

February 25, 2024

Greg Nelson
Mosaic Public Partners
200 Gateway Dr., #1908
Lincoln, CA, 95648

Dear Mr. Nelson,

I am excited to submit my resume for consideration for the position of City Manager for the City of Austin, TX. My professional work experience provides a solid local government management foundation, well-suited for the responsibilities and duties of this position. As the City Manager of the City of Dallas, TX, my skills, and abilities qualify me for this position and allow me to bring a unique perspective and proven record in city management, financial, and operational performance to support the Austin City Council's goals for the next city manager.

Throughout my career, I have had the opportunity to deal with all facets of local government to develop transformative and innovative solutions to drive change. Since my tenure with the City of Dallas, I have provided executive leadership and strategic direction to tackle the city's urgent and complex problems with particular emphasis on public safety, housing and homelessness, transportation, economic development, and authentic community engagement. For example, as it relates to public safety, I provided the strategic direction to develop an action plan that aligned our intention and resources to produce R.E.A.L Change – policing that is Responsible, Equitable, Accountable and Legitimate. This included expanding the City's public safety and community wellness response efforts by implementing alternative behavioral health responses to mitigate unnecessary hospitalization, arrests and interactions with residents and law enforcement. Additionally, I prioritized investments in the development of a mobile crisis response team, a violence interrupters program, supporting formerly incarcerated individuals, and strengthening accountability through the establishment of the Office of Community Police Oversight, all rooted in the principles of 21st Century Policing. As a result of these efforts and a data informed crime reduction plan, Dallas has experienced a consistent decrease in overall violent crime since 2021.

To address the rise in homelessness in Dallas, I facilitated a multi-jurisdictional and multi-sectoral partnership to leverage \$72 million for street outreach, case management, rapid rehousing, permanent supportive housing, inclement weather shelters, housing stabilization, and service navigation. To date, 2,700 individuals have been permanently housed and we are on track to house 6,000 individuals in the next two years. As it relates to transportation, Dallas successfully developed its first strategic mobility plan, Connect Dallas, that considers all forms of transportation, including biking, walking, transit, automobiles, freight, and new mobility options to equitably support the city's economic, housing, and sustainability goals. Finally, I strengthened Dallas' approach to economic development through an Economic Development and Incentive Policy to proactively address economic inequalities and outcomes in historically underserved areas through policy, public investment, and partnership.

In the various cities where I have served, I have built my brand and reputation on being a community-centered leader. This has provided me with the opportunity to interact and engage with various levels of government, business leaders, community organizations, and the public to address complex problems and build meaningful relationships. As a convener and connector, I understand the level of leadership that the City Manager's Office must exhibit and embrace all the challenges and responsibilities that it entails.

Finally, I am committed to local government and eager to work in partnership with the Mayor and City Council to advance the City of Austin and take the city to the next level.

Thank you in advance for this opportunity, and I look forward to hearing from you.

Sincerely,

A black rectangular redaction box covers the signature of the sender.

TC Broadmax



City/Chief Executive Officer

Municipal Management Expert | Consensus Builder | Visionary Leader

QUALIFICATIONS SUMMARY

A thirty-year performance-driven leader in all aspects of government operations and services. Extensive experience with operating and capital budget development, financial management and controls, community and economic development, land use and development services, and organizational design. Demonstrated excellence in consensus building, collaboration, teamwork, influence, and relationship building. Empowering motivator and decisive decision-maker with entrepreneurial zeal to surpass organizational goals and objectives. Excel at developing high performing teams while devising policy formulation, community engagement, and economic/business development strategies.

CORE COMPETENCIES

Private Partnerships
Values & Integrity
Stakeholder Engagement
Council-Manager Relations

Organizational Design
Verbal & Written Communication
Problem Identification & Resolution
Collaboration and Engagement

Staff Recruitment & Leadership
Business Relationship Mgmt.
Emotional Intelligence
Skilled Presenter

PROFESSIONAL EXPERIENCE

CITY OF DALLAS | DALLAS, TX
City Manager

February 2017- Present

Dallas is the ninth largest city in the United States, third-largest city in the State of Texas, and the largest city in the Dallas–Fort Worth metroplex, which represents the fourth-largest metropolitan area in the United States at 7.5 million people.

