

Dear Greg & Brian,

I am writing to express my interest in the City Manager position with the City of Austin, as advertised. With a proven track record of successful municipal management, a dedication to community engagement, and a passion for fostering sustainable growth, I believe I am well-suited to contribute to the continued success of Austin.

Throughout my 13 years of experience in corporate leadership, I have consistently demonstrated the ability to lead teams, navigate complex challenges, and implement strategic initiatives to enhance community development. My previous role as Head of Operations and Chief operating officer equipped me with a comprehensive understanding of the intricacies involved in managing a city's operations effectively.

I am particularly drawn to Austin's dynamic and diverse community, and I am eager to contribute to the city's commitment to innovation, sustainability, and inclusivity. My experience in collaborating with diverse stakeholders, fostering public-private partnerships, and implementing policies to address urban challenges aligns seamlessly with Austin's vision for the future.

Key strengths that I bring to this role include:

1. **Strategic Leadership:** Successfully led initiatives to enhance service delivery, improve operational efficiency, and address the evolving needs of customers and clients.
2. **Strategic Engagement:** Established and maintained open lines of communication with leadership and stakeholders
3. **Financial Management:** Demonstrated proficiency in budget development, resource allocation, and financial stewardship, resulting in cost savings and improved fiscal responsibility.

I am excited about the opportunity to bring my skills and expertise to the City of Austin and contribute to its ongoing success. I am confident that my commitment to transparency, innovation, and community-driven solutions aligns with the values and goals of the city.

Thank you for considering my application. I am eager to further discuss how my experiences and vision align with the needs of Austin in an interview. I look forward to the possibility of contributing to the vibrant future of the City of Austin.

Sincerely,

Tracy Anderson

# Tracy Anderson

Chief Operating Officer

[LinkedIn Profile](#) • Austin, TX

Accomplished COO offering experience leading efforts on behalf of renowned organizations in different sectors while achieving impactful results. Adept at: assessing operations, identifying gaps, and integrating solutions to propel performance. Proficient at: defining objectives, delegating tasks, and motivating team members to achieve predetermined goals. Excel at: time management, organization, and cross-functional collaboration. A visionary with the capacity to lead special projects, coalesce teams, and drive performance in even the most competitive markets.

## Areas of Expertise

- ◆ Operations Administration
- ◆ Agile & Scrum Methodologies
- ◆ Program Development
- ◆ Process Improvement
- ◆ Budget Planning
- ◆ CX & EX Leadership
- ◆ Corporate Communications
- ◆ Staff Training & Mentorship
- ◆ Quality Control
- ◆ Complex Change Management
- ◆ Organizational Design
- ◆ HR Practices
- ◆ Interviewing & Hiring
- ◆ Vendor Relations
- ◆ Client Relationship Management
- ◆ Teamwork & Collaboration
- ◆ Analytical Mindset
- ◆ Active Listening
- ◆ Sales & Revenue Forecasts
- ◆ Corporate Strategy
- ◆ Contract Negotiation

## Professional Experience

### Frankly Help

Chief Operating Officer/Head of Operations

2022 – Jan

Offer exceptional guidance directing the Operations department, Finance, and Human Resource framework on behalf of the organization. Oversee all vendor relations, contract negotiations, and Sales trajectories. Additionally, lead hiring practices, facilitate onboarding, and conduct performance reviews.

- Lead compliance and regulation efforts for the business as well as the clinical side of the company.
- Credited for lowering contract proposal amounts significantly.
- Created HR processes, including onboarding practices, and authored company handbook.
- Architected a dynamic sales strategy that has garnered exceptional results.

### BOLT Solutions, Inc.

AVP, Process Engineering

2020 – 2022

Engaged with the sales executive team, outlined objectives, and offered solutions to drive revenue and customer adoption. Engaged with client sales, training, and onboarding for SaaS and Enterprise products. Assessed processes, identified gaps, and integrated solutions for an improved client experience.

- Led distribution process improvements and compliance/regulatory requirements for US and overseas markets.
- Spearheaded US Operations projects, programs, and Agile processes for internal/external customers.
- Developed and refined Distribution budget and forecasting model, EBITA, and revenue projections.
- Oversaw sales logistics, training, and compliance for direct and 3<sup>rd</sup> party sales leaders.
- Increased the overall customer retention score by 7%.
- Slashed speed to market with increased prioritization and testing.
- Reduced call volume through the creation and integration of an online status portal.

### GAINSCO Auto Insurance

Senior Director of Operations

2014 – 2020

Delivered exemplary leadership directing corporate business operations for 90 staff members across 7 departments comprised of: Call Center, Quality Control, Training, Underwriting, Agency Accounting, Document Operations, and Mail Room. Sourced quality candidates, conducted comprehensive training, and offered coaching, as needed.

- Developed and introduced value-add initiatives for Operations including technological integrations, performance improvements, process standardization, lean management, and financial advances.
- Led steering committee focused on redesigning CX and EX across the enterprise. Implemented customer success programs within the Operations department.
- Entrusted as Project Owner, Scrum Master, and Agile consultant for corporate initiatives, IT integrations, and program launches.
- Oversaw internal/external communication and publications. Additionally, engaged with Marketing for online reputation management improvement efforts.
- Answered 750k annual calls with an 80% SLA. Additionally, achieved a 95% customer service handling score.

## Additional Experience

The Salvation Army, Donor Services Specialist, 2013

- Presided over a team accountable for data entry, donor reporting, and financial coding for Blackbaud management systems.
- Reconciled regional financial earnings associated with Special Events, Major Gifts, and CCR departments.
- Oversaw event financials fundraising efforts including annual luncheons, grand openings, and donor fundraisers.

Tuesday Morning, Lease Analyst, 2012 – 2013

- Generated financial earnings reports and detailed landlord expenses for cost analysis performance.
- Oversaw relations with property managers and reviewed lease terms expenses, and commissions.

GAINSCO Auto Insurance, Business Development Specialist, 2009 – 2012

- Directed 3000+ independent agencies, motivated performance, and achieved production goals for a designated segment such as product marketing.

## Education & Certifications

**Bachelor of Science in Communications, Minor in Art History**

Texas Christian University

**Project Management Certified**

Southern Methodist University

**Scrum Alliance Professional**

- **Certified Scrum Professional (CSP)**
- **Certified Product Owner (CSPO)**
- **Advanced Scrum Master (A-CSM)**
- **Certified Scrum Master (CSM)**
- **Scrum Foundations Educator**

## Community Leadership

Junior League International

Agile Austin

February 25, 2024

Kirk Watson, Mayor  
Natasha Harper-Madison, District 1 Councilmember  
Vanessa Fuentes, District 2 Councilmember  
José Velásquez, District 3 Councilmember  
José Vela, District 4 Councilmember  
Ryan Alter, District 5 Councilmember  
Mackenzie Kelly, District 6 Councilmember  
Leslie Pool, District 7 Councilmember  
Paige Ellis, District 8 Councilmember  
Zohaib Qadri, District 9 Councilmember  
Alison Alter, District 10 Councilmember

Mayor Watson and Members of the Austin City Council,

I am excited to express my keen interest in the City Manager position with the City of Austin, Texas. Austin's reputation for its vibrant culture, innovative spirit, and unwavering commitment to progress aligns perfectly with my aspirations to lead and contribute to the city's ongoing growth and development.

Currently serving as the Manager of Gilbert, Arizona, overseeing a \$2.1 billion public agency serving a burgeoning population of 288,000 residents, I have spearheaded transformative initiatives that have reshaped our community while setting new standards of excellence. Distinctly, the City of the Future Initiative stands as a testament to our commitment to long-term quality of life and innovation. Through meticulous monitoring of diverse service metrics and leveraging data-driven insights, we have proactively tackled challenges, ensuring Gilbert's leadership in livability and sustainability.

Gilbert represents the second American city where, in collaboration with elected officials, I've led a visionary journey characterized by unprecedented growth and the establishment of an unparalleled quality of life. Moreover, my seven years of private sector experience have honed my drive for entrepreneurial innovation and market adaptation, enriching my leadership style with a dynamic and results-oriented approach.

In addition to strategic foresight, my track record demonstrates a knack for swift and effective project execution. Notably, I've successfully negotiated multi-hundred-million-dollar development projects, such as MasterCard's Global Operations Center, showcasing my ability to navigate complexities and deliver outcomes within challenging timelines and diverse stakeholder environments. My resume underscores my commitment to addressing pressing issues such as drought resiliency, homelessness, land development codes, higher education investments, and community-focused economic opportunities, all aimed at fostering socioeconomic equity for all.

Throughout my leadership journey, innovation has been the cornerstone of my approach, as I continually push boundaries to drive progress and prosperity for both residents and businesses.

Central to my leadership philosophy is the development of positive, motivating cultures and the cultivation of empowered, diverse and cohesive teams. By fostering an environment where individuals feel valued, inspired, and motivated to collaborate towards shared goals, we ensure optimal outcomes for our communities. Through creation of an organizational culture with open communication, respect, and transparency, we establish trust in local government, reaffirming to constituents that their interests are at the heart of our collective endeavors.

Thank you for considering my application. I am eager to bring my passion for innovation, commitment to excellence, and proven leadership skills to the City of Austin, contributing to its ongoing success and prosperity.

Sincerely,

A solid black rectangular box used to redact the signature of Patrick S. Banger.

Patrick S. Banger

# PATRICK S. BANGER

Mobile: [REDACTED] Email: [REDACTED]

## PROFESSIONAL EXPERIENCE

### CITY MANAGER

2011 to Present

#### GILBERT, Arizona

As City Manager of the 76th largest city in the United States, I oversee a dynamic population of 288,836 residents, leading a committed team of 1,850 employees, and managing an annual budget of \$2.14 billion. Guiding Gilbert's evolution into a top-tier destination for both residents and businesses, I am acknowledged as a forward-thinking, change-driven leader. My strategic vision and proactive approach have played a pivotal role in propelling Gilbert to national recognition as one of the most esteemed and award-winning communities in the nation.

