environmental cleanliness
- Collaborated with city leaders, as well as state officials, to create a \$200 million project that enhances emergency evacuation for Honolulu County in response to hurricanes, wildfires and other natural disasters
- Established a strategic partnership with the Hawaii Department of Land and Natural Resources, securing funding for collaborative real estate projects, including a \$16 million Watershed Management Project

PROFESSIONAL EXPERIENCE

Commanding Officer, 06/2022 - 07/2024

Joint Base Pearl Harbor-Hickam – Pearl Harbor, HI

- Chief Executive Officer of the most strategic, historic and complex military base in the world, supporting nearly 100,000 people, 275 tenant agencies, a dual-use military and civil international airport, extensive deep water naval port facility, 148-acre naval shipyard, USS Arizona and Pearl Harbor National Park Service, all-encompassing 12 geographically dispersed annexes covering 15,000 acres with over 4,000 facilities valued at \$30.8 billion
- Directed a diverse team of over 4,300 personnel, including military, civilian, government service, and contractors, while overseeing the integration of construction projects valued at over \$8 billion, with an annual sustainment budget of \$243 million
- Recognized expert in emergency and crisis management, leading communities through major utility disruptions, hurricanes, wildfires, and other emergencies, ensuring safety, sustainability, and resilience
- Managed one of the largest portfolios of military housing units, achieving optimal occupancy rates, ensuring maintenance efficiency, and enhancing resident satisfaction, all while maintaining adherence to budgetary constraints and regulatory compliance
- Successfully led collective bargaining negotiations for Fire and Police Department employees, resulting in mutually beneficial agreements that enhanced morale and reduced turnover

Commanding Officer, 06/2019 - 04/2022

Naval Air Station Key West – Key West, FL

- Chief Executive Officer responsible for the management and operational readiness of a vital Navy installation, overseeing a complex environment that supports diverse joint training exercises and specialized missions

- Ensured the safety and welfare of over 5,000 people across 5,800 acres of land, 35,000 square miles of airspace, and more than 500 facilities valued at \$2.5 billion
- Successfully coordinated and executed essential national security missions without interruption during the COVID-19 pandemic, while building and maintaining strong partnerships with multiple military branches and allied forces to enhance mission effectiveness
- Developed strategic plans for future construction projects to preemptively address and mitigate the impacts of sea level rise on coastal infrastructure and ecosystems, ensuring long-term resilience and compliance with environmental regulations

Executive Assistant to the Director of Maritime Operations, 06/2017 - 02/2019

U.S. Pacific Fleet – Pearl Harbor, HI

- Led the operational oversight of a vast maritime force comprised of 200 ships and submarines, 900 aircraft, and 145,000 personnel, all while managing a budget of \$15 million
- Orchestrated complex maritime missions across the Pacific theater, ensuring tactical and operational readiness in response to a diverse array of challenges, from humanitarian assistance to combat operations
- Developed and implemented comprehensive plans, facilitated joint exercises with international partners, and coordinated collaboration across all components to enhance the effectiveness of fleet operations

Commanding Officer, 06/2014 - 05/2017

Boeing P-8A Poseidon Fleet Introduction Team – Jacksonville, FL

- Chief Executive Officer for the Navy's largest maritime aircraft transition program in over 50 years, overseeing a \$25 billion initiative to integrate the P-8 Poseidon aircraft into Navy operations
- Provided strategic leadership and direction throughout the acquisition process, ensuring timely delivery of capabilities while adhering to budgetary and regulatory constraints
- Developed and executed comprehensive transition strategies, coordinating efforts among diverse stakeholders, including senior Navy leadership, industry partners, and operational squadrons

Commanding Officer, 04/2013 - 05/2014

Patrol Squadron Twenty-Six – Jacksonville, FL

- Led a diverse team of 525 people while directing all maritime air operations during a highly strategic deployment involving intricate coordination with allied forces, enhancing multinational maritime security efforts and ensuring seamless integration of operations within a diverse coalition environment

EDUCATION

Masters of Arts in National Security and Strategic Studies: 11/2006

Naval War College - Newport, RI

Bachelor of Arts in Liberal Arts and Sciences, Economics: 12/1995

San Diego State University - San Diego, CA

- Summa Cum Laude, 3.82 GPA

CERTIFICATIONS AND MEMBERSHIPS

Emergency Management Senior Leader Certification (U.S. Navy)

International City Managers Association, Member

Florida City and County Management Association, Member

TOBIAS J. TEMPELMAYER

October 4, 2024

City of Dallas
1500 Marilla Street
Dallas, TX 75201

Dear Mayor Johnson:

I would like to formally apply for the City Manager position at Dallas. I am sure that you will look at my resume and immediately question my lack of "big city" experience. While I have not served in a large town, I have been relied upon to handle all the same issues, but with none of the staff. What I bring to Dallas is twelve (12) years of experience leading a municipality that has been innovative and progressive.

During my tenure, I have dealt with many difficult issues including a police officer involved shooting death and made tough decisions. I have repeatedly done what was best for the city, not what was safest for my job. Over the past twelve (12) years I have transformed Beatrice from a community that struggled to pay its bills into a community that now debates if our cash reserves are too large. I have been at the forefront of all economic development activities. I have spearheaded the development of public private partnerships to address everything from workforce housing to the installation of fiber to every business and residence in the community. I have created a new revenue stream for the city with the establishment of a Sanitation Department. I also inspired the transition of electrical providers that has led the city to save \$1,500,000 per year.

I am a servant leader who enjoys improving operations, processes, and people. I thrive at relationship building, communication, and financial analysis. I have a history of implementing strategic directions and adapting as needed. I am excited about the opportunity to serve the great people of Dallas, Texas.

If you feel I have the potential that you are looking for in a candidate, then please do not hesitate to contact me to arrange an interview. Thank you very much for taking the time to review my resume.

Sincerely,

Tobias J. Tempelmeyer

TOBIAS J. TEMPELMAYER

CITY MANAGER

Over the past twelve years I have exhibited a strong financial acumen and proven leadership. I have a track record of innovative ideas and strong communication skills.

Education

- Juris Doctorate – University of Nebraska-Lincoln – College of Law
- Master of Business Administration – University of Nebraska-Lincoln
- Bachelor of Science in Business Administration – University of Nebraska-Lincoln

Experience

City Administrator, General Manager, City Attorney, and City Treasurer

City of Beatrice, Nebraska

2008 to Current

- Develop and administer a \$74M budget.
- Lead the day-to-day operations of one hundred fifty (150) employees across seventeen (17) departments including water, electric, sanitation, police, fire, landfill, and wastewater pollution control.
- Spearheaded the development of the Court Street Access and Safety Transformation (CAST) Initiative that involves the rerouting of a Federal Highway and redeveloping the downtown into an entertainment district.
- Secured \$21.3M RAISE Grant for the CAST Initiative.
- Coordinating the redevelopment of the former Paddock Hotel, originally built in 1924, into a commercial development and workforce housing.
- Initiating the redevelopment of four (4) former elementary school sites into over thirty (30) acres of residential housing.
- Coordinating with the Environmental Protection Agency (EPA) and the Nebraska Department of Environment and Energy to clean up the seventeen (17) acre Dempster's superfund site.
- Assisted in construction of over \$71M in new development Beatrice in just the past four (4) years.

- Active in the recruitment of industrial, commercial, and residential developments in Beatrice such as Landmark Snacks, Hendrix Genetics, Rare Earth Salts, Zephyr Towers, Stone Hallow Brewery, Parr Machine, Jimmy Johns, Excel Development, and Hannibal View.
- Facilitated the expansion of existing large employers including Accuma, Precise Fabrication, Exmark Manufacturing, and Beatrice Community Hospital.
- Responsible for a 300% increase in the City's cash reserves over the past twelve years.
- Innovated the formulation and development of the City's Sanitation Department.
- Built a public-private partnership to install 1G fiber to every business and residence.
- Coordinated the purchase of real estate, design, and construction of a \$10M fire station.

Community and Professional Activities

- Member of the Creative District Committee (2023 – current)
- Board of Directors for SEND, Inc (2022 – current)
- Board of Directors for Beatrice Hospital Authority (2012 – current)
- Member of the Holiday Lighting Committee (2012 – current)
- Presenter at Nebraska Department of Environment and Energy and EPA Webinar (2023)
- Presenter at the National Flood Conference (2021)
- Board of Directors for Nebraska League of Municipalities (2016 – 2019)
- Presenter at the Nebraska League of Municipalities Midwinter Conference (2019)
- Completed the Public Power Manager Certificate Program from APPA (2019)
- Member of the Judicial Nomination Commission – First Judicial District (2009 – 2017)
- Nebraska Public Power District Power Resource Advisory Board (2012 – 2016)
- Nebraska Public Power District Rate Review Committee (2012 – 2016)
- Board of Directors for Beatrice YMCA (2005 – 2015)
- Presenter at the Nebraska Municipal Clerk Institute and Academy (2014 and 2015)
- Board of Education for Beatrice Public Schools (2008 – 2012)
- Little League Coach (2007 – 2020)
- Member International City/County Managers Association

Leadership Positions

- President of the Rural Workforce Housing Committee (2019 – current)
- President of the Board of Education for Beatrice Public Schools (2011 and 2012)
- President of the Board of Directors for the Beatrice YMCA (2009 – 2011)

Train people well enough so they can leave, treat them well enough so they don't want to. – Richard Branson

Kevin Thomas

[10/3/24]

Hiring Committee
City of Dallas/bakertilly

Dear Hiring Committee,

I am excited to submit my application for the City Manager position for the City of Dallas. With over 15 years of experience managing large, complex organizations, including multi-million-dollar budgets, leading cross-functional teams, and driving sustainable initiatives, I am confident that my background and passion for public service align closely with the needs of the City of Dallas.

In my current role as Senior Business Planning Manager at Samsung Electronics America , I oversee a \$600M quarterly budget, lead cross-functional teams, and ensure the effective and efficient delivery of services across various operational areas. My ability to foster strong stakeholder relationships, collaborate across departments, and deliver on strategic goals has led to measurable improvements in operational efficiency and service delivery. I am particularly proud of my role in driving sustainability initiatives and process improvements that have had a long-lasting impact on both the organization and the communities we serve.

Dallas is at a critical juncture, and I share your vision of continuing its growth as a vibrant, inclusive, and innovative city. I am deeply committed to fostering economic development, advancing equity, and embracing sustainability practices to ensure a brighter future for all residents. My experience working in both the private and public sectors has given me a unique perspective on the importance of community engagement, transparency, and fiscal responsibility—values that are essential for the City Manager role.

Key aspects of my experience that I believe make me a strong fit for this role include:

- **Leadership & Operational Oversight:** I have successfully managed large teams and complex operations, ensuring the delivery of high-quality services to stakeholders and consistently meeting performance metrics.
- **Budget & Financial Management:** With extensive experience overseeing multi-million-dollar budgets, I am skilled in fiscal planning, resource allocation, and maintaining transparency in financial operations.
- **Strategic Planning & Policy Implementation:** I have a proven track record of developing long-term strategies that align with organizational goals and delivering on those plans through actionable policies.
- **Community & Stakeholder Engagement:** I understand the importance of fostering strong relationships with both internal and external stakeholders to build trust and promote inclusivity in decision-making.

I am eager to bring my leadership experience, financial expertise, and passion for innovation to the City of Dallas, working in partnership with the Mayor, City Council, and community stakeholders to shape a thriving future for all residents.

Thank you for considering my application. I look forward to the opportunity to discuss how my qualifications and vision align with the goals of the City of Dallas.

Sincerely,
Kevin Thomas

KEVIN THOMAS

CAREER OBJECTIVE

Experienced leader with over 15 years of progressive experience managing large, complex organizations, excelling in public service, fiscal responsibility, and innovation. Committed to fostering economic growth, advancing equity, and driving sustainable practices. Seeking to bring visionary leadership, strategic planning, and operational excellence to the role of City Manager for the City of Dallas to shape its future for all residents.

EDUCATION

University of Texas at Tyler — Tyler, TX

- Master of Business Administration (MBA), 2022

University of North Texas — Denton, TX

- Bachelor of Business Administration (BBA), Operations Supply Chain Management, 2014

PROFESSIONAL EXPERIENCE

2022-2024

Sr. Business Planning Manager | **Samsung-** B2B| Plano, TX

- Oversaw a \$600M quarterly budget, ensuring efficient resource allocation and transparency across business operations and supply chain management.
- Led a team of 4 managers, driving initiatives that optimized product launches, and managed cross-functional collaborations, aligning with long-term strategic goals.
- Engaged with key stakeholders, fostering relationships that enhanced service delivery and exceeded performance expectations.
- Focused on sustainability and process improvements to reduce operational costs and enhance service quality.

2021-2022

Business Planning Manager | **Samsung-** T-Mobile Account | Plano, TX

- Spearheaded financial planning and operational projects, aligning with corporate objectives and customer requirements to enhance efficiency and minimize stockouts.
- Implemented key process improvements and leveraged KPIs to identify areas of enhancement, ensuring the team consistently met operational targets and customer satisfaction metrics.
- Collaborated with internal and external stakeholders to foster transparency and inclusivity in operational decisions.

2019-2021

Sr. Business Planning Analyst | **Samsung-** T-Mobile Account | Plano, TX

- Analyzed customer business plans, ensuring timely deliveries and target sales achievements.
- Prepared and presented SCM data and KPIs to senior management, improving product delivery strategies. Pulled daily sales/inventory reports and identified product variances, driving strategic adjustments that reduced delivery issues. Interacted with customer multiple times a week.

2016-2019

Business Planning Analyst | **Samsung-** Strategic Accounts | Plano, TX

- Managed multiple carrier-based accounts, including Tracfone and USC, coordinating demand forecasts, financial planning, and product availability
- Collaborated with internal teams to ensure weekly shipment accuracy and took ownership of marketing responsibilities for sales deduction tracking
- Built strong client relationships, providing market intelligence and pricing insights to enhance promotion strategies

2014-2016

Supply Chain Analyst | **Nouveau Eyewear** | Carrollton, TX

- Managed purchase orders, performed demand forecasting, and negotiated supplier costs to optimize product availability and project profitability
- Conducted cost analysis and ensured alignment with company expectations, contributing to the successful launch of new products
- Negotiated with multiple factories to insure which price, product, supply would be beneficial for the project

2009-2012

Assistant Manager | **Froots** | Richardson, TX

- Led daily operations, including inventory management, staff training, and customer service, contributing to a 15% improvement in store performance

SKILLS

- **Technical:** Proficient in SAP, GSCM, GSBN, SMART, SysPro 6.1 Client, Microsoft Suite, Excel,
- **Leadership in Supply Chain:** Extensive experience leading teams and overseeing supply chain distribution for large-scale operations, ensuring seamless delivery of supplies and services.
- **Inventory Management:** Skilled in managing automated distribution facilities and retail inventory control environments, with a focus on perpetual inventories and cost optimization.
- **Procurement and Vendor Management:** Expertise in purchasing operations, bidding procurement concepts, and managing vendor performance to ensure cost-effective services.
- **KPI Tracking and Performance Management:** Proven track record of establishing and tracking KPIs to monitor team performance, implementing process improvements to meet set goals.
- **Project Leadership:** Led interdepartmental projects aimed at optimizing logistics and distribution processes, including installation of new inventory control systems and Just-In-Time distribution programs.
- **Healthcare Supply Chain:** Knowledge of healthcare distribution systems, with experience ensuring compliance with internal controls and regulatory requirements.
- **Customer-Focused Approach:** Dedicated to exceeding customer expectations through continuous improvement and a positive, professional communication style.
- Shift leader, took inventory weekly, entered weekly payables, built solid customer relationship skills

LEADERSHIP EXPERIANCE

- Led cross-functional teams in professional and volunteer settings, consistently achieving high levels of performance and service delivery.
- Founding Father of Sigma Beta Rho Fraternity Inc., fostering leadership and community engagement.
- Active member of the Institute for Supply Management (ISM), promoting best practices in supply chain management.