- Manage the day-to-day operations of a full-service city with a permanent population of 1.3 million, 13,500 employees and \$4.5 billion annual operating and capital improvements budget.
- Developed the City’s first biennial operating budget, Budgeting for Equity framework, and implemented Dallas 365, an organizational-wide performance management system tied to the city’s strategic priorities.
- Initiated the first Citizens Bond Task Force to provide greater community engagement and input for the bond program development process. This format has since become the model for the 2017 and 2024 Bond Program to review and recommend projects to City Council.
- Developed R.E.A.L. Change in policing that is Responsible, Equitable, Accountable, and Legitimate by implementing alternative public safety and community wellness response efforts, prioritizing investments to support formerly incarcerated individuals, the development of a mobile crisis response team, a violence interrupters program, and strengthening accountability through the establishment of the Office of Community Police Oversight, all rooted in principles of 21st Century Policing.

- Led the City's oversight and response to the following Emergency Operations Center activations: 2017 Hurricane Harvey Sheltering Operations, 2018 Atmos Incident Response, 2019 Severe Weather Crane Collapse, 2019 Tornado Emergency Response, 2020 Inclement Weather Shelter, 2020 Hurricane Laura, 2020 George Floyd Protest and Demonstrations, 2021 Winter Storm Uri, 2021 Hurricane Delta, 2021 Emergency Migrant Intake Site at KBHCC, 2021 Migrant Guests Operations, 2022 Highland Hills Apartment Explosion, 2023 February Winter Storm, and 2023 Ransomware Response.
- Established an Office of Equity and Inclusion to help eradicate historical inequities and advance key services and programs to align resources that focus on fair and equal housing, social justice among Dallas' diverse communities, and promote the economic, civic, and social engagement of immigrants and refugees in Dallas.
- Established the Office of Homeless Solutions which supported a four-track strategy to increase shelter capacity, operate inclement weather shelters, provide financial support for landlord subsidized leasing, and fund new developments for permanent supportive housing targeting the elderly, disabled, and families with children.
- Created the City's first-ever Historic Preservation Plan, Cultural Plan, Comprehensive Housing Policy, Connect Dallas Strategic Mobility Plan, Comprehensive Environmental & Climate Action Plan, Broadband and Digital Strategic Plan, Racial Equity Plan, and Economic Development and Incentive Policy.
- Provide strategic guidance for administrative affairs, government relations, budget development, policy administration, and implementation to over forty city departments to fulfill the City Council's strategic policy priorities.
- Guide the long-range planning and sustainability for Dallas Water Utilities (DWU), a full-service regional water, wastewater, and storm drainage and flood control utility covering 700 square miles and providing services to 2.6 million people equally divided between 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.
- Provide the visionary leadership for transformational projects and initiatives to strengthen the city's growth strategies and long-term economic and financial stability. Current projects in the pipeline include the Masterplan for the Kay Bailey Hutchinson Convention Center valued at \$5 billion, the redevelopment of Hensley Field, a former United States Naval Base valued at \$1 billion, and the \$300 million revitalization of Fair Park, the city's historic 277-acre recreational and cultural complex created in 1886 as the home for the State Fair of Texas.
- Lead the oversight and operation of Dallas Love Field, municipal-owned commercial airport with over 8 million annual enplanements, Dallas Executive, the city's general aviation airport, and the downtown heliport.

Tacoma is the county seat of Pierce County, Washington, United States. A port city, it is situated along Washington's Puget Sound, 32 miles southwest of Seattle, 31 miles northeast of the state capital, Olympia, and 58 miles northwest of Mount Rainier National Park.