#### Leadership and Financial Management

- Increased General Fund reserves by 381% and secured 36 credit rating upgrades culminating in AAA ratings from all three credit rating agencies. Only 41 cities have a AAA rating from all three agencies.
- Implemented innovative financial strategies such as zero-based budgeting, resulting in over \$21 million in savings to date, and saved \$115 million through debt refinancing and early retirement.

#### Strategic Initiatives and Innovation

- City of the Future Initiative – comprehensive and proactive program focused on long-term sustainability of quality of life by evaluating diverse service metrics, modeling future states, and driving innovative solutions.
  - Performance Management Program utilizes metrics and real-time dashboards to provide timely data on Gilbert's performance. By empowering residents, staff, and policymakers with information, we enhance transparency, decision-making and address issues of importance before they become critical.
    - Lowest total cost of service and lowest tax burden of all cities in the Phoenix region.
    - 2023 Resident Survey: 97% view quality of life as excellent/good (10<sup>th</sup> out of 395 cities), 98% view Gilbert as an excellent/good place to live (5<sup>th</sup> out of 395 cities).
  - Long Range Infrastructure Program involves a comprehensive assessment of all infrastructure categories, evaluating factors such as age, condition, and maintenance protocols. This meticulous analysis aims to enhance performance, reliability, and longevity, while also optimizing the long-term cost of ownership for our infrastructure assets and forecasting timeframes for reinvestment.
    - Contributing Author – 'Building and Maintaining Solid Infrastructure in Gilbert, Arizona' by Shayne Kavanagh, Government Finance Review, August 2016.
- Chief AI Strategy and Transformation Officer – Pioneered one of the first of its kind dedicated to orchestrating the seamless integration of AI technologies. This pivotal position is instrumental in aligning AI initiatives with council policies and overarching goals, fostering a culture of innovation, and proactively addressing ethical considerations while mitigating associated risks.
- Unite Gilbert – Initiated this program to cultivate a culture rooted in collaboration, innovation, and a deep commitment to diversity, equity, and inclusion, all in support of our overarching mission: To create a space where every voice is heard and valued, where differences are not only acknowledged but embraced and celebrated as sources of strength and inspiration.
- Native American Internship Program - Played an instrumental role in the inception and implementation of this groundbreaking program, a transformative initiative that offers invaluable internship opportunities tailored specifically for Native American college students. By bridging the gap between academia and real-world experience, this visionary program not only empowers indigenous youth but also fosters cultural inclusivity and diversity in the workforce. As the first program of its kind nationwide, it sets a precedent for cultivating meaningful pathways to success for underrepresented communities while simultaneously enriching organizations with diverse perspectives and talents.
- Drought Resiliency Efforts – Proactive efforts that included strategic negotiations that resulted in the acquisition of 100-year Colorado River water rights in collaboration with the San Carlos Apache Nation. And spearheaded the development of a cutting-edge Water Supply Reduction Management Plan, leveraging innovative strategies to ensure sustainable water management amidst increasingly challenging environmental circumstances.
- University of Arizona Medical School Bachelor and Master of Nursing Programs - Championed the recruitment and successful establishment of these prestigious programs within a newly allocated 90,000

square foot state-of-the-art university facility in downtown Gilbert. Recognizing the pressing need to address the acute nursing shortage, orchestrated collaborative efforts between stakeholders to bring world-class nursing education to our community.

- Gilbert's Land Development Code (LDC) - Led the strategic initiative to revitalize, orchestrating a comprehensive and successful overhaul of an outdated framework that had stagnated for over 15 years. Spearheaded a multidisciplinary team in conducting thorough research, engaging stakeholders, and crafting innovative policies to modernize the LDC, aligning it with evolving community needs, industry standards, and best practices in urban planning and sustainable development.
- Homeless Consortium - Member of a dynamic regional effort, collaborating with cities to comprehensively tackle the multifaceted challenges of homelessness. Contributing expertise, resources, and innovative solutions to foster community resilience, advocate for marginalized populations, and implement effective strategies aimed at sustainable housing, supportive services, and socio-economic empowerment for those experiencing homelessness.
- Chief Digital Officer – One of the first positions in the nation, to spearhead an innovative approach to harness digital platforms, data analytics, and data storytelling. This initiative aimed to foster enhanced transparency and efficiency while setting a sustainable benchmark for advanced communication standards.
  - Created 'Spark App League' and recruited ASU, Google, Intel, Deloitte, and the Smithsonian's Lemelson Center for the Study of Invention & Innovation as collaborative partners. Annual contest involving high school teams from all over Arizona that create mobile apps utilizing town data sets.
  - What Works Cities – Gold Certified City 2021 – One of only four cities to be awarded gold certified status for the use of data to set goals, track progress, allocate funding, evaluate the effectiveness of programs and achieve desired outcomes.

#### Economic Development

- Phoenix-Mesa Gateway Airport – key leader in the transition of the former Williams Air Force Base into a vibrant commercial class airport with 2 million passengers annually. PMGA has doubled the number of gates in the last decade and is in the planning stages for a new 32 gate east terminal addition.
  - 5<sup>th</sup> Fastest Growing Mid-Sized American Airport, OAG 2019
- Gilbert Heritage District – Key leader in the vision for the redevelopment of Gilbert's historic downtown into a vibrant and thriving regional destination. \$387,157,995 of capital investment and 748,176sf of new construction; restaurant, office, and retail over last 8 years.
  - 'Best Suburban Downtown in America' Thrillist 2017
- Rivulon – Key leader in the negotiations with NRI for a \$1,250,000,000 development that languished for several years prior to my arrival. This landmark development at buildout is projected to have 4,000,000sf of office, 500,000sf of retail and a 300-room hotel; that will provide over 15,000 jobs at full build out.
- Northrup Grumman:
  - Created a foreign trade zone facilitating the successful attainment of the Iridium Next contract for 83 satellites making Northrup Grumman one of the largest satellite manufacturers in the world.
  - Two new office buildings, 220,000sf and 60,000sf and creation/retention of 637 jobs in the satellite and space systems engineering field. A notable and current project is the integration and testing of the HALO living and research modules for the lunar space station at the Gilbert campus.
- Deloitte Consulting's U.S. Technology Delivery Center – two 100,000sf class A office buildings, 2,900 high-wage jobs working in the field of Artificial Intelligence, Autonomous Vehicles and Data Analytics.
- Banner Gateway/MD Andersen Medical Center – 550,000sf expansion for clinical and research purposes.
- Phoenix Children's Hospital – 250,000sf tower providing advanced services in children's medical care.
- Community wide economic development - creation of 19,024 jobs, \$2,867,345,223 of capital investment and 13,553,631sf in new construction over the last 12 years.

#### National Recognition

- 2<sup>nd</sup> Safest City in the Nation over 100,000 in population, FBI Crime Statistics 2023
- 3<sup>rd</sup> Best City to Find a Job in the United States, WalletHub 2015
- 22<sup>nd</sup> Best City to Live In, Money Magazine 2014
- 9<sup>th</sup> Best City to Live In, Travel & Leisure Magazine, 2024
- 1<sup>st</sup> Most Prosperous Cities – Economic Innovation Group 2020
- Gilbert, Arizona One of the Coolest Cities to Visit in US – Matador Network 2021
- Top 5 Safest Cities to Build Your Startup Tech Company 2016

**PRINCIPAL / OWNER**

2008 - 2011

BANGER & ASSOCIATES, LLC. – O’Fallon, Missouri*Privately held consulting practice serving clients in the St. Louis region*

Consulting firm providing customized technical expertise to board and staff leadership in strategic planning, economic development, real estate development, negotiations, capital project management and, advocacy for government and nonprofit entities.

- Key leader in the planning and negotiation for a \$360,000,000 mixed-use commercial development consisting of office, high-end retail and restaurant establishments.
- Led public relations campaign for \$30,000,000 GO bond issue, passed by voters with a 70% margin.
- Project management of \$40,000,000 project with oversight of design and preconstruction activities.

**SR. VICE PRESIDENT / INVESTMENT PARTNER**

2007 to 2009

SCHAEFFER HOMES & ASSOCIATES, INC., St. Charles, Missouri*Premier high-end custom homebuilding company in St. Louis region.***DIRECTOR**

2004 to 2007

MCCARTHY BUILDING COMPANIES, INC. – St. Louis, Missouri*\$4.1 billion market leader in construction and 9<sup>th</sup> largest general builder in United States, 5,000 employees.*

Midwest Region Director for the 9<sup>th</sup> largest general builder in the United States with annual revenues of \$4,100,000,000. Worked with internal project teams on operations, business development, marketing, strategic planning and contract negotiations.

- Key leader in Lumiere Place project, a \$400,000,000 urban renewal, mixed-use development in St. Louis - 5-star Four Seasons hotel, 75,000sf casino, second hotel, retail, parking and condos.
- Leader in the planning and construction of the Edward Jones national headquarters \$500,000,000.
- Increased annual revenues in business division from \$250,000,000 to \$1,250,000,000 in three years.

**CITY ADMINISTRATOR**

1998 to 2004

**ASSISTANT TO CITY ADMINISTRATOR**

1997 to 1998

**FINANCIAL ANALYST**

1994 to 1996

O’FALLON, Missouri*Dynamic city of 80,000, 7<sup>th</sup> largest city in state of Missouri and Money Magazine ranked 21<sup>st</sup> ‘Best City to Live In’*

Successively promoted to positions of increasing responsibility based on consistently exceeding goals and expectations. Led the city through the largest period of sustained economic and commercial growth of any city in Missouri. Utilizing forward thinking, change-oriented leadership, in only six years’ time O’Fallon was transformed into the second largest and one of the most premier cities in the entire St. Louis region.