COMMUNITY SERVICE

- **Habitat for Humanity:** Led volunteer teams in building homes and mentoring new members, reinforcing the commitment to community development and engagement.
- Various company run day of service community service set out yearly

KIMBERLY BIZOR TOLBERT

TRANSFORMATIONAL LEADER | STRATEGIC PARTNER | COMMUNITY CHAMPION

October 14, 2024

Baker Tilly US, LLP
Attn: Art Davis and Edward Williams
17 Cowboys Way, Suite 800
Frisco, TX 75034

Dear Mr. Williams and Mr. Davis,

As a transformational leader with 30+ years of dedication to the public sector, and a more than 40-year resident in the North Texas region, please accept this letter and resume as my application for the Dallas City Manager position.

During my tenure as Dallas' Interim City Manager, I have worked to tackle pressing challenges, drive economic growth and social vibrancy to create positive change in local government. Together, we are challenging ourselves, as a 13,000+ strong team, to be more transparent, accountable, and responsive to build trust, so we can deliver Service First, with the urgency of Now!

Under my leadership, and in alignment with resident needs and City Council priorities, I am championing our organization to become more customer-centric, to build on a safe, vibrant and growing Dallas to become a more livable, sustainable, and fiscally sound city with strong, aligned systems at its core. I have remained steadfast in my resolve to accelerate fiscal responsibility and collaborative governance. The unanimous approval of the \$5.2 billion FY 2024-25 budget with a historic property tax reduction, preservation of essential services, demonstrates my ability to steer the 9th largest city in the United States.

In less than 100 days, I have led the consolidation of multiple departments to enhance operational efficiency, resulting \$13 million in savings in FY 2025. Launching innovative, cross-departmental initiatives such as the City Action Strike Team (CAST) and public right of way program, Clean Sweep! are based on my knowledge of the needs and expectations of our residents, visitors, and businesses. This of quality-of-life practical problem-solving mindset is at the heart of my leadership style.

Identifying permitting as an urgent challenge, I swiftly broke down silos that resulted in an almost 54% reduction in commercial addition permit issuance times. Securing the Dallas Wings for their 2026 season, and bringing the first professional female soccer team, Dallas Trinity FC, to the City, are just a few examples reflecting my entrepreneurial business acumen. As a champion of public / private partnerships, over the course of my career, I have established unparalleled relationships with key leaders across the public and private sectors. This has uniquely positioned me to achieve immediate results.

I am committed to building upon the momentum we have created during my interim role. By leveraging our three principles, Connect, Collaborate, and Communicate, we will position Dallas as a global leader in economic growth, social vibrancy, equity, and a higher quality of life for all.

Thank you in advance for your consideration of my qualifications and my interest in this role. I look forward to discussing with you how I can continue to serve the City of Dallas, as its next City Manager.

Warm regards,



Kimberly Bizor Tolbert

SUMMARY OF QUALIFICATIONS

Nationally recognized municipal leader with 30+ years of delivering results in the public sector. Strong, thoughtful, decisive, strategic thinker and impactful communicator. Proven track record in fiscal management, driving economic growth, social vibrancy, and stability to drive positive change in local government. Adept at collaborating with policy makers, community, and other stakeholders to advance long-range goals, capital investments, and innovative initiatives. Committed to equitable and inclusive program design, implementation, and evaluation. Skilled at navigating complex challenges, under financial constraints and in high-pressure environments. Successfully champions operational enhancement in alignment with resident needs and City Council priorities. Having served under seven City of Dallas Mayors and five City Managers, uniquely qualified in steering competing priorities and managing changing landscapes.

EXECUTIVE LEADERSHIP COMPETENCIES and STRENGTHS

- **Visionary Strategic Leadership:** Driving long-term organizational success through forward-thinking strategies.
- **Transformational Change Leadership:** Expertise in leading large-scale change initiatives and fostering a culture of innovation and adaptability.
- **Fiscal Leadership:** Proven ability to guide financial decision-making, ensuring sustainable resource allocation and operational efficiency.
- **Stakeholder Engagement & Partnership Building:** Strong ability to cultivate trust and align diverse interests.
- **Crisis Management & Executive Presence:** Credible, poised leadership delivering decisive action.
- **Inclusive Leadership:** Champion of diversity and equity, with a deep commitment to fostering inclusion.
- **Strategic Negotiator:** Expertise in negotiating complex contracts with favorable outcomes.
- **Executive Communication:** Skilled in articulating vision and building consensus through high-level communication and emotional insight.
- **Innovative Solutions & Operational Excellence:** Proven track record of driving organizational improvements through creative problem-solving and strategic innovation.

PROFESSIONAL EXPERIENCE

CITY OF DALLAS / Dallas, TX | 2017–present

Entrusted as the Interim City Manager of the City of Dallas, following a progression through the three highest-ranking leadership positions. Each role brought increasing strategic responsibility and organizational impact, culminating in this appointment to lead the organization during a critical period of transition.

Interim City Manager (May 1, 2024 - Present)

- Delivered a balanced \$5.2 billion FY 2024-25 Total Annual Operating Budget, which included the largest single year property tax reduction in modern history, while closing a \$38+ million budget gap, supported with unanimous approval by the City Council.
- Reorganized the foundational structure to strengthen interdepartmental collaboration, reduce duplication, create cohesive synergy, and realize efficiencies across all programs and service delivery models, resulting in initial savings of over \$13.1M for FY 2025.
- Provided executive oversight for high-level deliberations and fiscal planning to achieve Funding Soundness Restoration Plans for the Dallas Police & Fire Pension System (DPFPS) and the Employee Retirement Fund (ERF) to fully fund each in thirty years, with a \$337,632,261 contribution for FY 2024-25.
- Championed new initiatives and revised departmental policies to address recruitment and retention efforts for first responders by changing grooming and educational standards, meeting 7.3% market pay adjustment, and piloting incentive programs.

- Championed the implementation of innovative, cross-departmental solutions by establishing the City's inaugural City Action Strike Team (C.A.S.T.), a proactive initiative designed to address and enhance quality of life citywide and the creation of the *Clean Sweep!* initiative, a transformative, citywide program that now serves as the central hub for coordinating public right-of-way maintenance and cleaning efforts.
- Collaborated with local Continuum of Care lead agency to develop Street-to-Home, a public/private initiative designed to target key zones in the Central Business District and expedite housing and recovery pathways for unsheltered residents. Over a 90-day period, 107 individuals have been housed.
- Championed the City's comprehensive citywide communications strategy to carve out a brand identity, crisis management strategy, and overall cohesive messaging. This has resulted in refreshed branding, unified outreach and immediate, accountable and transparent responsiveness. Citywide rollout is underway.
- Provided executive guidance for final staff discussions and presentations, public engagement, City Council deliberations, and the amendment process for ForwardDallas 2.0.
- Championed efforts to create economic development initiatives to attract catalytic projects, incentivize affordable housing, and create living-wage jobs. Key achievements include, securing the Dallas Wings 2026 season relocation to downtown Dallas (\$23.25 million over 15 years), bringing the Dallas Trinity FC professional women's soccer team to the Cotton Bowl (\$4 million annually over the next 5 years), the \$40 million Southern Dallas mixed-use development, the Adeline, and the \$83.5 million Dallas Power and Light Building's conversion to residential units.
- Merged small business services into the Office of Economic Development, and under new structure, \$65,000 in microgrants have been made with more on the horizon.
- Directed new Housing Needs Assessment to accelerate affordable housing development, proactively allocating the first of multiple \$10 million tranches of 2024 bond funding, with housing development applicants under review in first quarter FY 2024-25.
- Championed the construction of a 36-unit mixed-income, multifamily development in the Bonton Community vis-à-vis the Land Bank Transfer Program leveraging \$1.6 million in Federal Home Loan Bank grant funding in April 2024. Construction slated to begin in December 2024, with completion anticipated by June 2026.

Deputy City Manager (January 2022 – April 30, 2024)

Serving in a top executive role, provided strategic oversight to assist the City Manager in the conduct of city operations and policy development for effective and efficient delivery of services. Indirectly provided oversight for 13,000 + employees with direct oversight of 2,646 employees.

- Provided executive leadership including policy recommendations, programs, strategic initiatives and the oversight for the annual development, planning, and implementation of total annual combined budgets of \$1.4 billion, for:
 - The City's two largest enterprise funds Dallas Water Utilities & Storm/Drainage Management (\$954 million) & Aviation/Transportation Regulation (\$208 million),
 - The Health Benefits Fund (\$213 million),
 - A portfolio of General Fund departments totaling \$60.4 million (Communications/Outreach & Marketing, Office of Government Affairs, Human Resources, Office of Community Care, Office of Homeless Solutions, Office of Police Community Oversight, Mayor/City Council Office, & Small Business Center), and
 - The City's Risk Management Internal Services Fund (\$6.5 million).
- Provided executive-level leadership for Dallas Water Utilities, including long-term planning efforts to enhance water, wastewater, and storm drainage security for over 2.6 million combined retail and wholesale customers. DWU is the ninth largest water and wastewater utility in the United States and the largest storm drainage and flood control system in the United States owned by a municipality.
- Guided the advancement of equity through infrastructure improvements by awarding \$34.5 million towards 43 locations to bring water and wastewater services to occupied, unserved areas.
- Oversaw the update of the Dallas Love Field Voluntary Noise Abatement Program, including robust engagement with stakeholders and revamped goals to address current and future growth. Dallas Love Field is the largest medium hub airport in the country with forecasted enplanements projected to reach \$10.1 million by 2025.

- As the City Manager's designee, supported the cross-partnership collaboration and development of the Kay Bailey Hutchison Convention Center (KBHCC) \$3.25 billion masterplan.
 - Transformed prime contracting requirements to reward minority and women-owned business (M/WBE) self-performance participation toward subcontracting diversity goals and developed the Dallas Accelerator Program (DAP) to advance economic opportunities for Dallas M/WBE's. To date, M/WBE participation exceeds ~59 percent.
 - Developed an Owner/Rolling Controlled Insurance program to eliminate barriers and provide opportunities for minority and women-owned businesses to have access to large scale projects.
- Continued strategic, executive leadership for homeless solutions leveraging partnerships, resulting in system funding increase of 44% since 2021:
 - Working in collaboration with external partners brought online an estimated 2,000 permanent supportive housing placements with wraparound services and case management through the utilization of vouchers and private market units, and project-based units since 2021.
 - Initiated the creation of Homeless Action Response Teams (H.A.R.T.) to provide quick response to immediate safety concerns around encampments and hot spots.
 - Created formal framework for Inclement Weather Shelter (IWS) operations to proactively deploy resources and leverage partnerships during extreme weather events.
- Increased Women Infant and Children (WIC) client enrollment by 4 percent year-over-year, reaching a total of 78,000 clients in FY23-24, utilizing data analytics to identify service gaps, optimize resource allocation, and measure program effectiveness.
- Operationalized first Financial Empowerment Centers to narrow the wealth gap in targeted communities, helping over 1,000 residents improve their financial stability, resulting in \$10 million in tax refunds claimed.
- Achieved the prestigious "Best Place for Working Parents" designation, enhancing the City's reputation as a family-friendly employer by implementing supportive benefits and programs.

Chief of Staff (February 2017-January 2022)

- Chief operating officer to the City Manager and responsible for organizational-wide performance-based strategies and comprehensive change management processes designed to achieve the mission and goals of the organization. Indirect oversight of 13,000 + direct oversight of 770 employees across a diverse portfolio of departments with a total combined \$450 million annual budget.
- Provided visionary leadership for the launch of Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) initiative, a historical and collaborative public/partnership to address homelessness in the Dallas area. The DRTRR aimed to house 2,700 unsheltered residents by December 2023 leveraging federal dollars and private funding, totaling a \$72 million. Partners included City of Dallas, Dallas County, Dallas Housing Solutions of North Texas, and Housing Forward, the lead agency for the local Continuum of Care. Successfully reached the goal early in October, housing 3,000+ by December 2023.
- Spearheaded inaugural Language Access Center to enhance multicultural engagements, and develop standards for city-wide written translations and oral interpretation services for public meetings, resulting in improved access for more than 43% Spanish, Chinese, Korean, Amharic, and Vietnamese speaking residents.
- Provided strategic executive leadership for critical citywide initiatives during the COVID-19 pandemic including:
 - Census 2020 collaborative partnership with Dallas County for outreach and engagement.
 - The return-to-work plan for over 13,000+ employees.
 - The distribution of \$120+ million for rental assistance and to prevent widespread evictions.
- Led the comprehensive transformation of the Health Benefit program focused on cost stabilization, expanded plan options, wellness incentives, long-term disability coverage, stop-loss insurance, and premium payment tiers for low-income employees. Achieved \$20 million in total savings to the city over three years through:
 - Strategic contract negotiations.
 - Recovery of \$6 million+ in unclaimed credits.
 - Audits yielding \$1.2 million+ from deceased retiree payments.

- Led a multi-year compensation study, resulting in the redesign of a new structure, including the revision of 90% of job descriptions and developed a clear Meet and Confer market pay compensation strategy for over 5,000 uniformed police and fire employees.
- Provided strategic leadership for a \$10 million state-of-the-art multimedia facility at Fair Park to produce real-time content and live broadcasts tailored to inform residents about city services, programs, and information.
- Provided executive oversight for the \$146 million planning, construction and opening of Parking Garage C at Dallas Love Field. Total parking revenues have increased by 41 percent since the opening in 2018.
- Secured a solution for the School Crossing Guard Program after the 2017 dissolution of Dallas County Schools, including negotiations with stakeholders, identification of funding, and third-party management of the program.