- Managed the day-to-day operations of a full-service city with a permanent population of 200,000, 2,100 employees, and \$1.8 billion biennial operating and capital improvements budget. Midsized urban port city that is racially and economically diverse, progressive, with an active and engaged community.
- Guided the elimination of a \$30 million mid-year budget deficit and a \$60 million projected 2013-2014 biennial budget deficit by implementing a transparent, community and employee budget engagement initiative/process to provide budgetary education and reset community expectations and service levels.
- Implemented monthly and quarterly financial reporting and revised the City's budget reserve policies for future fiscal sustainability.
- Spearheaded the development of a convention center hotel (representing \$150 million) and a town center mixed-use development (representing \$125 million) on vacant city land.
- Led the development of more than 2,300 market rate, multi-family units in downtown business district and partnered with Tacoma Housing Authority to construct more than 600 affordable units.
- Collaborated with private developers and investors to establish a Local Improvement District to fund more than \$30 million in public infrastructure, resulting in over \$1 billion in value after build out.
- Championed the development of Auto Row Formation which opened the door for the expansion of several new car dealerships in the city with over \$10 million in private investment.
- Established and implemented Tacoma 24/7 performance measure/management reporting system and received the ICMA certificate of excellence in performance measures in 2013 (1 of 28 cities nationally).
- Successfully launched TacomaFirst, an integrated customer support center that continues to provide a "one-stop shop" for services, and offers a concierge feel in the way of reception, face-to-face interaction, 311 telephone support, online resources, and mobile application connectivity.
- Provided strategic guidance to executive management team to fulfill City Council's strategic policy priorities.

San Antonio is the official county seat and largest city in Bexar County, Texas. The city is the seventh most populous in the United States and the second most populous in Texas.

- General management responsibilities for a full-service city with a permanent population of 1.3 million, 11,600 employees, operating budget of \$1.6 billion and capital improvements budget of \$715 million.
- Made frequent appearances before special interest groups, businesses, community leaders and other elected officials and service organizations. Led significant economic development and redevelopment activities on behalf of the city manager.

- Provided significant and complex administrative support to the city manager with direct oversight for the departments of Planning & Community Development, Development Services, Code Enforcement Services, Library and the Office of Historic Preservation with combined annual operating budgets of \$102 million and 890 employees.
- Led the coordination and designation of five (5) Tax Increment Reinvestment Zones with combined tax increment of \$339 million resulting in the development of 12,600 new housing units and 6.8 million square feet of commercial/retail space.
- Served as negotiator to create a Memorandum of Understanding between the San Antonio Urban Renewal Agency and the San Antonio Housing Authority to acquire the Agency's interest in a general partnership that provided \$650,000 over three years to utilize for general operations and redevelopment activities for the city.
- Championed the development of a pro-active multi-family rental inspection program to ensure rental properties (170,000+) are safe and habitable for residents.
- Led city-wide effort to revise the dangerous buildings and emergency demolition guidelines; which included highly controversial historic structures.
- Spearheaded the completion of major urban design plans and developed comprehensive reinvestment plans in alignment with land use.
- Provided strategic leadership for the establishment of an Entertainment District near key local anchors (ATT Center, Alamodome, and Carver Community Center).
- Demonstrated exceptional communication, consensus building, community involvement and intergovernmental relations skills. Responsible for providing highly complex administrative support to the City Manager.

CITY OF POMPANO BEACH | POMPANO BEACH, FL
Assistant City Manager | Chief Operating Officer

October 2004 – November 2006

Pompano Beach is a city in Broward County, Florida, United States. It is located along the coast of the Atlantic Ocean, just north of Fort Lauderdale, and the twenty-third largest city in Florida. The nearby Hillsboro Inlet forms part of the Atlantic Intracoastal Waterway.

- Responsible for the day-to day city-wide operations for a full-service city with a permanent population of approximately 100,000, 1,000 employees, operating budget of \$200+ million and \$40 million capital improvement budget.
- Responsible for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and economic analysis of programs and services.
- Supervised the preparation and execution of the City's annual operating, capital and grant program budgets.
- Represented the City to business organizations, civic associations, developers, other governmental entities and the general public. Served as City Manager during absence of the City Manager.