Finance, Organizational Development & Leadership

- Increased General Fund reserves from 17% to 20% and Moody’s upgraded city’s credit rating from A1 to Aa3 due to exceptional financial management. Upgraded to Aa2 shortly after I left.
- Created solid waste/recycling program increasing recycling from 30 tons/year to 33 tons/month making us one of the top recycling communities while maintaining the lowest fees of any provider.
- Led a comprehensive re-engineering of the organization and culture, creating ‘Team O’Fallon’.
  - Reduced employee turnover rate from 20% down to 4%.
  - Reduced workman’s comp premiums by 60% and accidents by 53%.

Economic Development

- MasterCard International – recruited MasterCard International’s Global Operations Center, 550,000sf Class A office building, investment of \$155,000,000 dollars and 2,500 jobs.
- Citi – recruited Citi’s National Mortgage Operations Center –500,000sf Class A office building, \$85,000,000 dollars and 5,000 jobs.
- MEMC Electronic Materials Company – major expansion of their manufacturing plant through the issuance of \$250,000,000 of industrial development bonds creating hundreds of new jobs.
- BJC Progress West Hospital – recruited first new hospital built in St. Louis in over 20 years
- WingHaven Development – Key leader in the development of the \$850,000,000 dollar premier ‘Live/Work/Play’ community in the St. Louis region. 1,200 acres, comprising of residential, 18-hole Jack Nicklaus Golf Course, 1,000,000sf of high-tech, and 400,000sf of retail & commercial space.
- Ozzie Smith Ballpark – Key leader in negotiations that brought a minor-league baseball franchise, requiring the construction of a 5,000-seat baseball stadium and establishment of a stadium authority.



## TELECOMMUTING CENTER DIRECTOR

1996 to 1997

ST. PETERS, Missouri

*Suburban community of 55,000 in the St. Louis region.*

Pioneered one of the nation's first telecommuting centers and was at the forefront of shaping the way modern work is conducted. Conceptualized, executed, and oversaw the operations of one of the nation's earliest telecommuting centers, pioneering the integration of technology to empower remote work, facilitate distance learning, and alleviate traffic congestion while enhancing the overall well-being of corporations and individuals across the St. Louis region.

## CIVIC INVOLVEMENT – PROFESSIONAL ASSOCIATIONS - AWARDS

- Arizona City/County Management Association
  - Past President 2024-2025 / President 2023-2024 / President-Elect 2022-2023 / Board Member 2015-2016
  - Conference Planning Committee 2020, 2021
  - Presenter – ‘Succession Planning – Dealing with the Coming Wave of Retirements’
  - Presenter – ‘The Role of Government and Managing Risk in the Age of Data’
  - Conference Keynote Speaker 2022 – “The Unsent Angry Letter”
- International City/County Management Association
  - Arizona Representative – ICMA Conference Planning Committee – 2019, 2022
  - Presenter – ‘Innovative 2-Megawatt Wastewater Treatment Plant Solar Power Project’
  - Presenter – ‘Transitioning to a Digital Government’
- Luke Air Force Base, Honorary Base Commander 2015-2016
- Arizona Municipal Water Users Association, Management Committee Member 2011 - Current
- Maricopa Association of Governments - Board Member Current, Chairman 2017-2018, Vice Chairman 2016-17
- Phoenix-Mesa Gateway Airport, Sr. Staff Board Member 2011 – Current
- Chandler Gilbert Community College, Advisory Council Member 2011 - 2020
- Route Fifty - Keynote Speaker – The Future of Cities - 2021
- Phoenix Committee on Foreign Relations – Member 2022 - Present
- American Red Cross St. Louis Chapter, Board Member 2004-2007
- Adjunct Professor of Economics, Lindenwood University – St. Charles, Missouri 1998 to 2001
- ‘Visionary Leadership Award’, Gilbert Chamber of Commerce, 2022
- ‘John J. ‘Jack’ Debolske Professional Excellence Award’ Arizona City/County Management Association, 2019
- ‘Phoenix Award’ Public Relations Society of America – Phoenix Chapter, 2015
- ‘Excellence in Leadership’ Award St. Louis Business Journal, 2001
- ‘Top 40 Professionals Under 40 in St. Louis’ St. Louis Business Journal, 2000

## EDUCATION

**B.S., Political Science & Public Law**, 1992

MISSOURI STATE UNIVERSITY, Springfield, Missouri

**M.A., Management**, 1995

WEBSTER UNIVERSITY, Saint Louis, Missouri

**Executive Team Dynamics**, 1999

**Strategic Thinking**, 2003

UNIVERSITY OF PENNSYLVANIA, WHARTON SCHOOL OF BUSINESS, Philadelphia, Pennsylvania

**Negotiation Tactics**, 2000

**Strategy and Organization**, 2002

STANFORD UNIVERSITY, GRADUATE SCHOOL OF BUSINESS, Palo Alto, California


**Optimizing Organizational Performance**, 1999

HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT, Boston, Massachusetts

**Corporate Financial Analysis**, 2001

UNIVERSITY OF MICHIGAN, STEPHEN M. ROSS SCHOOL OF BUSINESS, Ann Arbor, Michigan

Harry E. Black



February 26, 2024

Mr. Greg Nelson  
Mosaic Public Partners

**Subj: Austin City Manager Search**

Dear Mr. Nelson:

This and the attached resume are being submitted in confidence as application for the above referenced executive search. I am eager to bring my unique blend of skills and experiences to contribute to Austin's operational excellence and commitment to economic and environmental sustainability.

I am a recognized champion of change and innovation who focuses on transforming organizations by applying best practices and outcome-based strategies. My career includes leadership roles in both the public and private sectors. I am prepared to add value that will help the city achieve its objectives and goals as outlined by the mayor/council. This will be accomplished through the effective administration of day-to-day operations and exemplary customer service.

We will develop and execute effective strategies and plans that will optimize budgets and effectively deliver service and projects. As a public sector executive, I oversee various municipal departments and services, including public safety, public works, economic development, community services, planning and zoning, administrative/financial operations, capital program execution and government/external affairs.

My primary focus is on delivering essential services to residents and managing public resources efficiently. We will optimize the city's development process and drive economic growth. We will deliver capital projects fast, on-time and on-budget. We will surprise and delight our customers (internal/external). We will optimize public safety from a win-win perspective. We will be best in class as it relates to emergency/crisis preparedness and readiness. We will effectively address the homelessness/housing crisis, setting an example for the nation. We will continue the implementation of a world class mobility system. We will build on Austin's longstanding reputation of being a high-performance government (results/outcomes). We will continue to build on Austin's international success and reputation as a cultural arts leader.

I am a leader and pioneer in the development and implementation of performance management programs for public sector organizations, helping them to optimize

## **Harry Black**

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transparency, accountability, and overall performance, thereby improving overall service delivery. I enjoy helping public sector organizations work smarter by leveraging performance management, data analytics, lean techniques and laser focused strategy. I am comfortable with engaging a diverse set of stakeholders, including elected officials, academia, community groups, the business community, staff and industry in general. I am used to addressing the needs and concerns of a broad population and navigating political dynamics. As a public executive, I am able to navigate complex regulatory landscapes that include local, state, and federal laws and regulations.

I have served as a leader in the area of capital program development and execution having served as program manager of a \$500 million, five-year Federal design and construction program (U.S. DOL Job Corps Program). Our efforts supported 20 million gross square feet of education and job training facilities across the United States. These facilities included dormitories, academic, food service, medical/dental, recreation and vocational training facilities.

I have been credited with helping cities overcome debt capacity constraints with the introduction of innovative debt financing solutions. These innovations have allowed these cities to exceed their capital investment aspirations related to school construction, road repaving/preventative maintenance and community amenities.

While serving as Rector (Chair) of the Virginia State University Board of Visitors (Trustees), The Board and I were involved in the University's Master Planning Process providing insight and guidance. From 2012-2018, together as a united university team, we were able to initiate and complete 27 projects representing \$377,830,074 of investment, covering 978,971 SF of facilities. This included new construction, renovations, maintenance, property acquisition, above ground and below ground infrastructure improvements, and gateway beautification.

In support of the City of Richmond, Virginia, led the development and execution of its \$300 million City of the Future Plan, an omnibus community revitalization program focusing on school construction, cultural arts, transportation, libraries, Parks and gateway beautification. As a means of managing very limited available debt capacity, I successfully introduced one of the first public sector commercial paper programs to the City, with the establishment of a \$150 million revolving commercial paper bond anticipation notes financing facility. This vehicle allowed the city to bridge a 4-5-year debt ceiling challenge, while pursuing its city of the future initiative.

In the area of public financial management, I have led efforts for several large American cities in the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In

**Harry Black**

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three cases efforts led to bond rating and outlook upgrades. I have a proven track record of helping public sector organizations successfully address structural budget imbalances, budget shortfalls, strengthening reserves and achieving healthcare and pension reform.

I have been able to help my current city be successful with achievements, which include; successfully distributing approximately \$143 million of pandemic related funding (Cares Act/ARPA), establishing the first Office of Performance & Data Analytics, launching the Clean City Initiative, providing funding for more than 1,000 affordable housing units, providing nearly \$40 million in rental assistance, providing funding for small business relief, completing the backlog of tree and stump removals, expanding the City's environment and sustainability goals, leveraging additional funding for infrastructure,

launching the Economic Development Strategic Action Plan, reimagining community partnerships to reduce gun and gang violence and through the city's Clean City Initiative have signed-up more than 800 community volunteers in support of the program. One of the departments that I have responsibility for is the Department of Public Works, which handles all transportation functions of the city. These functions include traffic management, road repair/construction, bridges and other transportation related infrastructure repair and capital program implementation. We are currently working to digitize the City's traffic management system 100%.

While serving as City Manager of Cincinnati, Ohio, we: 1) retained 1,800 jobs, 2) created 1,500 new jobs 3) 2,100 housing units approved for development 4) Leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, Job Creation Tax Credits, real property tax abatements, and tax increment financing.

I am published in subjects ranging from community & economic development, pension & healthcare reform, and performance management & data analytics. In addition, I have delivered numerous presentations on the aforementioned subjects, as well as infrastructure development, public procurement and long-range public financial management planning.