NORTH TEXAS TOLLWAY AUTHORITY/ Plano, TX | 2008–2016

Held various executive level positions with the North Texas Tollway Authority, a political subdivision of the State of Texas serving more than 14 million drivers through the acquisition, construction, operation, and maintenance of tollway projects in north Texas. The service area includes the Tarrant, Denton, Dallas & Collin Counties.

Chief Strategic Officer (2012-2016)

- Collaborated closely with executive leadership to administer the Authority's strategic plan, monitor progress toward initiatives and projects, establish communication channels, and report organizational-wide performance achievement towards mission and objectives.
- Planned and facilitated executive team annual goal setting strategy sessions and alignment of 20 administrative and operational services departmental annual operating budgets with 5-year strategic goals and objectives. The total budget estimated \$137 million.
- Facilitated the creation of the County Review Action Plan to execute and monitor completion of the 82 recommendations resulting from an Independent Financial Performance Review of the Authority commissioned by the four service area counties (Dallas, Fort Worth, Denton and Tarrant).
- Developed innovative business plans and leveraged external partnerships, including outreach with area universities and businesses to increase the value of TollTags.
- Negotiated direct agreements with key state department of motor vehicles for toll collections processing.

Assistant Executive Director, Administration (2009-2012)

- Reporting directly to the executive director, provided strategic leadership and oversight of 3 senior level department directors and oversaw operations, organizational performance and reporting, strategic planning, budget and policy development for the Administration, Human Resources, Communications/Marketing, and Business Diversity departments. Total combined budgets of \$8 million.
- Spearheaded the development and implementation of the Cooperative Inclusion Plan in collaboration with minority contractor associations and external stakeholders, creating a forward-looking model to expand the pool of D/M/W/SBEs and HUBs in horizontal construction. Concurrently, revamped diversity policies and procedures, resulting in a comprehensive action plan that drove a significant 45% increase in spending with disadvantaged, minority, and women-owned businesses over three years.
- Provided executive oversight on various special projects and organizational-wide initiatives, including the implementation of a change management program, pay-for-performance system, internal communications strategy, and NTTA-U, an in-house staff training, recruitment, and career development program.
- Initiated the development and implementation of multicultural marketing plan and focus groups to improve outreach and accessibility for Spanish speaking customers, including the launch of bilingual traffic advisories and informational pages on ntta.org.

Chief of Staff, Administration (2008-2009)

- Reported to the Executive Director, directed the administrative activities of the executive office. Served as executive liaison to the Board's Administration Committee, coordinated budget development activities, staff and consultant presentations, developed agenda items, facilitated special briefings to Board and external stakeholders, and monitored completion of projects assigned to senior-level staff.
- Streamlined the Board's business agenda process and implemented internal procedures with executive leadership.
- Developed Board-level policies and represented the Authority at speaking engagements and on various special projects with regional leadership.
- Facilitated the execution of community involvement initiatives to build and strengthen the Authority's brand and image within the North Texas region.
- Led the implementation of the Authority's strategic visioning process with Board leadership, executive and senior staff that served as the framework for its five-year strategic plan.

CITY OF DALLAS/ Dallas, TX | 1998–2008

Assistant Director, Finance and Administration, Dallas Love Field (2004-2008)

- Led the administrative and fiscal affairs of the Department, which includes Dallas Love Field, municipal-owned commercial airport, Dallas Executive, the city's general aviation airport, and downtown Vertiport.
- Responsible for developing and managing the department's annual operating, capital, and grant program budgets totaling approximately \$39 million, while effectively controlling expenses, generating revenue, and projecting finances to optimize growth and minimize total cost per enplanement.
- Oversaw the concession program at Dallas Love Field, optimizing locations for visibility, fostering a diverse mix of brands, managing contract modifications, and negotiating agreements in advertising, parking, food and beverage, and retail to maximize non-airline revenue.
- Worked with airlines and concessionaires to build an award-winning customer service program, recognized by J.D. Powers and Associates as #1 midsize in airport customer service, for two consecutive years.
- Led the preplanning and phased approach to the development of the Love Field Modernization Program, which was completed in 2014. Since 2014, Dallas Love Field has experienced 125 percent increase in enplanements.
- Served as negotiator for an Interlocal Agreement with the North Texas Tollway Authority of the city's first-ever TollTag partnership at Dallas Love Field to provide innovative customer experience. Today, TollTag use at DAL represents over 60% of all parking garage transactions.

Assistant to the City Manager (1998-2004)

- Managed the day-to-day operations of the City Manager and Mayor/City Council offices, including budget preparation, internal controls, community, and special events.
- Led professional development, coaching and mentoring activities for thirty-eight (38) direct reports.
- Project director for several high-profile events, including the Mayor and City Council Inaugural celebrations, as well as fundraising for the Annual Mayor's Back to School Fair, which achieved a historic attendance of 60,000 and successfully distributed over 20,000 school supplies to low-income children.

CITY OF DENTON/ Denton, TX | 1996–1998

Economic Development Coordinator

- Served as business development liaison to developers, real estate brokers, and corporate leaders and represented the city on corporate site visits at local, state, national, and international levels on economic development issues and strategies.

- Worked with chambers of commerce to develop prospectus and collateral materials for new business recruitment.
- Collaborated with planning and zoning department on projects to support commercial, office and industrial development, including cost benefit analysis, management reports on rezoning, design and use permit requests.
- Facilitated project development of the largest industrial company (United Copper Industries) to locate in the City of Denton in 19 years; valued at \$50 million, with the creation of 208 jobs.

PARTNERSHIPS & ALLIANCES

Cultivated an extensive network of strategic partnerships and alliances working with local, state, and national leaders over a distinguished 32-year career. This list represents a sample of enduring relationships, built on a foundation of trust and mutual respect, which have consistently facilitated innovative, collaborative problem-solving, and best practices resource sharing.

- Private entities, including local sports franchises
- Non-profit organizations and foundations
- Chambers of commerce and minority organizations
- Community advocacy groups
- Educational institutions
- Healthcare institutions
- Arts and cultural institutions
- International bodies

PROFESSIONAL AFFILIATIONS

- Dallas Convention Center Hotel Development Corporation – President (2018 – 2024)
- Executive Women's Roundtable – Dallas Regional Chamber of Commerce (2022 – Present)
- Dallas Summitt – Member (2022 – Present)
- International Women's Forum (2021 - Present)
- International City Management Association (2017- Present)
- National Forum for Black Public Administrators (1992 – Present)
- Public Administration Alumni Advisory Board, University of North Texas (2002 – 2022)

AWARDS & ACHIEVEMENTS

- President's "Soar Award" (Alpha, Kappa, Alpha Sorority, Inc.) 2024
- Women of Influence (Cheryl Magazine) 2023
- "Making Black History in Dallas" (OutFront Media) 2022
- "Sisters with Superpowers" (Rolling Out Magazine) 2019
- Luna Award for Outstanding Executive (Regional Hispanic Contractors Association) 2012
- Rosa Parks Diversity Leadership Award (Women in Transportation) 2011

EDUCATION

University of North Texas, Denton, TX

Master of Public Administration, 1993

Bachelor of Arts – Political Science, 1991

CONTINUING EDUCATION

- Credentialed Manager International City Management Association (2022)
- Bloomberg Harvard City Leadership Initiative (2019)
- Senior Executive Institute, Weldon Cooper Center for Public Service (2018)
- National Forum for Black Public Administrators, Executive Leadership Institute (2000)

Michael Valentin

PROFILE: Dynamic and visionary senior-level operations leader offering comprehensive achievements, demonstrating success in streamlining business operations including financial controls, budgets, strategic planning, technical support, performance measurement and team development. Results-oriented problem solver with a proven track record of building healthy internal and external customer focused organizations.

- Business Process and Strategy Development
- Forecasting, Budgeting and Cost Controls
- Project Management
- Quality and Productivity Improvement
- P/L Responsibility
- Cross-Functional Leadership
- Sales Leadership
- Change Management & Organizational Design
- Team Recruitment, Development & Coordination
- Customer Relationship Management
- New Product /Service Planning and Launch
- Fluent English / Spanish

PROFESSIONAL EXPERIENCE

Charter Communications
Dallas, TX / New York, NY
Vice President of Operations

09/2016 – Present

Senior Executive providing leadership to over 1800 employees delivering critical services in a 24/7 environment within a three-company merger scenario. Effectively led efforts to build strategy, align operations, create process, standardization and efficiencies with a focus on expense management and cost reduction. This includes managing teams responsible for Field Operations, Workforce Logistics, Project Management (PMO), Reporting & Analytics, Customer Support, Environmental Health and Safety, Government/Community affairs, Human Resources, Engineering and Finance – aligning and developing teams to establish a best-in-class customer experience. The market serves over 1.6M residential and commercial customers with a total operating and capital budget of \$750M generating \$2B in revenues.

Comcast Corporation
Area Vice President, Operations
Cherry Hill, NJ / San Francisco, CA / Denver, CO / Hartford, CT

02/2010 – 09/2016

Relocated within company to serve as Executive leader and spearhead efforts for market wide operational improvements in key high-profile locations within the organization. This included effectively managing teams in Customer Care, Field Service Operations, Human Resources, Business Planning, Logistics, Direct Sales and local Retail Centers within the footprint to achieve/exceed established financial, operational, customer experience and employee development goals. Consistently achieved top ranking KPI's with regards to work quality and customer experience. Financial goals met/exceeded budget targets and achieved top 5% results in CREDO (employee satisfaction/engagement survey) within the organization.

Cablevision Systems Corporation
Director of Operations
New York, NY

06/2006 – 02/2010

Provided leadership in the critical product/ service delivery industry to a staff of 300+ Operations, Fleet, Contractor, Workforce Dispatch, Warehouse & Administrative employees - maintaining and further developing a high-performing, customer-focused team to enhance organizational capabilities. Set bench mark for customer NPS measures, operational performance KPI's and cost control management.

Verizon Communications
Project Manager & Senior Staff Consultant
New York, NY / Irving Texas

07/2000 – 6/2006

Initiated, managed, and served as focal point for a variety of large-scale multi-million-dollar projects within the broadband service delivery industry. All undertakings were reviewed and evaluated for cost efficiency, feasibility, quality control and delivery time compliance - managing all phases of project from inception to completion. This includes proposal preparation, establishing, monitoring and auditing master plans, acquisition and coordination of resources, contract negotiations, and quality assurance.

EDUCATION

Master of Business Administration - Financial Management
Pace University - Lubin School of Business (AACSB) – New York, NY

Bachelor of Science - Business Administration

Mark A. Washington, D.Ed., ICMA-CM

October 12, 2024

Mr. Art Davis,

I am pleased to express my interest in becoming the next City Manager for the City of Dallas. I have 30 years of public administration experience that includes employment for the cities of Fort Worth, Austin and Grand Rapids, MI. I currently serve as City Manager for the City of Grand Rapids, MI (Michigan's 2nd largest city) and was appointed in 2018. Since Grand Rapids is the hub of our MSA (Metropolitan Statistical Area), I have led local efforts and been part of regional efforts to improve the residential quality of life and business climate with more than 130 international companies in our 1.1M MSA and 600,000 residents in the county. I oversee all city departments, operations, policies and programs related to public safety, economic development, community services, mobility, infrastructure, health, environment, recreation and community engagement. I have been committed to and successful in making Grand Rapids a city that is nationally recognized for being equitable, welcoming, innovative and collaborative with a robust economy, safe and healthy community and the opportunity for a high quality of life for all.

As City Manager, I have helped Grand Rapids embark on transformational projects to include: public private partnerships to create catalytic downtown revitalization projects with over \$2B economic impact; construction of publicly owned \$180M, 12,000 seat amphitheater and a \$100M+ trail enhancement program to improve trails and "restore the rapids" river restoration project in downtown grand rapids that will allow urban adventure waterfront recreation, tourism and mixed-use developments. I am also part of effort of bringing a professional soccer team to our city and developing plans for a \$175M, 8,500 seat soccer stadium. Since my arrival, we creatively improved public safety and community relations with the use of mental health professionals for co-response; community-led violence prevention programs and cutting-edge housing programs for affordable housing and the unhoused community.

I know there are many fine candidates that will apply for the position, but I offer myself for service and believe my experiences in Fort Worth, Austin and Grand Rapids have positioned me to be a bold visionary leader who is committed, tested, passionate, competent, ethical and humble. While I enjoy living in and leading Grand Rapids, returning to the Metroplex and leading Dallas is an opportunity I cannot pass up. I still have relatives and friends in the Metroplex and would be honored to return to the place where I received my professional start. I lived in Dallas right after obtaining my undergraduate degree and worked for Norwest Financial. I then enrolled in graduate school and worked as a graduate intern for the City of Fort Worth and almost 14 years later, rose to the ranks of Street Services Project Manager and Assistant Human Resources Director. I successfully led the conversion of Fort Worth from a fully-insured benefit plan to a self-funded plan, initiated collective bargaining and implemented the wellness program.

I left Fort Worth and became a Director and Assistant City Manager for the City of Austin where I worked for nine years and provided direct executive oversight to several departments; including human resources, labor relations, fleet services, communications and technology management, building services, innovation, telecommunications, regulatory affairs and the Austin Convention Center. I provided executive leadership on labor contract negotiations, improving police oversight and community relations, hosting and planning large events such as South by Southwest (SXSW) and creating public-private partnerships to address community challenges such as equity, homelessness, digital inclusion, housing/tenant rights, right-of-way uses for disruptive technology and workforce development for marginalized populations. I have been blessed to serve with talented staff and committed elected officials who partnered to lead communities through crisis and prosperity while inclusively elevating the quality of life for all residents. I have been part of large complex organizations (\$4.4B budget in Austin and 14,000 workforce) and communities and know how to effectively move communities forward. I also successfully worked on pension reform issues in Fort Worth and Austin and currently have a pension plan in Grand Rapids that is over 80% funded.

Being a City Manager is more than a job for me. It is a calling and an opportunity to “pay it forward.” This is personal. I know first-hand the benefits of well-run government services as a child who; grew up in public housing, went to public schools, had a mother who spoke English as a second language and a father was a high school dropout. If it were not for compassionate community and public leaders, I would not be in my current role. I am very fortunate to be in an executive leadership role in local government and have never forgot my humble beginnings and the impact good government has had on my life and others. Although I currently live in Grand Rapids, I remained connected to the Dallas community by serving as a Trustee on the Paul Quinn College Board in south Dallas and being part of the Tenth Episcopal District Ministries of the African Methodist Episcopal Church in Dallas.

Thank you for your consideration and I look forward to visiting with you more about the opportunity to become your next City Manager and continue to make Dallas the premier world-class City.