- Provided executive oversight to assist the City Manager in the conduct of city operations and policy development which ensured services were provided both effectively and efficiently.
- Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets which totaled approximately \$200 million.
- Negotiated land development contracts, land acquisition for parks, public facilities, housing and economic development projects for the City and Community Redevelopment Agency.
- Administered the operating and capital budgets by overseeing expenditures, budget transfers, position control, forecasting revenues and expenditures to ensure City departments operated effectively and efficiently.
- Provided supervision and oversight of the Finance Department, General Services Division, Office of Housing & Urban Improvement, Advisory Boards, and Community Redevelopment Agency.
- Represented the City to business organizations, civic associations, developers, other governmental entities and the general public.
- Provided strategic leadership for several community development and neighborhood revitalization projects which included demolition, land acquisition, new construction, and interlocal agreements:
 - Holiday Lakes Apartments Land Acquisition: Coordinated a negotiation agreement between the City of Pompano and the U.S. Department of Housing and Urban Development to purchase and demolish 208 units, utilizing \$5 million of up-front grants to cover expenses. This facilitated the construction of a new 148 unit apartment complex adding \$20 million to the City's tax base.
 - Carver Homes/Canal Pointe Redevelopment Project Land Acquisition: Oversaw the acquisition, relocation, demolition, and new construction of single-family homes, acquiring all 172 parcels, which were converted into an industrial site of more than 44 acres. Served as lead negotiator for the City/CRA with a developer for a sale and purchase of 45 acres at Carver Homes for \$10 million, resulting in \$500 million being added to the City's tax base.
 - Parkway East Apartments Land Acquisition: Assisted in the purchase of 100-unit apartments for \$2 million, relocated the tenants, demolished the complex and constructed a new multi-family complex that added \$15 million to the City's tax base.
 - Sabal Chase Townhomes Project Development Agreement: Lead a construction project for a 50-unit townhome development, which finished in December 200, adding \$10 million to the City's tax base, and provided safe and affordable housing for area residents.

Assistant to the City Manager | Budget Officer

- Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets that totaled approximately \$160 million.
- Administered the operating and capital budgets by overseeing expenditures, budget transfers, position control, forecasting revenues and expenditures to ensure City departments operated with effectiveness.

- Supervised the Office of Housing & Urban Improvement which administers the City's Community Development Block Grant Program and Community Redevelopment Agency.

CITY OF POMPANO BEACH | POMPANO BEACH, FL

June 1996 - November 1997

Special Projects Coordinator

- Provided direct supervision and oversight of the Office of Housing & Urban Improvement which administers the City's Community Development Block Grant Program and Community Redevelopment Agency.
- Developed and implemented a city-wide neighborhood and commercial landscape and entranceway enhancement program which involved the City forming partnerships and providing matching funds to civic associations, homeowners associations and businesses to make entranceway, landscaping and/or neighborhood identification signage improvements within their neighborhoods or commercial districts.
- Developed the City's grants management and acquisition procedures which established the approval processes and criteria for application review and submission.

BROWARD COUNTY | BROWARD COUNTY, FL

March 1993 - June 1996

Senior Budget and Management Analyst

Broward County a county in the southeastern part of Florida, located in the Miami metropolitan area. It is Florida's second-most populous county after Miami-Dade County and the 17th-most populous in the United States, with over 1.94 million residents as of the 2020 census.

- Coordinated, analyzed, developed and monitored the annual budgets for various County department/divisions that had combined operating budgets totaling approximately \$150 million.
- Provided both management and administrative recommendations to departments and divisions regarding personnel issues, agenda reports, budget resolutions, budgetary transfers and other management/administrative issues.
- Coordinated the development of the annual operating and capital budgets for the County's Water & Wastewater Utilities with annual appropriations that exceeded \$180 million

EDUCATION

Master of Public Administration (MPA)

University of North Texas – Denton, TX - 1993

Bachelor of Arts in Political Science (BA)

Washburn University – Topeka, Kan. – 1991

Bachelor of Arts in Communications (BA)

Washburn University – Topeka, Kan. - 1991

AFFILIATIONS

ICMA Credentialed Manager (ICMA-CM)

International City/County Management Association

National Forum for Black Public Administrators