I enjoy leading, and the results that can be derived from a collegial, coaching and outcomes-based leadership approach. I thank you for your consideration and look forward to further discussing this opportunity with you. I will bring an entrepreneurial spirit to this most critical leadership position.

Sincerely,

*Harry Black*

# HARRY E. BLACK

Cell: [REDACTED]

<https://www.linkedin.com/in/harryblack/>

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## STRENGTHENING ORGANIZATIONS THROUGH INNOVATION AND AN OUTCOMES FOCUSED LEADERSHIP APPROACH

Senior executive with an exemplary record of leading public and private organizations. Recognized as an innovator in championing change and organization turnarounds with an emphasis on productivity improvement and cost savings. Strong background in achieving best practices through outcome-based strategies development and execution. Ability to motivate, coach, and inspire, coupled with an excellent history as an outcomes' driver.

## HELPING PUBLIC SECTOR ORGANIZATIONS WORK SMARTER BY LEVERAGING PERFORMANCE MANAGEMENT, DATA ANALYTICS, LEAN TECHNIQUES AND LASER FOCUSED STRATEGY

- Led design, development and implementation of performance management programs for the Cities of Richmond, Virginia-Cincinnati, Ohio-Stockton, California. The goal is to ensure that City government is transparent, accessible and accountable, thereby improving overall service delivery. The programs emphasize the integration of department head performance management agreements, establishment of an innovation lab, Citystat program and open data.
- Led the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In three cases efforts led to bond rating upgrades (Richmond, Virginia-Baltimore, Maryland-Cincinnati, Ohio).
- Authored "Achieving Economic Development Success: Tools That Work", a nuts-and-bolts economic development primer for local governments, published by the International City/County Management Association, Washington, D.C.
- As Rector (Chair) of the Virginia State University Board of Visitors (Trustees), together as a united University team, we were able to initiate and complete 27 projects representing \$377,830,074 of investment, covering 978,971 SF of facilities. This included new construction, renovations, maintenance, property acquisition, above ground and below ground infrastructure, code compliance, gateway beautification, parking, and security improvements.
- Program Manager of \$500 million U.S. department of Labor design and construction program, building academic, food service, dormitory, medical, athletic/recreational, and vocational training facilities. Program supported 20 million gross square feet of facilities through new construction and renovation projects across the United States, including Alaska, Hawaii and Puerto Rico.
- Led successful effort to attract MeadWestvaco, a Fortune 500 global packaging company to relocate their corporate headquarters to Richmond, Virginia. In support of this \$100M, and 300,000 sq ft office tower, the City contributed a tax abatement, expedited development support in terms of permits and approvals, as well as leveraged state funding. Overall effort produced 400 new jobs, and new real estate tax revenue.

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## SPECIALIZED LEADERSHIP SKILLS

Intergovernmental/Legislative Affairs ♦ Policy Formulation and Execution ♦ Economic/Community Development ♦ Capital Improvement Budget Development and Implementation ♦ Transportation & Infrastructure ♦ Performance Management ♦ Labor Relations ♦ Public Financial Management ♦ Police and Fire policy and operations ♦ Information Systems Planning and Implementation ♦ Procurement/Strategic Sourcing

## **POSSESSING A COLLABORATIVE, COACHING, AND OUTCOMES BASED LEADERSHIP APPROACH**

*CITY OF STOCKTON, CALIFORNIA, A Full-Service \$900 million municipal government supporting a community of 322,000 residents and a municipal workforce of 1,769 and \$980 million budget.*

**City Manager**, February 2020 - Present

As the Chief Administrative Officer and CEO of the City, provide day-to-day leadership and oversight of the City's various departments and offices, including Police, Fire, water, waste water and storm water. The City of Stockton operates under a council-manager form of government. Stockton is viewed as the most racially diverse city in America. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

### **Selected Accomplishments:**

- Leading the City's Covid19 pandemic management and mitigation efforts including standing up the city's first emergency operations center (EOC) in ten years. In addition, led the construction of a brick-and-mortar EOC. Managing the planning, programming and distribution of more than \$143 million of dedicated Covid19 spending through the establishment of innovative programs such as, rental/mortgage relief, small business relief, essential services relief (household expenditure support), city-wide PPE distribution, and supporting our housing, homelessness and food provider partners.
- Reduced building permit processing cycle time by 40%, which has supported the City in facilitating more than \$1 billion of development that is projected to create more than 6,000 new jobs, and increase tax revenues.
- Ranked by Truth in Accounting (Financial State of the Cities 2021) as the 4<sup>th</sup> best financially managed big city in America. This is up from Stockton's 2020 ranking of 6<sup>th</sup>.
- led the successful negotiations of collective bargaining agreements covering 8 bargaining units, including Fire and Police.
- With full support of mayor and council and in partnership with chief of police, established the City Manager's Review Board (CMRB). The CMRB is a voluntary, data driven and collaborative police/community relations self-monitoring health check vehicle for the continuous review of police policy and practices. Members come from city government, law enforcement, and external human services, behavioral health, clergy, conflict resolution, LGBTQ, judicial, trauma and public health sectors.
- Leveraged Federal and State funding sources to produce 1000 new units of affordable housing
- Established the City's first Office of Performance and Data Analytics and hired its first Director. The program has four components; a one-page strategic planning model (objectives, goals, strategies and plans) that led to a comprehensive operational strategic plan that fully integrates the priorities of Mayor and Council, an innovation lab utilizing lean government techniques and tools, performance management (StocktonStat), strategy and data analytics (open data).

**HARRY E. BLACK**

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*MAXIMUS MANAGEMENT GROUP, LLC, CINCINNATI, OHIO*

**Founder & General Manager**, April 2018 – February 2020

MMG is a public sector focused management consulting firm providing facilitation and advisory support services in the areas of:

- Strategic planning, utilizing the proprietary One Page Strategic Plan<sup>®</sup> Model (also known as the OGSP<sup>®</sup>)
- Performance Management, lean techniques and Data Analytics in optimizing government operations and service delivery.
- Providing public financial management strategies and innovations in addressing long-term liabilities (pension/healthcare), budget shortfalls, and capital improvement program planning and financing challenges.
- Data governance and master data management (framework/policies/procedures).
- Leveraging performance management and data analytics in optimizing problem solving, place-based strategies and community engagement in crime prevention/crime fighting.

*CITY OF CINCINNATI, OHIO, A Full-Service \$1.6 billion municipal government supporting a community of more than 310,000 residents and a municipal workforce of 6,400 and \$1.4 billion budget.*

**City Manager**, September 2014 – April 2018

As the Chief Administrative Officer of the City, provided day-to-day leadership and oversight of the City's 25 departments, including Police and Fire. The City of Cincinnati operates under a council-manager form of government. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

**Selected Accomplishments:**

- Established the City's first Performance Management Program and hired its first Chief Performance Officer. The program has four components; performance management agreements tied to each department head, an innovation lab utilizing lean government techniques and tools, CincyStat, an accountability tool that drives results and outcomes. Impacts to date include a 100% backlog reduction in Department of Transportation service requests/100% reduction in open Department of Public Services service requests/90% reduction in trash collection misses/reduction in the time to approve a building permit to less than ten days.
- Provided community and economic development executive leadership that led to the retention of 1,800 jobs; 1,500 new jobs; 2,100 housing units approved for development; leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, job creation tax credits, real property tax abatements and tax increment financing.

- Co-led successful negotiations involving the City's retirees and labor unions to reform the City's pension system, thereby ensuring a clear path to a 100% funded status.
- Led the design, development and implementation of the City of Cincinnati Capital Acceleration Plan, an annual supplemental \$101 million accelerated capital improvement plan to raise the City's pavement condition index rating to 73 by 2024, fleet modernization and rightsizing, information technology infrastructure refreshment, and reinvestment in public buildings. This supplements the City's existing 6-year CIP from \$373 million to \$463.8 million. This has been accomplished within the framework of existing debt policies, and existing revenues, while also preserving the City's bond rating.
- Overhauled the City's all-purpose customer service app, FixitCincy that makes it easier for residents to file and track service requests.
- Restructured the City's community and economic development functions leading to the retention of 1,236 jobs/3,167 jobs created and private investment v. City investment of 8:1.
- Launched the new Parking app, CincyEZPark, which allows citizens to use their mobile phone to pay meters and pre-pay in advance, in addition to an overhaul of City parking meters with over 3,000 new "smart meters" and dozens of multi-space meters.
- To keep pace with and properly support increased housing and commercial development, restructured how the city supports development as it relates to its permits and inspections processes. Established a new Department of Buildings and Inspections. Re-engineering permits and inspections processes, further fortifying the City's one stop shop, and investing in the workforce and technology supporting these functions to include online technologies. These efforts have reduced the average time it takes to get a permit for development projects to less than 10 days.
- Provided day-to-day oversight of one of the nation's premiere police departments utilizing data driven strategies and tactics that have led to a reduction in overall crime. Coupled with this is a robust integrated police/community relations model that focuses on citizen feedback and participation, self-monitoring, problem solving techniques, and behavioral accountability.
- Achieved an upgraded bond rating and outlook (negative outlook to stable) from Moody's for the City's General Obligations Bonds and a S&P bond rating upgrade from AA- (negative outlook) to AA (stable outlook).

*CITY OF BALTIMORE, MARYLAND, A Full-Service \$3.5 billion municipal government supporting a community of more than 620,000 residents and a municipal workforce of 14,000 and \$3.4 million budget.*

**Director of Finance (CFO), January 2012 – August 2014**

Was responsible for safeguarding the fiscal integrity of the city and its all-funds budget of \$3.5 billion. The Department consists of the Bureaus of Purchases, Budget and Management Research, Accounting and Payroll, Billing and Collections, Treasury Operations, and the Office of Risk Management. Led 5 direct reports and 295 indirect reports.