Sincerely,

Mark A. Washington

Mark Washington
City Manager

MARK A. WASHINGTON, D.Ed., ICMA-CM, SPHR, SHRM-CP, CGBA, IPMA-CP

WORK EXPERIENCE:

City of Grand Rapids (October '18 – Present)

City Manager

- Serve as Chief Executive Officer for the Municipal Corporation reporting to City Grand Rapids in overseeing Michigan's 2nd largest City of 200,000 (Grand Rapids Metropolitan area of 1.1M) and lead in the development of policy strategy and execute policy direction of the council.
- Led and created a citywide three-year strategic plan, created a performance management office and increased the efficiency, transparency and accountability of local government
- Direct all city departments, operations, policies, and programs related to public safety, economic development, community services, mobility, infrastructure, health, environment, waste management, recreation and community engagement for a workforce of 2,700 and a \$700M budget
- Developed draft new long-range 20-year comprehensive master plan, "Bridge to our Future"; adoption anticipated December 2024
- Launched an equitable economic development and mobility strategy while establishing an equity fund for underinvested parts of the community
- Instrumental in the development of a public private partnership to create catalytic downtown revitalization projects with over \$2B economic impact to include construction of publicly owned \$180M, 12,000 seat amphitheater and \$175M 8,500 seat soccer stadium; \$100M trail enhancement program and "Restore the Rapids" river restoration project in downtown grand rapids that would allow urban adventure water recreation, tourism and mixed-use developments
- Strategically improved policing that resulted in the use of more mental/behavioral health resources, social services, neighborhood policing, technology and civilianizing of sworn positions for redeployment while increasing sworn patrol staffing levels
- Created a public safety oversight and accountability office to improve community police relations; launched multi-disciplinary homeless outreach team; created innovation office
- Created an Equity office; used equity lens in budget appropriations to address disparate service outcomes; developed equity cohort and employee affinity resource groups; improved Human Rights Ordinance; strengthened International Sister City Relations; co-created welcoming plan
- Led efforts for municipal carbon reduction goals and directed the sustainability office to support community-wide climate goal, implemented green/resilient infrastructure,
- Affirmed the city's commitment to sustainability by converting all street lights to LED; constructed \$80M biodigester that converts biosolids and produces renewable natural gas and RINS credits; enhanced citywide yard composting facility and curbside residential composting program for organics by using on-site technology on trucks to screen waste for mixed contamination
- Implemented e-bike and scooter micro-mobility platforms, car-share pilot, and expanded free downtown bus circulator service; enhanced electrification of city fleet;
- Prepare policy recommendations and considerations for governing body on land use, zoning, taxation and other issues to increase business development, housing supply, place making

- Developed a pandemic response and economic recovery plan to deploy over \$100M in resources to help with business recovery, community development, housing and homelessness, public safety, fiscal sustainability and community engagement.
- Successfully negotiated collective bargaining agreements with 14 labor unions; implemented values-based leadership and employee recognition program
- Serve as ambassador for the organization and maintain effective working relationships with businesses, non-profits, citizens, government agencies and educational institutions

City of Austin (August '09 – September '18))

Assistant City Manager (May 2015 – September 2018; Interim 5/15 – 8/16)

- Provided executive leadership and support to the City Manager in the preparation, monitoring and administration of \$4B budget and management of a workforce of 14,000 employees for 11th largest City in the country
- Advised council, boards and commissions on issues related to governmental operations; citizen engagement; public meetings and media communications
- Partnered with governmental agencies, counties, school districts, community colleges, non-profits and businesses on various issues that impact local government
- Responsible of providing direct executive leadership and oversight to eight departments to include: Human Resources, Labor Relations, Austin Convention Center, Fleet Services, Communications and Technology Management, Building Services, Innovation Office, and Telecommunications and Regulatory Affairs Departments.
- Served as the Executive Liaison to the Visitors Impact Task Force, African American Resource Advisory Commission, Joint Inclusion Commission and represent the City on the Austin Convention and Visitors Bureau Board (Visit Austin) and Austin Convention Enterprises Board
- Provided leadership to the Management Integrity Committee which consists of the City Auditor, the City Attorney and representatives from the Human Resources, Police and Finance Departments to detect and prevent fraud, waste, abuse and unethical practices
- Co-lead labor contract negotiation strategy with public safety unions and provide executive city-wide workforce leadership related to talent acquisition, development, and retention
- Provided executive leadership on the \$600 million convention center expansion effort and alternative uses for Hotel Occupancy Taxes for downtown and central city redevelopment to promote tourism and historical preservation
- Led city-wide small cell implementation and deployment to enhance Wi-Fi with telecommunications industry
- Oversaw Smart City road map strategy for technology and innovation to include development of innovation lab, research grants, reverse pitch competitions and open government strategy
- Oversaw acquisition and maintenance of 6,000+ heavy and light duty fleet
- Responsible for community-wide digital inclusion program to reduce the digital divide and disparities
- Member of the City's equity team that is responsible for leading a strategy to improve equity in collaboration with the Government Alliance on Race and Equity

Human Resources Director (August '09 – May '15)

- Provided strategic leadership as Chief Executive Human Resources Officer for a workforce of 14,000 employees and 3,000 retirees
- Directed staffing, classification, compensation, employee relations, organizational development, benefits, safety, risk management, worker's compensation, HRIS, and civil service programs
- Oversaw preparation of policies, procedures and reports on workforce issues for departments, senior management, and the City Council.
- Developed value-based principles and competencies for the organization and ensured the alignment and deployment through rebranding the City's Mission, values, competencies, performance appraisal system and leadership development training
- Created leadership development academies for executives and managers to address succession planning needs
- Oversaw and administered departmental budget of \$12 million and a \$209 million self-funded benefits program and workers compensation budget
- Advised senior management on workforce trends and issues that will increase organizational effectiveness and employee engagement
- Served as staff and liaison with agencies, boards, commissions, community organizations, City Council and labor groups on human resource matters
- Developed community engagement and outreach strategies; responded to media inquiries
- Negotiated contracts, settlements and resolutions in accordance with state and federal laws
- Implemented a municipal civil service system for 8,500 employees that established just cause, representation rights and appeal processes.
- Established community-wide economic development and job exposition seminars and workshops for 3,000 attendees and over 120 employers
- Oversaw Equal Employment and Fair Housing Office in enforcing local anti-discrimination ordinances and investigating Title V and Title VII complaints on behalf of EEOC and HUD
- Created alternate dispute resolution processes with the Ombuds Office
- Developed innovative pay practices for emerging technology

City of Fort Worth (Jan '96 – July '09)

Assistant Human Resources Director (May '03 – July '09)

- Provided overall direction to recruiting, staffing, diversity, safety, workers compensation and benefit programs
- Administered a \$55 million health benefit fund; \$12 million workers compensation and occupational health and safety program, \$0.5 million wellness program; and a \$100 million deferred compensation retirement program

Compensation and Benefits Manager (Mar '01 – May '03)

- Administered citywide compensation plan for 450 job classifications and 6,500 employees
- Developed annual compensation and benefit budget; managed staff
- Oversaw job evaluation and classification maintenance system
- Created and administered inaugural \$44 million self-funded health benefit plan for 14,000 health plan members, established the plan policy, developed the plan design, developed premium contribution rates, eligibility rules, and review appeals

Street Services Project Manager (Feb '00 – Mar '01)

- Oversaw, scheduled and planned infrastructure maintenance construction projects for the Transportation and Public Works Department Street Services Divisions for roads, bridges, streetlights and drainage and assisted in overseeing 200 employees
- Prepared \$15 million operating budget
- Oversaw Street Services and Street Light Operations Dispatch Center

Human Resources Consultant(Mar'97–Feb'00) **Analyst** (Aug'96-Mar '97) **Intern** (Jan'96–Aug'96)

- Advised senior management on recruitment/selection strategies, compensation, strategic planning, and employee relations for 6,000 employees
- Developed special programs; coordinated internships, co-ops, and targeted recruitment initiatives
- Developed selection materials and assessment centers; monitored and maintained the hiring process
- Developed recruitment, selection and retention strategies to address diversity issues and underutilization
- Conducted research, surveys, organizational studies and classification studies; recommend salary and classification adjustments; write reports
- Advised senior management on reduction on work force strategies
- Conducted job analysis/audits, wrote job descriptions, and advised senior management on reorganizations
- Facilitated process reengineering workshops and instructed Total Quality Management and diversity training
- Assisted in investigating EEO, ADA, and sexual harassment complaints
- Partnered with employee associations on terms and conditions of employment
- Partnered with customer departments to align human resource policies and practices with business strategies, local ordinances, and state or federal regulations and laws

U.S. Small Business Administration, Fort Worth, TX (Jun 95-Sep 95)

Loan Officer

- Authorized approval for small business, real estate and personal loans
- Cash flowed tax returns using all schedules for businesses and rental property
- Performed income projections and forecasts
- Analyzed credit reports

Norwest Financial Inc., Fort Worth, TX, (Oct 93-Jun 95)

Credit Manager

- Responsible for product marketing, segmentation and solicitation of retail merchants with closed end contracts, revolving contracts, line of credit agreements, and discount financing.
- Conducted credit investigation for approvals on real estate loans, home improvements loans, sales finance contracts, and installment loans
- Monitored \$5.2 million in net receivables and 300 accounts and initiated civil litigation.
- Ordered title searches for lien verification on real estate loans and cash flowed personal income using federal tax returns, sales and bad debt projections
- Designed and implemented debt consolidation and debt restructure plans for consumers
- Reviewed loan documentation to insure compliance with state & federal regulations

- Initialized and processed insurance claims for disability, unemployment and death
- Conducted fair market value appraisals and calculated depreciation of tangible collateral and intangibles such as stocks, bonds, certificates of deposits and cash value of whole life policies

Talk Show Host “Jobs Plus” Channel 7/45 (2/99 – 12/02)

Hosted monthly talk show on the City of Fort Worth’s community cable channel. The purpose of the show was to meet with new or expanding employers and discuss their economic impact and future job openings. Some guests included DFW International Airport, NOKIA, Marriott International, and National Semiconductor.

Tarleton State University, Stephenville, TX

Off-Campus Housing Coordinator 1993; Resident Advisor (1991 -1992)

ORGANIZATIONS AND HONORS

- Grand Valley Metropolitan Council and Planning Organization, Board Member
- Downtown Grand Rapids Inc.; Executive Committee and Board Member
- Art Prize 2.0, Steering Committee Chair
- Spectrum Health Community Commitment Advisory Board, Member
- International City/County Management Association (ICMA), Member, Global Exchange Committee; Midwest Regional Nominating Committee
- Michigan Municipal Executives, Advocacy Committee
- Michigan Municipal League (MML), Trustee
- Council of Local Authorities for International Relations (CLAIR) fellowship program
- Paul Quinn College, Dallas, TX, Trustee
- Experience Grand Rapids Convention and Visitors Bureau, Board Member
- Texas Municipal Human Resources Association, Former Board Member
- International Public Management Association–HR, Former Texas Chapter President
- State and Local Government Benefit Association, Member
- Society of Human Resources Management, Member
- Austin Area Urban League, Former Board member
- Tarleton State University College of Business Administration Advisory, Former Board Member
- City of Benbrook Civil Service Commission, Former Commissioner
- Leadership Fort Worth
- Alpha Phi Alpha Fraternity, Inc., Member
- Sigma Pi Phi Fraternity, Inc., Member
- National Forum of Black Public Administrators, National Board Member, Chapter Advisor
- Government Alliance on Race and Equity (GARE) Municipal Cohort Participant
- ICMA/NCL Kettering Foundation Leadership Institute on Equity Participant
- Trail Blazer Leadership Award – Grand Rapids Alpha Kappa Alpha – Theta Chi Omega Chapter
- Paul H. Philips Leadership Award – Grand Rapids Area Urban League
- Grand Rapids Magazine 200 Most Powerful Business Leaders in West Michigan
- Crain’s 50 Names to Know in Government in Michigan

- Austin NAACP Community Leadership Award – 2010
- Austin NAACP Dewitty Overton Leadership Award – 2017
- Austin Independent School District Unsung Hero Award – 2015
- African American Men and Boys Harvest Community Leadership Award – 2009
- Tarleton State University College of Business Administration Academic Forum Honoree – 2011
- Ordained Minister, African Methodist Episcopal Church

PROFESSIONAL PRESENTATIONS

- “Public Private Sector Collaboration,” Acadiana Chamber and GR Chamber, September 2024
- “You have to be the Bigger Person; Encouraging Civil Discourse; Avoiding Political Polarity;” NFBPA April 2024
- “Public Sector Roundtable” MPA Program Texas Southern University; 2023
- “Health and Built Environment,” SXSW Michigan House, March 2021
- “Trends in Local Government,” National Forum of Black Public Administrators, Building Blocks Conference 2021
- “Let’s Talk Social Justice,” Panel Participant with Bun B and Dr. Anthony Pinn, September 2020
- “A View From a National Town Hall,” National Civic League, May 2020
- “Lessons in Career Development,” National Forum for Black Public Administrators, April 2019
- “From HR Director to CEO,” International Public Management Association Conference, September 2017, San Antonio, TX
- “Emerging Leaders in City Management,” NFBPA Summit, Austin, TX 2016
- “Human Resources Hackathons Deliver Collaborative Solutions,” HR News Magazine, May 2015
- “Continuing to Grow as an HR Professional,” Texas Municipal Human Resources Association Annual Conference, May 2014.
- “Trends in Compensation and Benefits,” Texas Large City Roundtable, March 2014
- “Increasing Employee Engagement in Wellness,” National State and Local Government Administration Conference, April 2012, San Francisco, California
- “Trends in Human Resources,” Austin Human Resources Association, Austin, TX, January, 2011
- “Police Fire and Labor Negotiations,” Texas Municipal Human Resource Association State Conference, May 2010
- SPHR/PHR Certification preparation course instructor (2010-COA, 2009-COA, 2007, 2003, 2001 FWHRMA)
- “Field Operations Compensation,” Texas Water Conference, Galveston, TX 1998.
- “A Strategic Approach to Hiring Employees - Background Investigations,” National Association of African American Studies Conference, Houston, TX, February 1997
- “Trends in the Human Resources Profession,” Guest Lecturer at Tarleton State University 2011 – Human Resources Undergraduate Combined Classes, College of Business. Dr. Freed, Professor
- “Behavioral-based Interviewing and Hiring,” Guest Lecturer at Tarrant County Community College – 2003, 2006, 2007, Business and Professional Communication Class. Charles Bell, Instructor

EDUCATIONAL HONORS AND AWARDS

- TSU Presidential Honors Scholarship recipient
- TSU College of Business Outstanding Graduate & Commencement Speaker
- Outstanding Young Alumnus Award - 2000, Tarleton State University

- Phi Eta Sigma Honor Society
- Delta Mu Delta National Business Honor Society
- Epsilon Delta Pi Computer Honor Society
- Alpha Chi National College Honor Society
- Who's Who Among Students in American Colleges & Universities
- All-American Scholar Collegiate Award Winner
- National Collegiate Minority Leadership Award
- TSU Senior Class Vice President
- Southwestern Baptist Theological Seminary R. Othal Feather Doctoral Award recipient
- John Tarleton Spirit Award

EDUCATION

Doctor of Educational Ministry – December 2011
Southwestern Baptist Theological Seminary, Fort Worth, TX

Master of Arts - December 2003
Southwestern Baptist Theological Seminary, Fort Worth, TX

Master of Business Administration, Management - August, 1996
Amberton University, Garland, TX

Bachelor of Business Administration, Human Resources Management - August, 1993
Tarleton State University, Stephenville, TX
Magna Cum Laude

CERTIFICATIONS

ICMA-CM– International City/County Management Association - Credentialed Manager

SHRM-SCP - Senior Certified Professional - Society for Human Resources Management

SPHR - Senior Professional in Human Resources Management Certification - Human Resources Certification Institute

IPMA-HR-SCP - Senior Certified Professional - International Public Management Association for Human Resources

CGBA– Certified Government Benefit Administrator – State and Local Government Benefit Admin.

Dakisha (DK) Wesley

October 10, 2024

RE: City of Dallas, Texas – City Manager

Dear Honorable Mayor, City Council and Members of the Hiring Team:

It is with great honor and enthusiasm that I submit my application for consideration as a candidate for the position of Dallas City Manager. Over the past 25 years, I have had the privilege of serving local governments at the city and county level in Texas, Illinois and North Carolina. I am proud to share that 17 years of my career were spent in the Dallas-Fort Worth Metroplex area, with a great part with the City of Fort Worth - where the organization played a pivotal role in forming my professional values and management skills through service in Budget & Management Services and Municipal Court. As such, I am excited for the opportunity to be considered for the Dallas City Manager role - it is especially exciting because if not for my desire to prepare for this opportunity; I would not have left the Dallas-Fort Worth Metroplex.

Over the past seven years, I have served as an Assistant County Administrator in Lake County, Illinois - a community of over 700,000 residents and in Buncombe County, North Carolina which serves approximately 300,000 residents. Both of these experiences have afforded me the opportunity to add invaluable tools and experiences to my management and leadership portfolio. I have honed my experience and abilities in successfully managing operations and leading projects that span across disciplines in local government administration, strategic planning, quality of life services, public safety, emergency management, equity and relationship building between the County Administrator's Office, elected and appointed leaders, the community and staff. My commitment to excellence, combined with my goal oriented and relationship building skills, enables me to be a pro-active, result-oriented, and trustworthy leader for multi-disciplinary staff. In addition, I have significant expertise in budget development, financial reporting, workforce development, contract negotiations and communications to foster transparent and effective collaboration with the community, stakeholders and policymakers.

During this period of transition following City Manager Broadnax's tenure, my unique abilities to work alongside people with different perspectives and backgrounds and foster a collaborative and safe space for ideas to thrive for the betterment of the organization and residents will maximize stability and build upon success. I am intentional and strategic in utilizing my ability to bring people together for common goals. My passion and commitment to ethical principles and high-performance organizations that deliver excellent service will be an asset to the continued success of the Dallas organization and community.

I welcome the opportunity to share more about my record of experience and proven accomplishment, combined with my educational background and deep commitment and passion for public service leadership.

Please contact me at the above referenced number if I can be of further assistance.

Regards,

Dakisha R. Wesley

Dakisha (DK) Wesley

DAKISHA (DK) WESLEY, MPA, ICMA-CM

OBJECTIVE

Serve with excellence, provide strategic leadership and management services to a high performing public sector organization as a dynamic, people-centered, results-oriented and innovative executive manager

EDUCATION

UNIVERSITY OF VIRGINIA WELDON COOPER CENTER FOR PUBLIC SERVICE | 2018

LEAD Government Executive Training Graduate

MASTER OF PUBLIC ADMINISTRATION | 2002

UNIVERSITY OF NORTH TEXAS (UNT)

Denton, Texas

BACHELOR OF SCIENCE, PUBLIC ADMINISTRATION | 2000

UNIVERSITY OF CENTRAL ARKANSAS (UCA)

Conway, Arkansas

PROFESSIONAL EXPERIENCE

ASSISTANT COUNTY MANAGER | BUNCOMBE COUNTY, NORTH CAROLINA | JULY 2019 – PRESENT | EST 278K RESIDENTS – \$626M BUDGET – 1,800 + STAFF

- Executive manager and critical member of County Management Team. Providing strategic leadership and oversight of and day to day management of multiple departments and focus areas; to include collaboration with elected office operations. Current portfolio includes departments that span operational and strategic areas of expertise. **Public Safety** Area including oversight Emergency Services, Public Safety Communications (911), and Criminal Justice Information Systems, and Liaison to Sheriff's Office; **Development** Area including Permits and Inspections & Planning and Development; **Community & Enterprise Effectiveness** Area including Communications and Public Engagement & Equity and Human Rights. **Previous Areas:** Health & Human Services, Parks, Libraries, Justice Services, Grant Coordination & Community Investments and Election Administration.
- Project Highlights:** Successful management of Staffing Crisis: 911, Investigative Social Services etc., Countywide Consolidation of 911 Services, Creation of Community Paramedic Program, Library Facility & Operational Assessment, Emergency Services and Fire Prevention Services Study, Community Violence Prevention Strategic Plan, Justice Resource Advisory Council Strategic Plan, Creation of Public Safety Interoperability Agreement and Governance Committee, Executive leadership for comprehensive policy review and creation, Racial Equity Action Plan Development & Implementation, Cease the Harm Audit, Establishment of Behavioral Health Justice Collaborative, Executive Leadership

for Fatal Overdose Response Taskforce and COVID-19 Pandemic Response and Recovery and Equitable Service Delivery.

- Provide strategic leadership, counsel and support to the Board of County Commissioners through agenda management, policy and budget development/coordination, board committee/commission management, collaboration with external agencies/partners and development/implementation of programs.

ASSISTANT COUNTY ADMINISTRATOR | LAKE COUNTY, ILLINOIS | JUNE 2017 TO JULY 2019 | EST 714K RESIDENTS – \$640M BUDGET – 2,600 + STAFF

- Executive manager and critical member of County Administration Team. Providing strategic leadership and oversight of and day to day management of multiple departments and focus areas to include collaboration with elected office operations. Management portfolio included the following key focus areas: **Law and Judicial** Area including Judicial Circuit Court, State's Attorney's Office, Public Defender, Sheriff, Circuit Court Clerk, Coroner and Sheriff's Merit Commission and **Health and Community Services** Area including Health, Community Development, Workforce Development, Veteran Services and the Regional Office of Education with **oversight for 1,893 full-time staff**.
- **Project Highlights:** Executive leadership for Court Management System – Procurement, Selection and Implementation Planning, Planning for Countywide Performance Management System, Executive Management of Resources for 2017 100 Year Flood, Establishment of Drivers' License Restoration Program, Countywide Consolidation of 911 Services, MacArthur Foundation Safety and Justice Challenge Implementation grant application and implementation, including Strategy Lead for understanding racial and ethnic disparities in the justice system
- County Administration executive staff in support of Law & Judicial, Health & Community Services, Ethics & Oversight, Rules and Diversity & Inclusion Board County Board committees
- Provide strategic leadership, counsel and support to the Board of County Commissioners through agenda management, policy and budget development/coordination, board committee/commission management, collaboration with external agencies/partners and development/implementation of programs.
- Provide executive administrative oversight to the County Board Office through support to the County Board Chair and Commissioners, agenda development and coordinating board meeting and standing/ad hoc committees

ASSISTANT DIRECTOR, MUNICIPAL COURT SERVICES DEPARTMENT CITY OF FORT WORTH, TEXAS | DECEMBER 2010 – JUNE 2017

- Oversight of all management services activities within the Department (Finance, Budget, Human Resources, Information Technology and Administrative Hearings) involving 180 authorized positions
- Responsible for direct management of \$17 million operating budget and \$1 million special revenue fund budget
- Direct supervision for 12 staff members in key positions within Municipal Court Services
- Provide leadership to several key Department areas and city-wide initiatives including development of Business and Performance Plan, parking ordinance overhaul, complex case management system replacement project management, and city-wide capital projects prioritization
- Served as ***Interim Municipal Court Services Director*** (November 2015 – May 2016)

SENIOR MANAGEMENT ANALYST, CITY MANAGER'S OFFICE/ BUDGET & RESEARCH CITY OF FORT WORTH, TEXAS | FEBRUARY 2005 – DECEMBER 2010

- As a supervisor of the budget/ research staff, was responsible for developing and monitoring departmental budgets totaling \$778 million
- Developed, analyzed, monitored and presented annual budget information including analysis of city-wide general revenue development and present recommendations to City Manager's Office staff
- Provide on-going sales and property tax analysis as well as Multi-Year Financial Forecast for review and strategic discussion with City Manager's Office executive staff
- Responsible for citywide vehicle replacement program, coordination of operational resources for capital projects
- Served as *Management Analyst II* (February 2005- 2007)

INTERIM BUDGET MANAGER, CITY MANAGER'S OFFICE/ BUDGET & RESEARCH CITY OF FORT WORTH, TEXAS | 2006

- Responsible for management of city-wide budget and research activities which included supervision of a staff of 9, and the development and monitoring of budgets totaling \$1 billion
- Developed, analyzed, monitored and presented budget information, including analysis of general revenue development for City and presented options and recommendations to City Manager's leadership team
- Served as a member of Strategic Planning and Executive Management Committees

FINANCIAL ANALYST, BUDGET & RESEARCH CITY OF GRAND PRAIRIE, TEXAS | JANUARY 2002 – FEBRUARY 2005

- Responsible for developing, analyzing, and monitoring and presenting annual budget information with specific responsibility for departmental budgets totaling \$500,000
- Actively consulted with various Departments on financial issues, program monitoring and processes.
- In conjunction with the City Audit Department, conducted an investigative audit on employee mileage reimbursement and compensation time record

CREDENTIALS, AWARDS & SPECIALIZED SKILLS

- | | |
|--|---|
| • ICMA Credentialed Manager | • Budget and Financial Management |
| • Diversity, Equity and Inclusion in the Workplace Certification | • AMA Project Management |
| • 2024 UCA Distinguished Alumnus Award | • Community Connection and Engagement |
| • Executive Leadership Development Institute Graduate | • Jurisdictional Crisis Incident Management |
| | • Conflict Resolution |
| | • Human Resources and Employee Relations |

ASSOCIATIONS

- International City/ County Management Association (ICMA)
- National Forum for Black Public Administrators
- North Carolina City/ County Management Association
- Vaya Health Governing Board of Directors
- Delta Sigma Theta Sorority, Incorporated – Asheville Alumnae Chapter President

ZACHARY L. WILLIAMS

OCTOBER 13, 2024

Art Davis, Director
Baker Tilly US, LLP
5440 West 110th Street
Overland Park, KS 66211
United States

DEAR ART DAVIS

I am excited to submit my resume for your consideration for the position of City Manager for Dallas Texas. I am an experienced County Manager with a track record of over twenty years of successfully leading, managing and overseeing county operations. I am skilled in budget management, strategic planning, and team leadership. Seeking new opportunities to further utilize my skills and expertise in a challenging environment.

For the past thirty-five years I have dedicated my professional life to service. My career began in 1990 as an Administrative Intern in a small city in Sante Fe Springs, California. I was fortunate enough to realize at a young age that public service was my life's calling. At this age I learned a philosophy of service that has served me well throughout my career. The simple philosophy was to show up, work hard and tell the truth. I have not only lived by the values extolled in this philosophy, I have encouraged the teams that have been a part of and the teams that I have lead to adopt this philosophy. In so doing I have been able to both participate in and lead successful teams in both South Florida and in Metro-Atlanta.

In Broward County Florida this philosophy allowed me to grow professionally from an entry level position in Emergency Management to a leadership position in Human Service to the Assistant County Administrator in less than a decade. Each position provided me with new perspectives and new skills the ultimately led me to becoming the County Manager in Fulton County Georgia. The position of Fulton County Manager allowed me to grow as a leader and instill efficiency in the organization. I also found that my experience as an Emergency Manager served me well as I withstood the pressures associated with the Great Recession with poise and focus that maintained morale for employees and the confidence of the residents.

For the past twelve years I have served DeKalb County Government as the Chief Operating Officer/Executive Assistant. This role is synonymous with a County Manager/County Administrator in other jurisdictions. For the past twelve years I have drawn upon the knowledge skills and abilities that I have developed over the past thirty plus years to make Dekalb County a leader in the State of Georgia for virtually all its programs.

My interest in the Dallas City Manager position is based on my recognizing that this again could allow me to utilize the talents that I have developed over the past three decades to serve the residents of a larger progressive and diverse jurisdiction.

I look forward to discussing this position further at your earliest convenience.

Very truly yours,
Zachary L. Williams, MPA

ZACHARY L. WILLIAMS

Experience County Manager with a proven track record of successfully managing and overseeing municipal operations. I am skilled in budget management, strategic planning, organization development and team leadership. Seeking new opportunities to further utilize my skills and expertise in a challenging environment.

EXPERIENCE

JAN 2013 –
PRESENT

EXECUTIVE ASSISTANT/COO (COUNTY MANAGER) DEKALB COUNTY GA

On behalf of the CEO and Board of Commissioners, manage and oversee all county operations.

Implemented Strategies to improve the County's financial standing resulting in the restoration of the County's Credit Rating

Increased the County's Fund Balance from a negative to between two- and three-months reserves across all funds

Restored the County's Public Image through customer-focused service delivery strategies

Successfully Implemented the County's first Local Option Sales Tax values at over \$700M

Oversight of the Federal Consent Decree designed to upgrade the County's sewer system

Led the County's response to COVID-19 managing over \$200M in Federal Assistance

Manage the contract with the County's Public Hospital

Keep the CEO and Board of Commissioners apprised on all key issues affecting the County

DEC 2007 –
DEC 2012

COUNTY MANAGER, FULTON COUNTY GA

- Responsible to the Board of Commissioners for the management of oversight of all County Government operations.