**Selected Accomplishments:**

- Led effort working with City's outside auditor to successfully restate the City's 2010 and 2011 financial statements which averted the City receiving qualified/modified audit opinions for those years.
- Reduced the City's general obligation and water and waste water bond debt portfolio exposure to LIBOR related swaps/derivatives by more than 75%.
- Executed nearly \$1 billion in General Obligation and Revenue bond deals.
- Led the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger.
- Led Department's effort to implement the City's ten-year financial plan that put it on a path to achieve structural budget balance, tax competitiveness, infrastructure investment and addresses long-term liabilities. These efforts led to S&P upgrading the City's Bond rating. Plan related initiatives implemented expected to save the city nearly 400 million over an eight-year period. Initiatives already implemented are:
  - Negotiated a new Fire Department shift scheduling model that saved the city \$72.3 million.
  - Negotiated Civilian Pension changes that saved the city \$80.5 million.
  - Initiated the City's first ever dependent audit dropping 2,005 non-qualified dependents from City health insurance coverage saving the City \$29.
  - Assisted with the establishment of a storm water enterprise fund which relieved the City's General Fund from having to fund more than \$104 million in storm water related investments.
  - Migrated the City from a pay/go fleet financing model (general fund dependent) to a master lease financing model, which allows the City to right size and modernize its fleet of 4,500 vehicles, while saving a projected \$128 million over a ten-year period.
  - Partnered with the City's Department of Human resources to implement a wellness and disease management program to promote employee health and control costs. Program is expected to save about \$7 million.
  - Negotiated Health Benefit reforms that will save the city \$20 million, annually.

*GLOBAL COMMERCE SOLUTIONS, INC.*, Washington, D.C.: *A government services firm providing program and project management support services to both the public and private sectors, as well as staff augmentation support services. 95 staff/\$8 million revenue/Diverse client portfolio-Federal Government*

**Executive Vice President & COO**, November 2008 – January 2012

Managed and coordinated all internal finance and administration functions. Served as company lead on business development, capture management, proposal and pricing prep, and project delivery oversight. Direct staff on contract administration and management for \$8M in ongoing government contracts. Led five direct and 89 indirect reports.

**Selected Accomplishments:**

- Led company's growth from \$1.3M in annual revenues and 14 employees to annual revenues of nearly \$8M and an employee base of 94 billable staff.
- Opened two additional corporate locations, one in Chicago, Illinois and the other in Atlanta, Georgia.

*CITY OF RICHMOND, VIRGINIA: A full-service \$3B municipal government supporting a community of more than 226,000 residents and 4,000 staff.*

**Deputy Chief Administrative Officer (CFO), 2005 – 2008**

Provided day-to-day direction to and coordination of the financial operations portfolio (Departments of Finance, Procurement Services, Minority Business Development, General Services, Budget & Strategic Planning and Risk management). Led formulation and execution of an all-funds budget of \$1.2B and a capital budget of \$161M. Guided City through balanced budgets and end of year surpluses and clean/unqualified audit opinions. Managed five direct and 185 indirect reports.

**Selected Accomplishments:**

- Led design, development, and implementation of the City's performance management program (RichmondWorks). The goal was to ensure that City government was transparent, accessible, accountable, thereby improving overall service delivery. The program utilized balanced score card methodologies, overlaid with geographic information systems, business objects, web, and share point technologies.
- At the request of the mayor, served as the City's Interim Chief Administrative Officer from March to November of 2007, overseeing 17 agency heads and a city workforce of 4,600.
- Spearheaded the City's development team effort to ensure that the Williams Mullen Law firm (third largest in the State) did not relocate to another City. Coordinated execution of a development/cooperative agreement supporting the Armada Hoffer Tower (I) development (200,000 square feet of class (A) office space with a retail component) to retain the firm. As a result, the law firm remained in our city and the development effort retained 350 jobs and real estate tax revenue.
- Led successful \$85M effort to fully renovate an old theatre, which is now the City's state-of-the art performing arts center. This was done as a public private partnership. Financing for the project entailed a \$25M City contribution, donation of property, and assistance with securing both new market and historic tax credits.
- Served as the lead with respect to coordinating and facilitating the new/redeveloped City Jail initiative involving the Departments of Finance, Justice Services, Sheriff's Office, Public Works, outside consultants, the City's outside Financial Advisor, and various State Government agencies. My primary role was to incubate the working group, establish a comprehensive project plan and schedule, and coordinate preparation of the Community Corrections Plan/Planning Study for submission to the State Department of Corrections.
- led the issuance of numerous municipal bond transactions from general obligation bonds, revenue anticipation notes, short-term bank notes, and operating leases. Successfully represented City to rating agencies (Fitch, Moody's, and Standard & Poor's). Efforts led to a bond rating increase.

**Harry E. Black**

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- led the development and execution of a \$300 million City of the Future Plan, an omnibus community revitalization program focusing on school construction, cultural arts, transportation, libraries, Parks and gateway beautification. As a means of managing very limited available debt capacity, I successfully introduced one of the first public sector commercial paper programs to the City, with the establishment of a \$150 million revolving commercial paper bond anticipation notes financing facility. This vehicle allowed the city to bridge a 4-5-year debt ceiling challenge.

*MCKISSACK & MCKISSACK, Washington, D.C.: Professional services firm specializing in architecture & interiors, program & construction management, planning & facilities management, environmental engineering and transportation. Capital Program Management of 20 million GSF of facilities/35 staff/\$100 million annual capital construction budget*

**Vice President and Program Manager, 2000 – 2005**

Launched company's marquis project for the U.S. Department of Labor Job Corps Program, a \$500M five-year national capital construction program. Led eight direct and 22 indirect reports. Provided design and construction program management leadership supporting more than 118 campuses across the United States, spending about \$100M annually on design and construction services. Provided full-service construction claims litigation support, and day-to-day real property acquisition and lease administration support associated with more than 20 million gross sq. feet of facilities. Developed, implemented and administered a comprehensive performance-based design and construction procurement forecasting/planning/implementation tool, which drove \$100 million of annual acquisition activity.

*THE DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC, 1995 – 1999; A full service \$18 Billion municipal government with 712,000 residents and 36,700 staff.*

**Office of Contracting and Procurement, Deputy Chief Procurement Officer,  
Child and Family Services Agency, Chief Financial Officer and Director of Administration  
Council of the District of Columbia, Director of Budget and Finance**

Led various procurement reforms, organizational turn around, and change management initiatives. Developed, implemented, and administered facilities maintenance and fleet management infrastructure for the District of Columbia's Child Welfare Agency.

**Selected Accomplishments:**

- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multi-purpose form. Overall effort reduced processing cycle times and generated productivity savings for a \$1.5B purchasing organization.
- Spearheaded strategic sourcing initiative for a \$120M urban child welfare agency that led to \$10M in annual savings on human care services contracts, and a financial management turnaround resulting in annual multi-million-dollar surpluses.
- From scratch, developed, implemented, and administered facilities maintenance and fleet management infrastructure for District's Child Welfare Agency.
- Led successful strategic sourcing initiative, consolidating more than \$200M of annual repetitive commodity purchases, which generated \$9M in annual savings.

*ADDITIONAL PRIOR EMPLOYMENT*

- *Assistant Director of Fiscal Management and Investments, New York State Insurance Fund, New York, NY*; stabilized financial operations of this \$6.7B Workers' Compensation insurance fund at the time (Treasury operations, finance, credit and collections and internal audit). Had direct oversight of a fixed income investment portfolio of \$6.7 billion.
- *Manager of Research and Legislation, New York City Transit Authority, Brooklyn, NY.* (Tracked and advised senior management on Federal, State and local legislative matters)
- *Port Authority of New York and New Jersey, Management Trainee* (rotational assignments in the Ports, Tunnels/Bridges/Terminals, and Aviation Departments, and served as a government affairs assistant in the office of the Executive Director).

**EDUCATION**

University of Virginia, **M.A. Public Administration**  
Virginia State University, **B.S. Public Administration**

**PUBLICATIONS**

**Optimizing Local Government Management through Performance Mgmt. and Data Analytics**  
Government Finance Review/Government Finance Officers Association

**City of Baltimore at an Inflection Point - Bending the Mix of Total Remuneration**  
Journal of Compensation and Benefits

**Achieving Economic Development Success: Tools That Work**  
International City/County Management Association

**Master Data Management: A Framework for the Public Sector**  
Government Finance Review/Government Finance Officers Association

**HONORS AND AWARDS**

**Doctor of Humane Letters Degree**  
Issued by Virginia State University

**Presidential Medal**  
Issued by Virginia State University

**Small Business Advocate of the Year**  
San Joaquin County Hispanic Chamber of Commerce

**Drexel LeBow Analytics 50**  
Issued by Drexel University LeBow College of Business

**Cincy Magazine Power 100**  
Issued by Cincy Magazine

**Government Technology Top 25 Doers, Dreamers & Drivers**  
Issued by Government Technology/govtech.com

**Navigator Award for State and Local Government Executive Leadership**  
Issued by Government Executive/govexec.com - Route Fifty

**Top Ten Digital Cities - Cities between 250,000 and 499**  
Issued by Government Technology/govtech.com - Center for Digital Government

**VSU Alumni Association John Mercer Langston Award**  
Issued by Virginia State University Alumni Association  
Leadership Recognition

**Whitney M. Young, Jr. Service Award**  
Issued by Dan Beard Council, Boy Scouts of America, Cincinnati, Ohio

## **BOARD OF DIRECTORS**

Chairman  
Management and Finance Committee  
San Joaquin Council of Governments  
July 2020-June 2021 (currently a board member)

Member  
Cal Cities Hsng, Cmty and Econ Dev  
Policy Cmte. (2022)

Member  
City of Cincinnati Planning Commission  
September 2014 – April 2018

Member  
Virginia State University Board of Visitors  
July 2010-June 2018 (Chair 2013-2018)

Chairman  
Baltimore City Hotel Corporation Board of Directors  
July 2012 – August 2014

Member  
Baltimore City Development Corporation Board  
January 2012 – August 2014

Member  
Cincinnati Convention and Visitors Bureau Board of Directors  
September 2014 – April 2018

Member  
Baltimore Fire and Police Retirement System Board  
January 2012-August 2014

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 21<sup>st</sup> 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,



TC Boadnax



## 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 21<sup>st</sup> 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 2000, 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  
**Special Projects Coordinator**

June 1996 - November 1997

- 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  
**Senior Budget and Management Analyst**

March 1993 - June 1996

*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

February 26, 2024

Charles C. Brotherton

[REDACTED]

mobile [REDACTED]  
[REDACTED]

Greg Nelson and Bryan Noblett  
Mosaic Public Partners  
Re. City of Austin City Manager job posting

Dear Sirs,

Please accept my application for the position of City Manager with City of Austin. Thank you for this incredible opportunity. The documents I'm submitting today include a resume and this cover letter.