- Established strategic priorities for government administration

- Appointed Department Heads

- Managed the County through the Great Recession without any layoffs by leveraging staff support and implementing creative cost-saving measures

- Developed and implemented a nationally recognized health and human services strategy that addressed social determinants of health, poverty, and crime, resulting in improved outcomes for County residents

- Spearheaded the development of several Tax Allocation Districts, including the Nationally Recognized Atlanta Beltline, contributing to economic growth and community revitalization

- Led negotiations to improve the County's public hospital (Grady) and successfully transitioned the hospital's operations to a not-for-profit corporation

- Negotiated with the Public Transit Authority to ensure appropriate service provision to County residents, enhancing transportation accessibility and mobility for the community

DEC. 2003 –

DEC. 2007 ASSISTANT COUNTY ADMINISTRATOR, BROWARD COUNTY FL

Oversaw Health/Human Services, Economic Development, Minority Business Program, Planning, Convention and Visitors Department, Airport and Seaport

EDUCATION

DEC. 1993



MASTER OF PUBLIC ADMINISTRATION, CALIFORNIA STATE UNIV. LONG BEACH

JUNE 1991



BACHELOR OF SCIENCE CRIMINAL JUSTICE, CALIFORNIA STATE UNIV. LONG BEACH

SKILLS

Strong leadership and communication skills

Proven ability to manage complex budgets and projects

Proficient in strategic planning and team building

Successful oversight and management of organizational development

Drew Willison



To Whom it May Concern:

I am writing to apply for the position of City Manager for the City of Dallas.

At first glance, I may appear to be a non-traditional candidate for this position. I have spent most of my 30+ year career on Capitol Hill in a variety of government and non-profit leadership positions that I describe below and in greater detail in my attached resume and biographical statement. Despite a relatively long detour, I originally went to college and graduate school to become a city manager and have brought that practical training to bear throughout my career in executive leadership.

The City Manager position is an opportunity to tie my passion for local community governance with my skills in organizational management, executive leadership, finance and budgeting, human resources, strategic planning, information technology, and communications. Through my work in senior leadership positions in the US Senate and the private/non-profit sectors, I bring experience and skills that will benefit Dallas in a broad range of areas.

Before recently returning to my public affairs and law firm, I spent a year on a temporary assignment with the National Fish & Wildlife Foundation (NFWF). I was charged with raising hundreds of millions of dollars from the federal and state governments, corporations, foundations, and individuals to fund thousands of conservation projects throughout the United States, its territories, and a handful of foreign countries. During my time with the Foundation, my team and I was able to expand total external funding available for conservation from \$350 million per year to over \$700 million in FY 2023 with a similar amount expected in FY 2024.

As the Chief Executive Officer and Chief Operating Officer of the US Senate Sergeant at Arms, an organization with over 800 employees, I led day-to-day operations and strategic planning to make the large and diverse service delivery organization more efficient and effective in driving results in an extremely challenging, yet non-partisan, environment. Balancing the often competing needs of a Capital complex that serves as the home to a national legislature, an historic site, an office building, and one of our country's most popular tourist destinations gives me the necessary insight to work with the city council, mayor, and a wide array of stakeholders to address the varying needs of Dallas and its residents, business community, and visitors.

As the Chief of Staff to Senate Democratic Leader Harry Reid, I was responsible for managing a complex political environment to achieve policy goals, coordinating internal and external communications, building relationships with Members of Congress and external organizations, and overseeing the daily operations of the Democratic Leader's office.

More recently, my consulting and lobbying practice has served environmental and conservation clients (and others) as diverse as the National Fish and Wildlife Foundation, the National Marine

Sanctuary Foundation, Bullsugar (recently merged with Friends of the Everglades), a Veterans health care provider, Preservation Ranch—a conservation mitigation bank for the desert tortoise, the Friends of Walker Lake, the national securities bar, a company seeking to raise the age for tobacco consumption to 21, several local governments seeking grants and congressionally-directed funding, and several others. My combination of leadership, policy expertise, and proven results will serve the community in addressing its priorities and executing its key operational functions.

I am happy to provide any further expanded information on my career and skill sets that you may require. Thank you for considering me for this position.

All the best,

Drew Willison

DREW WILLISON

EXPERIENCED LEADER

Mission driven leader with over 30 years serving in the highest levels of government, non-profits, and in the private with demonstrated experience and commitment in driving legislative and other solutions forward. Substantive experience working with both Democratic and Republican Members of Congress, federal agencies, state and local governments, and the private sector on policy, budget, and leadership issues. Strong skills in negotiating complex deals, navigating political environments, building diverse partnerships, and communicating with the public.

Executive & Thought Leadership | Fundraising | Inclusive Workplace Creation | Partnership Development | Strategic Planning & Implementation | Budgeting | Financial Management | Organizational Management | Conservation, Energy, Climate & Infrastructure Policy | Non-Profit Board Leadership | Public Speaking | Transparent Decision-making | Communications & Outreach

CAREER HIGHLIGHTS

- Raised over \$700 million for wildlife conservation, wildfire prevention, coastal restoration and rehabilitation, and other conservation projects across the United States and its territories.
- Principal Democratic Senate staff architect of the \$1.8 trillion fiscal year 2016 appropriations and tax package and the Bipartisan Budget Act of 2015, the two-year federal budget deal that lifted sequestration caps.
- Served as the Sergeant at Arms and Deputy Sergeant at Arms of the U.S. Senate, the largest and most diverse organization within the body with over 850 employees and an annual budget exceeding \$200 million.

PROFESSIONAL EXPERIENCE

Attorney at Law/Managing Partner

Oldaker & Willison, LLC

2017 - Present

Partner in a Washington, DC-based bipartisan government relations & law firm and its affiliated firms National Health Advisors, a collaborative venture with Epstein, Becker, & Green, the nation's largest health care and labor law firm, and the National Group, a government relations and lobbying firm.

- Manage the firm's conservation and environment, state and local infrastructure, renewable energy and energy efficiency, and the federal budget and appropriations clients.
- Advise and develop strategies for clients on engagement with Congress, the White House, executive agencies, and the media.

Senior Vice President for Corporate and External Affairs

National Fish and Wildlife Foundation

2023 – 2024

Cultivated private and public financing for the nation's largest conservation grant-making organization.

- Responsible for government relations and development team that raised over \$700 million in federal, other public, private sector, and individual resources for the Foundation's conservation program.
- Assess, evaluate, and respond to legislative, policy, and regulatory efforts that impact the Foundation's mission and programs.
- Align key external affairs functions of the Foundation – Development, Communications, Executive, Congressional and Agency Relations – with the conservation and financial strategy of the Foundation, the Board of Directors, and the Department of the Interior.

Chief of Staff

U.S. Senate Democratic Leader Harry Reid

2015 – 2016

Led and oversaw a diverse staff of 150 and facilitated all aspects of the Senator's leadership communications, policy, and national and Nevada political operations, including fundraising.

- Maintained working relationships with all 100 Senators regarding legislative and policy matters, and advised Democratic Senators on legislative, policy, and institutional matters.
- Lead Democratic Senate staff negotiator for budget and appropriations legislation, including the 2016 appropriations and tax package and the Bipartisan Budget Act of 2015. The legislation provided significant resources for the Land and Water Conservation Fund to acquire new public lands.
- Maintained close ties with the Nevada State government and dozens of local governments, including working with the State government and the Obama Administration on the creation Gold Butte and Basin and Range National Monuments.
- Created the Senate Democratic Caucus' Diversity, Equity, and Inclusion initiative to attract and retain highly qualified minority applicants to high level policy jobs in Democratic Senate Member and Committee offices.
- Maintained thorough knowledge and understanding of the legislative process, Senate Floor procedures and the Federal budget, including day-to-day relationships with Cabinet-level officials.

United States Senate Sergeant at Arms and Deputy Sergeant at Arms

United States Senate

2007 – 2010 and 2013 - 2015

Supervised and managed senior organization leadership staff responsible for all day-to-day operations of the U.S. Senate, including the Chief Information Officer, the Chief Financial Officer, the Contracting Officer, the General Counsel, human resources, facilities management, security and emergency preparedness, and police operations.

- Led the organization through a comprehensive strategic planning exercise to overhaul the annual budget and the Key Performance Indicators.
- Designed and implemented an organization-wide restructuring and buy-out program that realigned staff and budget to meet agency needs and goals while maintaining and improving services, including overhauling the Senate Hair Care operations that turned an annual operating loss of \$1 million into a net profit.
- Developed an employee engagement program that actively sought employee input on programs, operations, and policies and implemented employee morale programs such as Capitol Dome tours and Senate Floor tours.
- Maintained day-to-day relationships with Senate and House Leadership and committee staff, police, leaders from other federal agencies and departments, and the media.
- Member of the Capitol Accessibility Services Board, the oversight body for the U.S. Capitol Guide Service.

Vice President of Public Policy and External Relations

Battelle Memorial Institute

2010 - 2013

Implemented Battelle's government business strategy on behalf of its Energy, National Security, and Life Sciences' global businesses.

- Served as Battelle's principal interface with Congress, the White House, executive agencies, agencies, Foreign Embassies and public policy organizations.
- Reorganized and streamlined the office to increase efficiency, strengthen services and reduce costs to provide more support to clients.
- Led Battelle's participation in the Smithsonian's Great American Hall of Wonders, an exhibition celebrating the American spirit of innovation.

Senate Democratic Staff Director

Appropriations Subcommittee for Energy and Water Development

1999 – 2007

Responsible for developing the \$35 billion annual spending bill for the U.S. Department of Energy, the Army Corps of Engineers, the Bureau of Reclamation and related agencies.

- Specific expertise in renewable energy, energy efficiency, and power generation technologies.
- Provided fiscal and programmatic oversight of federal departments and agencies.
- Worked with Democratic and Republican Senators and the Federal Government on special project requests.

EDUCATION

Juris Doctorate, George Washington University Law School, admitted to the Virginia Bar
Masters of Public Administration, The Ohio State University,
B.A. with Honors in Government, College of William and Mary

PROFESSIONAL DEVELOPMENT AND SERVICE

Humane Rescue Alliance, Vice Chair (current), 2008 – Present
Thomas Jefferson Program in Public Policy at the College of William and Mary, Advisory Board Member,
2014 – Present
Cheetah Conservation Fund, Trustee, 2018 - Present
Wine & Spirit Education Trust, Sommelier Level 3, 2021
Stennis Center for Public Service, Congressional Staff Fellowship, 2001 - 2002
NASA and U.S. EPA, Presidential Management Intern, 1990 – 1992

JEROME C. WILVERDING

October 1, 2024

Dear City of Dallas Administration:

I am excited to express my interest in the City Manager position for the City of Dallas. With a successful track record as the County Administrator for San Joaquin County, CA and over 20 years in private sector management positions, I am well-prepared to bring my leadership and expertise to this role.

I have over a decade of local government executive experience, where I managed budgeting, strategic planning, community engagement, and interagency collaboration. I also focused on developing organizational leadership. These experiences have equipped me to effectively address the challenges and opportunities in city government.

Key reasons supporting my move to City Manager include:

- **Local Government Dynamics:** My deep understanding of local government operations is directly transferable to the municipal level, enabling me to navigate complex issues effectively.
- **Leadership:** I am a skilled leader who enhances organizational culture, builds trust, and champions innovation and creativity.
- **Financial Management:** My experience in managing County budgets has honed my skills in maintaining structurally-balanced budgets and ensuring fiscal responsibility.
- **Stakeholder Engagement:** I build strong relationships with elected officials, community leaders, and civic organizations, fostering transparent communication and collaborative decision-making. I have a proven ability to align organizational objectives with community needs, driving sustainable growth and enhancing residents' quality of life.
- **Crisis Management:** My experience in crisis management, demonstrated during the COVID pandemic and 2023 California flooding, ensures swift and effective responses to protect the community.

I am confident that my background in county administration enables me to make a seamless shift to City Manager and deliver tangible results for Dallas. I am immediately available, having recently transitioned out of my previous position.

Thank you for considering my application.

Sincerely,

Jerome C. Wilverding

JEROME C. WILVERDING

ACHIEVEMENTS

- Extensive administrative, accounting, operations, and internal auditing background.
- Experience in local government, technology, telecommunications, and manufacturing.
- Effectively manages executive, high-level professional, and clerical staff.
- Experience with mergers and acquisitions, tax revenue negotiation, and union labor negotiations.
- System implementation leadership including Workday, PeopleSoft, and Oracle.

PROFESSIONAL EXPERIENCE:

SAN JOAQUIN COUNTY, Stockton, CA
Central Valley local government

Mar 2021 to Mar 2024

County Administrator

- Chief Administrative Officer for this \$2.9 billion county with an employee base of nearly 8,000.
- Reporting directly to a 5-member Board of Supervisors, responsible for implementing policy direction and accomplishing the Board's Strategic Priorities.
- Responsible for the County's annual budget, capital planning, Information Technology programs and initiatives, and human resource utilization.
- Directly responsible for five central service divisions and administrative oversight for the 20 operational departments within the County, including a County hospital and clinic system.
- Managed the day-to-day operations of a County executive team of 16 with an operating budget of over \$6 million.

SAN JOAQUIN COUNTY, Stockton, CA
Central Valley local government

Apr 2013 to Mar 2021

Auditor-Controller

- Chief Financial Officer for this \$2.9 billion county.
- Responsible for all centralized countywide accounting operations which include property tax, general ledger, accounts payable, payroll, auditing, the cost plan, and intergovernmental transactions.
- Provided centralized accounting services for 26 County departments and over 200 Special Districts.
- Responsible for Internal Auditing of the County departments and affiliated organizations.
- Key interface between the Assessor and Treasurer for billing and allocation of all property taxes.
- Worked closely with the County Administrator and Board of Supervisors on projects and initiatives.
- Managed a department of over 30 staff with an operating budget of over \$6 million.

CONTRA COSTA COUNTY, Martinez, CA
East Bay Area local government

Nov 2010 to Mar 2013

Chief Accountant

- Division financial manager for this \$4.5 billion public sector operation. Responsible for revenue accounting, district apportionments, cash accounting, and division revenue budgets.
- Responsible for funding county operations and affiliated cities, schools, special districts.
- Reporting to the County Auditor-Controller, responsible for coordinating tax-related functions with the Offices of the Assessor and Treasurer-Tax Collector.
- Supervise eight professional accounting staff.

EAST BAY MACHINE AND SHEET METAL, Concord, CA

Dec 2009 to Oct 2010

Specialty metals manufacturer and fabricator

Consultant

- Support the President and CFO in day-to-day financial operations of this \$5 million company, including accounting, reporting, and special projects.
- Perform analysis regarding capital equipment and raw materials procurement.
- Assist in preparation of budgets and forecasts for the company.
- Provide any recommendations to management regarding improvements in efficiency and control.

MOZZARELLA FRESCA, INC., Concord, CA

May 2007 to Feb 2008

National producer of fresh mozzarella, ricotta, and mascarpone cheeses

Corporate Controller

- Chief financial manager for this \$60 million unit. Reporting directly to the President, responsible for all accounting, reporting, treasury, and audit functions of the company.
- Responsible for budgets and forecasts of the company, including plans for achieving corporation financial and operational goals and objectives.
- Primary financial liaison between the company and its \$900 million parent, Sorrento Lactalis American Group.

ROBERT HALF INTERNATIONAL, Oakland, CA

Mar 2008 – Dec 2008 &

International agency for staffing finance and accounting professionals

Oct 2004 – May 2007

Recruiting Manager

- As a former client of this \$3 billion service organization, successfully shifted into a sales environment by becoming one of the division's top producers in the Bay Area for 2005 and 2006.
- Built networking relationships with a wide range of client organizations ranging from \$5 million private firms to Fortune 500 companies in industries.
- Experience evaluating, interacting, and placing finance and accounting professionals at all levels, from Financial Analysts and Staff Accountants to Finance Directors and CFOs.

TEMPLE-INLAND CORPORATION, Antioch, CA

Mar 2001 to Jul 2004

Northern California District of the Temple-Inland Packaging Division

District Controller / Plant Controller

- Directed all financial and various operational functions of this \$250 million District using JD Edwards ERP applications and Hyperion Essbase.
- Managed plant Controllers and accounting staff at four separate manufacturing facilities.
- Responsible for managing standard cost system and managed capital expenditure project accounting.

RESOURCEPHOENIX.COM, Alameda, CA

Jan 2000 to Jan 2001

Outsourced financial services provider

Controller

- Built a new accounting department serving five client companies using a virtual private network.
- Led the migration process of converting clients onto Oracle financials which included development of the financial reporting package, chart of accounts, and the close routine.
- Directed multiple accounting professionals reporting through three accounting managers.

AIRTOUCH COMMUNICATIONS, San Francisco, CA
Wireless Telecommunications Service Provider (Now part of Verizon Wireless)

Sept 1996 to Nov 1999

Manager, Financial Operations

- Directed the finance functions over Corporate Headquarters and Domestic Cellular Operations for this \$30 billion organization.
- Progressive responsibilities included all corporate general ledger activities, implementation of complex GAAP accounting (FX translation, hedging, equity accounting), and various financial reporting using Oracle financials and Hyperion for consolidation.
- Reengineered the corporate headquarters accounting department, as well as designed and implemented company-wide finance processes for budgeting, inter-company transactions, and pensions.

FIBREBOARD CORPORATION, Walnut Creek, CA
Building Materials Manufacturer (Now owned by Owens Corning)

Jan 1990 to Sept 1996

Internal Audit Manager

- Implemented a new internal audit department within this \$400 million company which planned and performed audits and analysis for manufacturing operations and corporate administrative functions.
- Proposed and initiated an enterprise-wide conversion of Fibreboard's general ledger system to JD Edwards. Led the migration effort along with the Corporate Controller and IT Director.
- Reported directly to the CFO, while making periodic presentations to the Board of Directors.

FOSTER FARMS, Livingston, CA
\$4 billion poultry and turkey producer

Oct 1985 to Jan 1990

Senior Internal Auditor

- Planned and performed a wide variety of operational audits and special reviews, including manufacturing, distribution, and inventory management.
- Also performed year-end financial audits of the consolidated financial statements.
- Worked on design and development of a new machine center driven standard cost system.

AMERICAN SAVINGS & LOAN, Stockton, CA
\$10 billion financial services institution (formerly State Savings)

Dec 1981 to Oct 1985

Internal Auditor

- Performed all phases of financial and operational audits covering corporate operations, branches, construction lending, real estate, and foreclosure.
- Participated in enterprise data conversion programs.

EDUCATION AND CERTIFICATIONS:

- | | | |
|---|-----------------------------------|------|
| • Wilkes University , Wilkes-Barre, PA | Certified Internal Auditor | 1984 |
| Bachelor of Science in Business/Accounting 1980 | Certified Fraud Examiner | 1994 |

COMPUTER SKILLS:

PeopleSoft, Oracle, JD Edwards, QuickBooks, Hyperion, Advanced Excel/Word/PowerPoint

John Wright

OBJECTION

Seeking a Leasing/Management position with Star Personnel to contribute client management skills in achieving company targets and goals. Analyzing data research. Helping secure job safety regulations are met and assisting with all vital paperwork.

PROFESSIONAL WORK EXPERIENCE

LTS Management Services July 2017-present

- Maintains property rentals by advertising and filling vacancies negotiating and enforcing leases and maintaining and securing premises.
- Establishes rental rate by surveying local rental rates and calculating overhead cost depreciation taxes and profit goals.
- Attracts tenants by advertising vacancies obtaining referrals from current tenants explain advantages of location and services and showing units.
- Contracts with tenants by negotiating leases and collection security deposit.
- Accomplished financial objectives by collecting rents paying bills forecasting requirements preparing and annual budget scheduling expenditures analyzing variances and initiating corrective action.

JE GROUPS- Debt Consolidation January 2010- June 2017

- Listening to customers concerns giving detailed explanations of services
- Overcome stalls and objections & suggest money sources for debt payment.
- Utilize payment options (credit cards, direct checks) and secure this information so that administrative services can process.
- Negotiate settlements outside of normal guidelines, authorize credit bureaus deletions, negotiate payment arrangement over a longer span of time than normal, take accounts out of treatment (close accounts) withing certain guidelines.

SOFTWARE EXPERIENCE

- Rentec direct, Yardi, Microsoft Excel, Microsoft Word, PowerPoint, 3D printing

To the Honorable Mayor and City Council of Dallas, Texas:

I have a great passion for public service and a proven track record of over seventeen years working positively with elected and agency officials at every level of government. Proven track record of running and operating two cities in Florida and three more in Georgia. Proud member of ICMA since 2010, while employed. With vision and proper planning, communities are full of opportunities to improve on success. One person cannot do it all, and it is with leadership that we are able to improve morale and improve productivity.

Strong financial oversight allowed for the City of Blountstown to increase cash and net assets over my three years of leadership during economic hardships. In Hogansville, effective use of resources and capital produced proven improvements in services and delivery of those services. Working with employees in an open and inclusive management style helped build an excellent team to execute the policies of the community. As with any community, I have had the opportunity to wear many different hats continuing to build upon a wide variety of positive experiences in many different areas of governmental operations and management.

During my tenure at the City of Hogansville, improvements to services, focus on utilities, attention to budgets and finance brought about a positive result in year end finances. For the first time in twelve years the City of Hogansville was able to produce a positive audit and remove the issue of Going Concern. The work allowed for the city to be taken off the Governors Watchlist.

As manager of the City of Blountstown, I worked hard to formulate and attack the issues we had with our Electric and Natural Gas Utilities. Successfully writing and receiving a grant for \$1.2 million to make improvements to the electric system. Additionally, I have substantial experience in Water, Wastewater, and Solid Waste. Through strategic use of CDBG and USDA grant/loans, we successfully improved the Water and Wastewater systems of the communities.

I worked with the Executives at Bluebird Bus Company to facilitate a federal grant to bring 550 new jobs for an expansion in Blue Bird Electric Bus division. Additionally, worked hard to attract and get a commitment from Imola Car Manufacturer with 2500 jobs to start and 7500 jobs at build out to come to the City of Fort Valley, Georgia.

During my over seventeen years of experience, I have experienced several tropical events as well as winter events leading up to experience dealing with FEMA. My first encounter was with Erin, and Opal in the 90's at the Town of Cedar Grove. While at Blountstown, we experienced a winter storm resulting in substantial erosion and electrical grid damage. My arrival at the City of Dawson left me dealing with debris on the ground from Micheal. I gained considerable experience working with FEMA.

Throughout the years I have gained experience working to replace capitol equipment, and to program and build capitol projects to meet needed infrastructure improvements for municipal growth.

Government should be there for the people not the people for the government! This is a key philosophy on which I build my management and customer service styles. Previous works have brought about skillfully negotiated agreements between rival entities, as well as large grant awards for infrastructure improvements, recreation and personnel totaling tens of million dollars.

Successes have used innovative approaches to solve complex problems and issues economically. Each community is unique. Excellent Communication played a key role in the successes. I genuinely enjoy the challenges of managing. It requires you to be innovative and up to date on current trends and technology to continue success in government operations.

I would certainly like the opportunity to speak with you further and demonstrate I can be a valuable addition on the management team. Loyalty and integrity always helped me make the right choices in my life, and I would love to bring my skills, education, and experience to work for the people of the City of Dallas, Texas

Cordially,

James A. Woods

James A. Woods

James Austin Woods

Address: [REDACTED]

Telephone: [REDACTED]

Email Address: [REDACTED]

Education

Bachelor of Science Business Administration 2005

Florida State University, 4750 Colligate Drive, Panama City, FL. 32405

Associate of Science Business Administration & Management 2003

Gulf Coast Community College, 5230 US – 98, Panama City, FL. 32401

More than seventeen years of local government experience with a proven track record of success. A proven leader, who is capable of thinking outside the box to discover economical solutions to difficult problems, dedicated to the success of the team, but capable of working independently within the organization. Striving for open communication between the leadership inside the organization and the community at large. Familiar with a broad range of enterprise fund activities as well as proven Georgia experience and ICMA membership.

Professional Experience

City of Fort Valley, Ga. (October 24, 2022- April 5, 2024)

City Administrator

Responsible for the day-to-day management of this City spanning approximately 7.5 square miles and, and is the County Seat of Peach County, Georgia. Fort Valley has a population of 8838 Citizens as of 2022. Providing needed management for Fort Valley, Georgia. Carrying out the City Council's policy decisions enforcing the ordinances, and goals. A Diverse city with 76% African American, 11% White, and 10% Hispanic residents. Fort Valley currently has SPLOST and T-SPLOST. In addition to the general fund operations, Fort Valley Sanitation and Stormwater Utility. Fort Valley is an \$11,000,000. 00 annual operation. Fort Valley's workforce consists of 98 employees.

- Implemented road resurfacing projects more than \$3,000,000.00.
- Worked with Fort Valley Downtown Development Association to reestablish an active and vibrant board.
- Worked with the Fort Valley Housing Authority to replace members to revitalize the board oversight.
- Worked diligently to formulate and attack the blighted housing in Fort Valley.
- Restructured administrative services to better serve the Citizens of Fort Valley.
- Raised the bar for Citizen Services Improvement.
- Played a key role in attracting a major industry to the City of Fort Valley beginning with 2500 jobs and building out to 7500 jobs.
- Established a pay review and system that substantially increased pay and reduced turnover thus saving money.
- Capable of working in a difficult working environment to achieve positive results.

James Austin Woods

City of Dawson, GA (August 1, 2019 – January 22, 2020)

Permanent City Manager

Responsible for the day-to-day management of this city spanning approximately 4 square miles, and is the county seat of Terrell County, Georgia. Providing needed management for Dawson, Georgia. Carrying out the City Council's policy decisions, enforcing the Code of Dawson, and goals. A Diverse city of 4550 residents. Dawson is currently working with SPLOST and T-SPLOST. In addition to the general fund operations, Dawson has a Natural Gas, Water and Wastewater enterprise. Dawson's workforce consists of 16 police, 15 firefighters, 16 public works, and 6 administrative employees.

- Implementation of Code Red Notification System.
- Worked with County EMA to clear root balls and storm debris from Hurricane Michael. Finalizing removal of the last Root Balls located Street side.
- Began road repairs throughout the city including LMIG (currently out for bids), potholes and identifying additional roads for upcoming T-SPLOST.
- finalized the construction of services for a new Dairy Queen preventing delays for opening.
- In the process of building a Natural Gas Department to bring the service into compliance with PSC findings.
- Provided business and customer relation services to facilitate solutions to numerous problems throughout the City of Dawson.
- Advertised and hired a Police Chief for the City Police Department.

City of Dawson, GA (January 2, 2019 – July 1, 2019)

Interim City Manager

Responsible for the day-to-day management of this city spanning approximately 4 square miles, and is the county seat of Terrell County, Georgia. Providing needed Interim Leadership until the selection of the permanent City Manager for Dawson, Georgia. Carrying out the City Council's policy decisions, enforcing the Code of Dawson, and goals. A Diverse city of 4550 residents. Dawson is currently working with SPLOST and T-SPLOST. In addition to the general fund operations, Dawson has a Natural Gas, Water and Wastewater enterprise. Dawson's workforce consists of 16 police, 15 firefighters, 16 public works, and 6 administrative employees.

- Motivated city employees to focus on the elimination of city-wide water leaks, saving thousands in lost water and tax dollars.
- Worked to improve issues in the sewer collection system and fix failures.
- Implementation of Code Red Notification System.
- Worked with County EMA to clear root balls and storm debris from Hurricane Michael. Finalizing removal of the last Root Balls located Street side.
- Coordinated with Georgia Power to get streetlights repaired and working city wide.
- Began road repairs throughout the city including LMIG (currently out for bids), potholes and identifying additional roads for upcoming T-SPLOST.
- Created an interim Building Services Department to provide building permits and inspection services.
- Coordinated the construction of services for a new Dairy Queen preventing delays for opening.
- In the process of building a Natural Gas Department to bring the service into compliance with PSC findings.

James Austin Woods

- Provided business and customer relation services to facilitate solutions to numerous problems throughout the City of Dawson.
- Coordinated and prioritized the repairs of numerous water system line breaks and leaks throughout the city.
- Marketed potential expansion of the natural gas system to agricultural customers.

City of Hogansville, GA (August 25, 2011 – May 18, 2017)

City Manager

Responsible for the day-to-day management of this city spanning approximately 12.5 square miles in Northeastern Troup County, Georgia. Providing professional leadership in City Council's policy decisions, goals, and visions. Diverse city of 3169 residents with a \$10.2 M operating, enterprise fund, and capital budget and 51 full-time employees plus 16 inmates working various details.

- Operate and manage a water, wastewater, electrical and natural gas utility.
- Implementation of Council directed policy.
- Through prudent financial measures and budget controls eliminated years of operation in the red and brought the city into the black.
- Dec. 2015 Storm recovery applied for and received \$1.3 million in disaster recovery.
- Successfully completed a \$300,000 Streetscapes grant.
- Successfully applied for \$1.5 million in CDBG funding and completed construction.
- Oversaw the design of a \$6.5 million sewer plant system upgrade.
- Compliance with USDA letters of condition resulting in \$2.5 million grant.
- Successfully wrote a \$50,000 Pipeline and Hazardous Materials Safety Administration Grant to implement GIS for the City Natural Gas Utility. During the Grant collected additional data on the other utilities allowing for GIS implementation in the other utilities for no additional investment a savings of over \$300,000.
- Applied for and constructed two \$100,000 trail grants.
- Applied for and received a \$100,000 RBEG to install way finder signage and water system improvements in the Downtown area.
- Oversaw and implemented GDOT LMIG and Local SPLOST projects over \$700,000.
- Presented and received approval on a 3.5-mile Yellow Jacket Trail concept.
- an active part of the community.

City of Blountstown, FL (August 11, 2007 - March 7, 2011)

City Manager

The City of Blountstown is a Florida Municipality with a population of 2450 nestled on the Apalachicola River with growth opportunities to the North, West, and South. Successfully led the city in numerous upgrades, while preparing for much needed capital investment. The City's revenue, operating and capital budgets totaled 11+ million dollars.