Since August 2018, I have served as Executive for Emergency Services with Travis County, Texas, overseeing six emergency-related divisions including our Office of Emergency Management, the County Fire Marshal, our Medical Examiner, the STAR Flight air ambulance program, a Technology & Communications division, which oversees the County's participation in regional 911 response and public safety communications, and our Division of Clinical Performance and Education, which provides medical direction and training to county fire departments and others. As one of Travis County's six top appointed officials, I report directly to the County Judge and Commissioners Court.

In my five-plus years as County Executive, I'm proudest of the work Emergency Services has done in response to the COVID-19 pandemic (joining the effort with Austin Public Health and our County partners Central Health/CommUnity Care and Ascension Seton to vaccinate more than 800,000 area residents) as well as two devastating winter storms (Uri in 2021 and Mara in 2023). As the Emergency Services Executive, I am accountable for all of our response efforts during declared disasters and emergencies. These major incidents highlighted Travis County's effectiveness at mobilizing resources to address urgent needs in our community. Further, I believe these successful response efforts showcase the cooperation and collaboration among Travis County, City of Austin, and so many other public and private partners whose participation is crucial to our ongoing success in serving this diverse community.

I came to Austin in March 2005 as Travis County's wireless manager, overseeing the County's participation in the Greater Austin-Travis County Regional Radio System (GATRRS). In that role, I came to know public safety chiefs, small-city mayors and managers, school district leaders and others who wanted to participate in GATRRS. In 2010, I moved over to City of Austin as program manager for that same shared radio system, further strengthening bonds and building partnerships, helping to expand the system from its original footprint in Austin and Travis County to what it is today – a secure two-way voice radio platform that serves more than forty counties across Texas.

In August 2018 I returned to Travis County as the County Executive, having sustained the relationships and partnerships – with City, County, and State agencies and leaders, with small-city administrators, emergency services districts, volunteer organizations, and others – that began in 2005. The relationships that were forged then, and the shared systems those partnerships built (CTECC – our Combined Transportation, Emergency, and Communications Center; GATRRS – already mentioned; and GAATN – the Greater Austin-Area Telecom Network), I believe remain crucial to the future of our growing community.

To the role of Austin City Manager, I bring eighteen years of experience working for and with City of Austin and Travis County – our elected leaders, chiefs, managers, and support staff – and, more importantly, eighteen years living in the community we serve. Many things have changed in Austin and Travis County since 2005. The next eighteen years will bring even more change – more growth, more demand for services, more emergencies and disasters, but also more art, more music, more of the people and things that make Austin and Travis County uniquely desirable places to live.

Throughout my time with the County and the City, I have had the privilege of working with public service, public safety, and other appointed and elected leaders across the region, and of being involved in efforts large and small to make life better for our residents. I am familiar with our policy successes and failures, and with the challenges we as local governments continue to face – from delivery of public health and safety to the growing need for permanent supportive housing, jail diversion programs, community resilience, improvements to over-burdened roadways, our own internal work-force shortages, and a host of other needs. I am eager for the chance to play a greater part in addressing those challenges and contributing to those successes.

Thank you very much for your consideration of my application. I hope to hear from you soon.

Respectfully,

A solid black rectangular box redacting the signature of Charles C. Brotherton.

Charles C. Brotherton

Charles C. Brotherton

mobile

Posting Title City Manager – City of Austin, Tx

GOAL Innovative and excellent public service enhanced through local and regional collaboration, ensuring tax dollars are spent wisely for the ever-improving effectiveness of municipal services and programs, the well-being of our residents and visitors, and the safety of our emergency responders.

#### QUALIFICATIONS

- Twenty-two years of high-level management experience in emergency services and public safety technology in such positions as Travis County Executive, Emergency Services, acting Deputy Chief Information Officer with City of Austin, program manager of two shared, regional radio systems (in Austin, Texas, and Maricopa County, Arizona), chair of three CAPCOG regional planning committees, manager of complex technology projects and multimillion dollar capital and operating budgets, and manager and mentor of managerial, supervisory, and technical staff and project teams.
- Throughout the COVID-19 pandemic, led Travis County's response efforts in collaboration with other County leaders, our County health authority, City leadership, hospital system chief medical officers, school district superintendents, community-based organizations, and other municipal and business leaders to help ensure a thorough, equitable, and effective response and positive outcomes for our community.
- A career dedicated to working with elected and appointed officials, public safety command staff, emergency managers, first responders, telecommunicators, technicians, and equipment manufacturers and vendors to improve safety for residents and promote the safety and effectiveness of first responders.
- Degreed professional and committed life-long learner.
- Effective and polished interpersonal, professional, and presentation skills and a firm command of the written and spoken word.

#### EXPERIENCE

##### Travis County, Texas

##### County Executive, Emergency Services

August 27, 2018 – Present

The County Executive, Emergency Services, is one of six County Executives who serve as the top appointed County officials reporting directly to the Commissioners Court.

Travis County Emergency Services comprises the County's offices of Emergency Management, the Fire Marshal, the Medical Examiner, a Clinical Performance and Education team that oversees medical direction for County first responders, and STAR Flight, a one-of-a-kind, publicly-operated helicopter emergency medical services program that also serves the region with search-and-hoist-rescue, aerial fire-fighting capabilities, and law enforcement assistance. The Emergency Services executive represents the County on the governing boards of two large intergovernmental public safety programs that include Travis County as a major partner:

- The Combined Transportation, Emergency, and Communications Center (CTECC, which houses regional 9-1-1 call-taking and radio dispatch, emergency operations for both City and County, and regional transportations management), and
- The Greater Austin-Travis County Regional Radio System (GATRRS, which serves public safety and public works departments for City, County, AISD, and UT, as well as more than three-dozen counties across central, south, and west Texas).

The County Executive, Emergency Services is accountable to the Commissioners Court for the service delivery and performance of 137 dedicated staff and an annual, combined operating budget (across all Emergency Services divisions) of approximately \$30 million.

The County Executive, Emergency Services, also serves as liaison to the Commissioners Court for 17 Travis County Emergency Services Districts, which provide fire suppression, emergency medical response, fire code enforcement, and other services to residents in their jurisdictions.

**City of Austin, Communications and Technology Management**

**Acting Deputy Chief Information Officer, Public Safety**

**October 1, 2017 – August 24, 2018**

Accountable for services provided by four public safety technology divisions including the information technology team supporting the Combined Transportation, Emergency, and Communications Center (CTECC), the wireless team supporting the Greater Austin-Travis County Regional Radio System (GATRRS), an IT project-management team, and general management of the CTECC facility. Four direct reports and a staffing complement of approximately 85 full-time and 15-20 temporary/contractual employees.

- Help plan and implement IT strategies supporting Austin Police, Austin Fire, Austin-Travis County EMS, and emergency management operations at CTECC.
- Interact with public safety agency leadership to remain engaged with operational goals and help develop technology roadmaps.
- Effectively manage and mentor division managers to help them be more effective and to cultivate the next generation of City departmental leadership.
- Prepare annual operating and capital budgets including planning for lifecycle replacement of mission-critical systems and equipment, oversee spending and revenue collection, and communicate effectively on financial matters with City leadership and Financial Services.
  - CTECC FY18 budget: \$18 million operating, \$2.7 million capital.
  - GATRRS FY18 budget: \$4 million operating, \$5.3 million capital.
- Establish and maintain regional strategic partnerships including close relationships with Travis County, Austin Independent School District, University of Texas at Austin, Texas Department of Transportation, Texas Department of Public Safety, Capital Metro, and the Capital Area Council of Governments and Emergency Communications District.

**City of Austin, Communications and Technology Management**

**Manager, Wireless Communication Services Division**

**February 1, 2010 – September 30, 2017**

Oversaw the daily operation, maintenance, growth, and improvement of the GATRRS, a \$144 million, fully-interoperable two-way radio system serving (today) more than 40 Texas counties and more than 100 public safety and public service agencies across the state.

- Designated program manager for the radio system's founding partners: City of Austin, Travis County, Austin ISD, and UT-Austin.
- Capabilities included a full-service vehicle equipment installation and maintenance shop, field operations overseeing a network of 17 radio towers and multiple emergency communications centers, and a radio system master site that controls eight separate but fully-interoperable radio systems across central and south Texas.
- Managed and mentored seven direct reports including supervisory and administrative staff and an overall complement of 40+ division employees and contract and temporary staff.
- \$19 million annual budget (inclusive of GATRRS), including \$12 million operating and \$7 million capital.
- Committee involvement: GATRRS Operating Board (chair) and Governing Board (coordinator), Capital Area Emergency Communications District (CAECD) Strategic Advisory Committee (chair 2013-2015), CAPCOG



Long-term Telecommunications Interoperability Committee (chair 2009-2013), Texas Interoperable Communications Committee (City and CAPCOG representative, 2010-present), Southwest Border Communications Working Group (local government representative designated by the Texas Statewide Interoperability Coordinator, or SWIC, at Texas DPS, 2011-present), First Responder Advisory Council (reports to the Governor; wireless communications representative designated by the Texas SWIC, 2011-present).