- Preparation and administration of the City's revenue, operating and capital budgets.
- Operate and Manage a five million dollar plus Electric Utility.
- Operate and Manage a Natural Gas and a Solid Waste Collection Utility.
- Operate and Manage a Water and Wastewater Utility.
- Media spokesman for the Town including interviews, briefings and producing press releases.
- Implementation of Council directed policy. Administration of the day-to-day operations.
- Represent the City as a director on several boards.
- Be an active part of the Community.
- Provided excellent Customer Service through personal and professional contacts.
- Successfully wrote an EECBG grant for 1.2 Million Dollars to fund an Electric system upgrade to eliminate high line loss and increase reliability.

James Austin Woods

- Planned and was awarded two \$650,000 Community Development Block Grants.
- Managed Community Development Block Grant and Legislative Appropriations construction projects valued more than 1.9 Million Dollars
- Successfully wrote a \$50,000 Pipeline and Hazardous Materials Safety Administration Grant to implement GIS for the City Natural Gas Utility. During the Grant collected additional data on the other utilities allowing for GIS implementation in the other utilities for no additional investment a savings of over \$300,000.
- Partnered with Southeast Rural Communities Assistance Project to conduct rate studies on water and sewer at no cost to the City.
- Balanced Load and Coordinated Fuses to restore function and reliability to the City Electric System.
- Increased Positive intergovernmental relationships with Calhoun County Commission, School Board, and the neighboring Town of Altha.
- Restored functionality of the City Storm Water System
- Through a 75% grant rebuilt the Dam on Lake Hilda in Downtown Blountstown.
- Worked with the Calhoun County School Board to provide Water and Wastewater access to allow the construction of a new \$25 million High School.
- Secured \$1.3 million in sidewalk funding for Charlie Johns Street through Congressman Boyd's office.
- Saved the City \$600,000 by purchasing a building for the Police Department instead of building one.
- Secured the donation of several parcels of property to the city which enhanced our parks or provided future economic development opportunities.
- Secured \$300,000 grant to provide the plans and permits to make the Northwest Florida Catalyst Site shovel ready.
- Secured \$180,000 to evaluate the City Sewer System.
- Oversaw \$600,000 in FRDAP construction projects.
- Road Construction of \$300,000 with another \$200,000 planned to bid.
- Secured Design Funding for over 15,000 feet of sidewalk.

Town of Cedar Grove, FL

Town Administrator (1999 – 2001)

City Clerk (1996 – 1999)

Assistant to Mayor (1995 – 1996)

The Town of Cedar Grove was a Florida Municipality with a population of 5,367 covering approximately 10 square miles. It was east of central Bay County, Florida (population 158,000). Beginning in 1995, Successfully led the city on a path of modernization and expansion which positioned the city for continued sustainable growth.

- Directly supervised and managed the administrative staff and functions of the City.
- Preparation and administration of the Town's revenue, operating and capital budgets.
- Negotiated with private and public-sector entities on a mixture of issues ranging from economic and land developments to franchises and service contracts.
- Media spokesman for the Town including interviews, briefings and producing press releases.
- Direct responsibility for the following functions: customer service, grant procurement, finance, economic development, water and sewer utilities, planning, storm water management, roads, general services and parks.
- Provided supervision of the Public Works.

Commented [JAW1]: Jan 12, 1999 – June 15, 2001 (2.5 years) Salary \$31,000

Commented [JAW2]: July 9, 1996 – Jan. 12, 1999 (2.5 Years)

Commented [JAW3]: Aug 22, 1995 – July 9, 1996 (almost 1 year)

James Austin Woods

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- Emergency Management Officer.
 - Implementation of Commission directed policy. Administration of the day-to-day operations.
 - Worked with Citizens, Businesses, and Landowners to annex several thousand acres into the Town of Cedar Grove, which resulted in a territory expansion of more than six hundred percent. With annexation and construction, the Town's population rose more than three hundred sixty percent.
 - Handled two major plan amendments and half dozen minor amendments to the Town's Comprehensive Plan to allow for additional territory and required state changes for compliance.
 - Successful Project Management brought many Town projects to completion and under their projected budgets. These included two joint venture projects with Bay County: Hiland Park Ball Field Replacement and a seven million gallon per day Joint Venture Advanced Wastewater Treatment Plant. It also included at least eight major Town projects: Spring Avenue Walking Park, Everitt Avenue Master Lift Station, USDA Rural Water Expansion Project, USDA Rural Wastewater Expansion Project, Lower City Storm Water Drainage, Police Department Relocation Project, Spring Avenue Sewer Trunk Line Mitigation project, and two CDBG projects.
 - Enhanced customer service by replacing old phone systems with newer multi-line systems allowing greater public access to City Hall.
 - Increased community pride through annual events to promote community contact such as Citizens Appreciation Day Dinner for the whole City, and a Christmas Tree Lighting Ceremony.
 - Reduced Insurance premiums for the City by implementing a safety committee and rewriting the employee handbook and safety regulations.
 - Realized a lifetime project savings of more than \$250,000 by the innovative use of vacuum sewer system in Hiland Park area.
 - Successfully applied for and received more than four million dollars in grant funding allowing construction of parks through Florida Recreation Development Assistance Program (FRDAP), low-income facilities with Community Development Block Grant (CDBG) and Water and Wastewater from USDA Rural Development.
 - Successful completion of daily duties required, working relationships with several local, state, and federal employees or representatives. Worked hard to create excellent relations with representatives throughout the various levels of government.

Professional Affiliations

Fort Valley Kiwanis Club	Member		2023 - 2024
Rotary Club of Blountstown, Florida	Member		2008 - 2011
Terrell County Chamber of Commerce	Member		2019 - 2020
Boys & Girls Club Board Troup County	Member		2016 - 2017
Georgia Municipal Association	Member	2019 – 2020	2022 - 2024
Georgia City & County Manager Asso	Member	2012 – 2017	2022 - 2024
International City Managers Asso.	Member	2010 – 2017	2022 - 2024
LaGrange – Troup Co Chamber of Comm.	Member		2011 – 2017
American Cancer Leadership Board Troup	Member		2012 - 2017
Southport Men's Club	Member		1988 - 2007

James Austin Woods

Professional Service

Municipal Gas Agency of Georgia	Member 2011 – 2017	2019 - 2020
Municipal Electric Agency of Georgia	Member	2011 – 2017
Electric Cities of Georgia	Member	2011 – 2017
Florida Municipal Power Agency	Member	2007 – 2011
Florida Natural Gas Association	Member	2009 – 2011
Florida Municipal Electric Association	Member	2007 – 2011
Florida Gas Utility	Member	2007 – 2011
Opportunity Florida	Member	2007 - 2011
Bay County Hazard Mitigation Committee	Member	1998 - 2001
Panama City Metropolitan Planning Organization	T.C.C. Member	1996 – 2001

Life Achievements

- Prepared the Study and wrote the enacting legislation that created the Town of Cedar Community Redevelopment District. Bay County later sued to have the district repealed. The CRA survived Circuit Court challenge and ultimately survived a Florida Supreme Court Challenge.
- Successfully wrote an EECBG grant for 1.2 Million Dollars to fund an Electric system upgrade to eliminate high line loss and increase reliability.
- Successfully awarded, managed and/or implemented over \$17.5 million in grant/loan money for the three cities under my management.
- Played a key role in attracting a major industry, Imola Electric Car Manufacturer to the City of Fort Valley to begin with 2500 jobs and building out to 7500 jobs.

NEIMAN C. YOUNG, PhD

ASSISTANT CITY MANAGER

October 1, 2024

To: Edward Williams (Baker Tilley), Representing The City of Dallas, Texas

Regarding: City Manager Recruitment

Greetings,

I am writing to express my sincere interest in serving the City of Dallas as the City Manager. I have over 25 years of experience managing large organizations, complex economic development initiatives, and robust capital improvement projects.

Currently, I serve as an Assistant City Manager for Corpus Christi, TX, a municipality that consists of 460 square miles of land and a population of nearly 350,000 residents. As an Assistant City Manager, I provide leadership and oversight for a large bulk of the City's efforts, including the administration of a \$301.44M annual budget and the day-to-day business of over 900 full-time employees.

As your City Manager, I will fully commit myself to creating a community where the City's residents and employees are given the environment and tools to thrive -- both personally and professionally. After years of experience paving the way for a better future for both municipal and rural localities, I am confident in my ability to immediately make a positive impact in your community.

I look forward to discussing how I can benefit the City with you in the near future.

Sincerely,

Neiman C. Young

NEIMAN C. YOUNG, PhD

Dedicated, results-oriented public servant with demonstrated success in negotiation, cross-functional collaboration, and budget management. Continuously seeks creative solutions to navigate roadblocks and identify new sources of revenue. A reliable and ethical partner with experience managing \$901.4 million of a \$1.5 billion budget and 975 full-time employees. Equipped with a broad knowledge of state code, local policy, and stakeholder engagement to yield the best results for both the administration and the community. Awarded two Bronze Stars for meritorious service in a combat zone while serving 23 years in the U.S. Army.

Areas of Expertise:

Organizational Leadership | Budget Development | Resource Allocation | Project Execution | Key Relationship Management
| Strategic Planning | Emergency Operations | Community Engagement | Advanced Negotiations | Professional Ethics

PROFESSIONAL EXPERIENCE

City of Corpus Christi, Corpus Christi, Texas

September 2021 to Current

Assistant City Manager

Corpus Christi is the eighth largest city in the State of Texas, consisting of 460 square miles of land and a population of ~348,000.

Under the direction of the City Manager, the Assistant City Manager is responsible for providing strategic direction and support to multiple City departments to ensure that assigned department directors can meet established goals, and performance objectives according to approved operating and capital budgets. Similarly, the Assistant City Manager listens, understands, and resolves challenges, problems, or conflicts that may arise in the administration. Manages the operations of the Public Works, Engineering Services, Development Services (Planning & Zoning), Solid Waste, Airport, and Gas departments. Responsible for a staff of 975 full-time employees and administers a \$301.4M operating budget.

Notable Achievements

- Developed the City's second largest bond totaling \$125 million and then successfully educated and gained the approval of the initiative by both City Council and the community's stakeholders
- Managed 43 capital improvement projects totaling \$250 million in public funding; successfully leveraged both internal resources and third-party construction capacity to deliver the new infrastructure on time and within budget
- Saved the City's 5-year strategy to execute over \$700 million of street reconstruction projects; preserved both the credibility of the City's senior leadership and protected the government's promise to its citizens
- Retooled the procurement process for the Engineering Services Department; assured quicker service delivery for the City's 28 departments while also assuring transparency and equity in the City's private contractor community

City of Corpus Christi, Corpus Christi, Texas

February 2021 to September 2021

Assistant City Manager

Corpus Christi is the eighth largest city in the State of Texas, consisting of 460 square miles of land and a population of ~348,000.

Under the direction of the City Manager, the Assistant City Manager is responsible for providing strategic direction and support to multiple City departments to ensure that assigned department directors can meet established goals, and performance objectives according to approved operating and capital budgets. Similarly, the Assistant City Manager listens, understands, and resolves challenges, problems, or conflicts that may arise in the administration. Manages the operations of the Solid Waste, Parks & Recreation, Gas Utility, Code Enforcement, Animal Control, and Homeless & Workforce Housing departments. Responsible for a staff of 643 full-time employees and administers a \$92.7M operating budget.

Notable Achievements

- Presented and won Council approval for over \$121 million of capital projects dedicated to recreational assets across the City; increased the community's green space and improved the quality of life for the City's stakeholders

- Created and implemented a strategy to reduce the city's recycling contamination rate from 40% to 25% and assure better compliance amongst the City's 18,000 solid waste customers
- Launched the City's first department dedicated to residential-related services; realigned five fragmented divisions to deliver a more effective response to citizen concerns
- Modernized the City's ordinances that govern homelessness and animal welfare; incorporated industry best practices to ensure the City's most disenfranchised populations gained access to essential services

KING GEORGE COUNTY, King George, Virginia

February 2017 to February 2021

County Administrator

King George County is located in the Commonwealth of Virginia, consisting of 188 square miles of land and a population of ~26,000.

Promotes transparent and responsible services to citizens and stakeholders by providing Chief Executive Officer leadership for all County government functions including Economic Development, Community Development (Zoning & Planning), Human Resources, Finance, Engineering & Public Works, Facilities & Fleet, Fire, Rescue & Emergency Services, Parks & Recreation, Solid Waste & Recycling, and Information Technology departments. Monitors and tracks departmental compliance with the County's long and short-term goals. Maintains effective working relationships with residents, agencies, offices, and organizations to further the County's mission. Manages a staff of 263 full-time employees and administers an \$88.4M operating budget.

Notable Achievements

- Coached the Economic Development Department to secure 17 new development projects in FY 19/20; successfully delivered \$23M in new investments to the community
- Renegotiated an agreement with a municipal contractor to realize additional proceeds from the County landfill; effectively generated \$7.5M in new annual revenue
- Highlighted locality's debt as the greatest threat to the community and subsequently developed a 60-month plan to accelerate debt reduction by an additional 28% in three years, effectively saved \$3M in interest and secured the return of \$35k of compounded annual debt service back to the County's General Fund
- Won a complex negotiation with the VA Dept. of Transportation, the MD Transportation Authority, and the Federal Highway Admin. that increased the County's parkland inventory by 164 acres and an additional 300 feet of waterfront

U.S. ARMY, Fort Bragg, North Carolina

June 1994 to February 2017

Company Commander – Civil Affairs

Provides leadership and guidance to a company of officers and soldiers deployed in contested regions around the world. Provides counsel to governments of underdeveloped countries. Establishes mission priorities and company vision to drive successful initiatives. Maintains responsibility for 132 personnel and a \$3.8M operating budget.

Notable Achievements

- Identified inefficiencies in company operations, reduced unverified and costly training, and redirected capital toward programs and equipment that directly improved company competitiveness
- Spearheaded a transformational campaign that renovated an underperforming organization with low morale to the number-one rated organization in the Battalion
- Provided one-on-one mentorship for junior leaders, this grooming led to six of seven subordinate officers being hand-selected by senior leaders to expand their roles and responsibilities

EDUCATION/CERTIFICATIONS

INTERNATIONAL CITY/COUNTY MANAGER'S ASSOCIATION, Washington DC– **Credentialed Manager (ICMA-CM)**

TEXAS STATE UNIVERSITY, San Marcos, Texas – **Certified Public Manager Candidate (CPM)**

WALDEN UNIVERSITY, Minneapolis, Minnesota – **PhD, Public Policy & Administration**

LIBERTY UNIVERSITY, Lynchburg, Virginia - **Master of Business Administration (MBA)**

EXCELSIOR COLLEGE, Albany, New York - **Bachelor of Arts, Business**