### **Travis County Emergency Services**

#### **Emergency & Wireless Communications Manager**

**March 21, 2005 – January 29, 2010**

Managed the County's participation in the Greater Austin-Travis County Regional Radio System, acted as the single point of contact for all County customers' wireless needs, developed Countywide wireless policies, procedures, and end-user training programs, and advised the Travis County Commissioners Court and the Emergency Services Executive Manager (now County Executive, Emergency Services) on all matters pertaining to wireless communications technology.

- Developed and managed projects, service contracts, and interlocal agreements. Coordinated technical matters relating to equipment maintenance, repair, programming, and installation.
- Administered, protected, and advocated for the County's wireless interests. Monitored and oversaw wireless vendors and contracts for two-way radio, cellular, paging, and mobile data computer equipment. Managed the County's wireless services budget for installation, maintenance, and repair of all wireless equipment.
- Acted on behalf of all County stakeholders – Sheriff, Constables, TNR, Emergency Services Districts, municipal police departments, and others – to promote their inclusion and participation in regional, statewide, and nationwide public safety communications interoperability initiatives.
- Committee involvement: Radio Users Committee (chair), GATRRS Operating Board (County member), Capital Area Fire Chiefs Association (County representative), CAPCOG Long-term Telecommunications Interoperability Committee (co-chair 2007-2009), CAPCOG 9-1-1 Task Force (County member), FCC Region 49 National Public Safety Planning Advisory Council (secretary), Texas Radio Coalition (secretary), Austin Warning and Communications System Paging Coalition (member).

### **Maricopa County, Arizona, Office of Enterprise Technology**

#### **Wireless Systems Manager**

**February 12, 2001 – March 11, 2005**

Accountable for the daily operation, maintenance, growth, and improvement of a large public safety radio system that covered a 9,000 square-mile county, serving all County public safety and public service agencies and four municipalities. The Maricopa County Wireless Division included an installation and repair shop employing 16 management, technical, and administrative staff, with an annual operating budget of \$2.7 million.

- Worked closely with non-partner cities including Phoenix and Mesa to strategically plan for regional interoperability and other improvements in public safety communications.
- Negotiated, drafted, and administered intergovernmental agreements and procurement and service contracts, and managed projects.
- Administered the County's cable communications ordinance: Negotiated and drafted cable television franchise agreements, amendments, and renewals, monitored operators for compliance, and conducted public hearings. Cable franchise agreements generated \$1.2 million annually for the County's general fund.

**Maricopa County, Arizona, Office of Enterprise Technology**

**Video Production Specialist**

**May 1997 – February 9, 2001**

- Created promotional and training videos as requested by the Maricopa County Board of Supervisors and all County departments. Directed live broadcasts. Delivered live and taped programming to local cable television stations. Operated and maintained two multi-camera conference studios and a digital editing suite.

**University of Idaho College of Agriculture, Moscow, Idaho**

**Video and Telecommunications Specialist**

**August 1991 – July 1996**

- Managed the video production unit of a large communications office: Hired and supervised five full-time staff; oversaw operation, scheduling, and maintenance of a television studio/classroom and two post-production suites; purchased equipment; controlled operating and production budgets.
- Responsible for every phase of educational video production: Budgets, scripts, videography, graphics and animations, editing, packaging, and distribution.

**EDUCATION**

**Master of Mass Communication, Cronkite School, Arizona State University, Tempe, Arizona**

Coursework (August 1996 through May 1998) in communications law, statistics, history, media ethics, marketing, and media and educational technology. Thesis discussed television cameras in Arizona courtrooms. 4.0 GPA, completed May 2003.

**Bachelor of Science, Telecommunications, University of Idaho, Moscow, Idaho**

Phi Kappa Phi (academic honors), Sigma Tau Delta (English honors), graduated *cum laude* May 1990.

**PUBLIC AND PROFESSIONAL ENGAGEMENT**

- Capital Area Council of Governments (CAPCOG), Jack Griesenbeck Leadership in Regionalism Award recipient, January 2023, for dedication in building a regional approach to 9-1-1 and emergency radio communications across the ten-county region.
- CAPCOG Strategic Directions Committee chair, 2019 – present: Under the direction of CAPCOG's executive director, advise on regional projects and allocations of federal and state grant funds disbursed through the COG.
- City of Austin Executive Academy, completed in 2015.
- Capital Area Emergency Communications District (CAECD), Strategic Advisory Committee chair (2013-2015): Ran monthly meetings and presented to the CAECD Board of Managers (the CAPCOG Executive Committee).
- CAPCOG Long-term Telecommunications Interoperability Committee Chair, 2009-2013 – Led monthly meetings to plan and implement regional communications projects. Committee membership comprised county officials (judges, chiefs, constables, emergency managers, and other public safety personnel) from across the ten-county CAPCOG region.
- 1st Capital Area Regional Emergency and Disaster Preparedness Symposium, hosted by Mayor Leffingwell, Feb. 16, 2011 – Invited speaker on regional communications interoperability (radios, pagers, mobile computers).
- CAPCOG Homeland Security Task Force; 9-1-1 Task Force – Monthly public meetings, reporting from the podium on the activities of the LTI Committee.
- Austin Citizens' Academy, 2011 and 2012 – Evening program on public safety and emergency management, program speaker.

- Urban Area Security Initiative National Conference, Charlotte, NC, April 2008 – Invited panelist, Interoperable Communications learning sessions.
- Maricopa County Cable Franchise Management, 2001-2005 – Scheduled, advertised, and conducted numerous public hearings within proposed new service areas throughout the county.
- Austin-Travis County Emergency Operations Center, designated representative for City of Austin Communications and Technology Management, 2010-2017 – During EOC activations in local and regional emergencies, perform the duties of a FEMA-certified “COM-L” (Communications Unit Leader) in the Logistics section.
- Texas Interoperable Communications Coalition Annual Statewide Strategic Planning Sessions, 2008-2010 – Invited program and panel speaker.

## REFERENCES

Available on request.



## REFERENCES

Available Upon Request

**OUR HOUSE INC** |  
Operations Coordinator

**DECATUR, GA**  
February 2014 – November 2014

Developed the business operations department. Created board approved policies and procedures through a strategic planning process that presented recommendations for overhaul. Reviewed, updated, and performed all financial operations and human resources functions using Quickbooks. Executed moderate technology tasks including DNS Migration and VPN configuration.

**PARKWAY PRODUCTS** |  
CS Purchasing Manager

**ATLANTA, GA**  
March 2013 – February 2014

Responsible for purchasing demands for 70+ global aviation clients including Parker Hannifin, Honeywell, Nogales, Mexico wing of ITT Cannon, and Paris, France wing of Owens Corning. Implemented stringent control on inventory to meet changing needs of customers.

**ORANGE COUNTY CONSERVATION CORPS** |  
Office Coordinator

**ANAHEIM, CA**  
February 2010 – February 2013

Responsible for accounts payable, grants billing, budgetary reconciliations, audit preparation, and payroll calculations. Utilized Sage Accounting Software. Produced reports for county grant agencies including Orange County Workforce Investment Agency. Coordinated all meetings and scheduled events including open-houses, staff and student recognitions, ongoing monthly meetings and events, as well as special events requiring months of preparation. Redeveloped policies and procedures for all front office staff. Developed professional presentations for senior staff including confidential statements, recruitment materials, and annual reports.

To whom it may concern,

My name is Matt Brown, and I am very excited to apply for this position. Let me start by giving you a brief history of my education. After graduating from Western Oregon University with a Bachelor of Science in Business and a minor in Economics, I continued my education with an MBA from Marylhurst University, an Executive Management Certificate in Public Leadership from Harvard as well as a Human Resources Management Certificate from Clackamas Community College. Throughout my last several years, I have also taken additional accounting classes to become a CPA candidate but have not sat for the exam. In my current role, I recently completed certification to be a Certified School Finance Officer, of which there are only 18 in the state of Oregon.

In my current role, I oversee a large finance department at a school district budget of over \$650 Million with around 3,100 employees. I came into the role when the district was in implementation of a new financial software that was not going well. Within my first year, I managed to get things turned around, introducing a new financial structure with processes and efficiency improvements across the district. Much of my role at the school district is working with grants, budget management, and auditing oversight along with working alongside educational directors on budget plans and forecasts.

Back in June 2016, I was hired as Finance Director for the City of St. Helens Oregon. Over my six years there, I have accomplished several tasks and would love to shortly discuss them. I work very hard on building a great culture and work environment for my team that includes managing Finance, Utility Billing, Municipal Court, and Information Technology. I led several organizational changes in each of these departments to modernize our business practices to improve efficiencies throughout the city. Within my first year, I successfully led a transition of banking services and implemented an online purchase card program system that cut down physical check payments by over 30%. I completed a transition to a new ERP system for the entire city in my second year. Through this process, I led my team through a complete redesign of our accounting structure and a drastic change in process and efficiency improvements. In 2021, the city was a victim of a ransomware attack which resulted in a change to internalize IT Services and I managed a complete restructure of our IT infrastructure and staffing throughout the city. During COVID, I led our city through new work-from-home policies and procedures along with getting the Administration and City Council prepared to move all meetings online. During my time at St. Helens, I took on several other special projects which included strategic planning, creation of a new recreation program, and project manager for a new Public Safety Facility.

My goal in every department I oversee is to always create an open and inviting atmosphere where employees feel empowered about their positions and to create an enriching and rewardable environment to work at. One of my greatest passions is leadership and it is something I strive to continue to develop. Throughout my career in public service, I have taken steps to ensure I never rest on my laurels, always exploring opportunities and new ideas, with a willingness to adapt and evolve to improve. I have always believed in open communication, being an active listener, and I have always held an open-door policy to anyone that would like to speak. I believe in empowering employees to take ownership of their jobs and see it as my part of a leader to ensure they have the resources and tools to do their job effectively and efficiently. For these reasons and with my experience and skill set, I believe I would be a great addition to your team. I look forward to discussing this great opportunity with you.

Thank you for your consideration,  
Matt Brown

# Matt Brown

Phone: [REDACTED]

Email: [REDACTED]

LinkedIn: [linkedin.com/in/mattbrown246/](https://www.linkedin.com/in/mattbrown246/)

## EXPERIENCE

Sept 2022 – Current

**Director of Financial Services at Eugene School District 4J**

- Direct all administrative and financial functions of Financial Services
- Oversee creation of the CAFR and present to Audit & Finance Committee and Board as requested
- Perform all duties of the Chief Financial Officer including leading strategic financial planning and long-range forecasts.
- Oversee district budget, prepare financial reports and make recommendations as requested.
- Direct the financial functions of the district including payroll, accounting, AR, AP, grants, student body accounts, cash management, and audit.
- Plan, direct and coordinate department work activities.

June 2016 – August 2022

**Finance Director at City of St. Helens Oregon**

- Manage Finance Department, Utility Billing, Municipal Court, and IT.
- Develop long-term financial planning, including debt service management, financial analysis, forecasting, and utility fee modeling.
- Develop annual budget process for city and urban renewal agency
- Preparing monthly, quarterly, and yearly financial reports for managers and City Council
- Establish procedures and performance measurement standards for efficiency improvements and strategic planning across departments.
- Oversee audit process and assist in preparing financial statements
- Oversee outside investments made by city

Jan 2012 – Current

**Owner at Matt Brown Consulting / Oregon Government Consulting**

- Assisting public and non-profit agencies with organizational, financial, and HR management. Tasks have included strategic planning, goal setting, fund re-structures, utility rate analysis, interim Finance Director and City Manager/Administrator, job/department analysis, salary/benefit studies, and recruitment assistance

## Other Past Experiences

- **Senior Management Analyst** at City of Forest Grove Oregon from 2013-2016
- **Senior Accountant** at City of Hubbard Oregon from 2011-2013
- **Accountant** at NW Regional Educational Service District from 2009-2011
- **Accountant** at Pacific University from 2008-2009

## EDUCATION & CERTIFICATES

2021 – 2022	Clackamas Community College	Human Resources Management Certificate
2018 – 2019	Harvard Business School	Executive Certificate in Public Leadership
2011 – 2013	Marylhurst University	Master's in Business Administration
2001 – 2005	Western Oregon University	Bachelors of Science in Business, Minor in Economics
2022	League of Oregon Cities	City Management Certificate
2021	ICMA	Government 101 and 201 Completion
2016	Oregon Government	Finance Officer Certification

# City Manager Application Cover Letter - City of Austin

Dear Greg and Bryan,

I am writing to express my enthusiastic interest in the City Manager position for the City of Austin. As a resident with a deep connection to our community and a proven track record of leading dynamic teams and navigating complex challenges, I am confident that I possess the unique skills and experience required to guide Austin into a brighter future.

My dedication to public service extends beyond my professional career. As a member of the City of Austin Tourism Commission's Short Term Rental Working Group, I am actively engaged in shaping solutions for one of our most pressing issues. Leveraging my expertise in management consulting, I am helping develop market operational and policy recommendations that prioritize both responsible tourism and a thriving community.

My journey to this point has been defined by a consistent focus on service and community impact. From my early days at Robert F. Wagner Graduate School of Public Service, where I gained a strong foundation in public policy, my career has been a series of roles where I have empowered teams, challenged the status quo, and delivered measurable outcomes.

My experience at Agilon Health exemplifies this commitment. Leading multiple healthcare markets, I drove operational excellence, managed P&Ls, and developed innovative care models that prioritized both high-quality patient experiences and financial sustainability. Similarly, at Ascension and Optum, I oversaw large-scale transformations, tackled complex challenges, and built strong relationships with diverse stakeholders.

While my background may not align with the traditional City Manager profile, I firmly believe that my unique blend of public service passion, analytical expertise, and leadership experience empowers me to excel in this challenging role. I am a creative problem-solver, a data-driven decision-maker, and a passionate advocate for our community.

I am confident that I can bring fresh perspectives and innovative solutions to the table, fostering collaboration, tackling head-on the challenges we face, and leading Austin to

In addition to my professional achievements, I am deeply committed to the betterment of Austin beyond my paid roles. I was privileged to be selected for The Center for Austin's Future, now known as atx accelerator, inaugural class in 2018. This program brought together diverse community leaders to engage in intensive learning and collaboration, fostering innovative solutions for critical city challenges. My experience within this esteemed group broadened my understanding of Austin's complex ecosystem, honed my collaborative leadership skills, and fueled my passion for contributing to our city's positive trajectory. I believe this unique perspective, coupled with my professional expertise, would translate into insightful leadership as your City Managerwards a more equitable, sustainable, and vibrant future.



I am eager to learn more about your vision for Austin and discuss how my skills and experience can contribute to achieving it. Thank you for your time and consideration.

B. Bishop Chappell

# BISHOP CHAPPELL

Austin, TX

## SENIOR LEADER

Strategic professional with dynamic experience championing innovation, utilizing innovative analysis, health IT, and deploying optimization at all levels. I am a growth-oriented leader who leverages strategic management techniques to drive accountability, build actionable feedback loops, and develop comprehensive teams—a creative and cooperative individual who constantly learns and grows.

### Core Competencies

Trusted Advisor • Population Management • Operations • Strategy  
Leadership • Results • Process Improvement • Modernization • Clinical System Implementation • Project Management • Workflow Design • Data Analytics • Technology Needs Assessment • Medicare Stakeholder Management • Client Relations

## EXPERIENCE

8/1/2022- Present **Spyglass Realty** **AUSTIN, TX**  
**Agent**

- Healthcare Strategy Consultant and former health tech exec turned Real Estate Agent and Investor. Pursuing Passion with 15+ Years of Experience. Sales Agent, License #785469

2019 –2020 **Agilon health** **AUSTIN, TX**  
**Director, Strategic Planning**

Drove growth, planning, and strategic initiatives and supports overall business development efforts and various management initiatives throughout the market delivering \$7M in revenue for 2020 and expected \$16M by 2022. agilon went public in April of 2021 and the clinical playbook I developed for the market was used across the enterprise.

- Led integration of multiple partners to the platform and culture of agilon as well as integration of partner practices into developed clinical programs which I created. Managed across organizations.
- agilon health partners with primary care physicians to define a new standard of quality, efficiency, and patient experience. Offering solutions, capital, and technology necessary to ensure their long-term success and bring back the joy of practicing medicine.

#### *Sample Projects:*

- Develop and implement a program to address avoidable emergency room utilization, preferred SNF steerage, and lower hospital inpatient use by improving patient care coordination and in-home visits. Improving health outcomes and provided \$2.3M in direct medical spending savings
- I led the development of opportunity and execution of a program to address Orthopedic (TKA) site of service gross impact first-year savings of \$866K for MA patients as part of value-based care transformation.
- Managed stand-up of new Cardiology service with dedicated access to members. \$425K investment created first-year savings of \$700K with a five-year ROI impact to EBITDA \$3.8M.

2018- 9/2019 **Ascension Health** **AUSTIN, TX**  
**Business Operations**

- Manage and leading transformational initiatives across 22 states, 14 markets, and 151 hospitals across the continuum of care and supporting \$24 Billion-dollars in operations with focused efforts around strategy & growth, financial performance, operations, productivity, business development, project management, strategy, reporting, and analytics.

#### *Sample Projects:*

- Leading intermediate and long-term planning around the transition of an acute hospital into a community health services campus. Focus areas include: Conceptual master planning, governance, primary- and urgent care, home care, community-based behavioral care, senior care, and population health services.

- Managing national Emergency Department standardization to better align leading performance practices and to minimize variation while addressing patient throughput and satisfaction within individual markets.

2017-2018

**Optum**  
**Associate Director, Healthcare Advisory**

**AUSTIN, TX**

- Leading healthcare organizations to fully execute their vision through operational efficiency and technology. Specializing in optimizing business outcomes and change management in large organizations with a diverse delivery footprint.

*Sample Projects:*

- Direct and led Provider Adoption for Optum Advanced Communication Engine (ACE) 2.0 by partnering with executive leadership at UnitedHealth Care to complement current adjudication editing systems that will allow the provider network to improve auto-adjudication rates and reduce manual rework queues. Preliminary savings of ~\$53M/yr.

2016-2017

**WINSTON & COMPANY, LLC.**  
**Founder**

**AUSTIN, TX**

- Design and execute strategic business approach, create new marketing collateral, and integrate social media to leverage branding and increase company profile for clients ranging from mortgage servicers to consumer goods start-ups.
- Assist clients in design plans and procedures regarding rising healthcare costs, proper use of IT and data informatics, regulatory compliance, and development of successful environments that promote quality care, efficiency, and profitability.

*Sample Projects:*

- Spearheaded transformational opportunities for data analytics organization focused on health care consumer, developing systematic mapping and networking in the healthcare ecosystem.
- Lead successful business intelligence solutions collaboration with Price Waterhouse Cooper, providing comprehensive, scalable, and secure health information to Missouri Medicaid Enterprise for the next ten years. *Expected Results:* \$24M contract to support reporting and analytics needs while serving Missouri population.
- Operated as COO for beverage & alcohol start-up, creating go-to-market strategy, business plan, and investor pitch deck while securing commercial kitchen space, developing partnerships with vendor & produce suppliers, and registering company with local, state, and federal agencies.

1/2016-7/2016

**FTI CONSULTING**  
**Senior Director, Health Solutions Advisory Services**

**PALO ALTO, CA/ AUSTIN, TX**

*Left to relocate closer to family.*

- Recruited to help build research technology service line for advisory practice while developing modern marketing strategies for business development.
- Served as Interim Privacy Officer for Stanford Healthcare, leading team to ensure compliance with all regulatory/accrediting agencies, reviewing day-to-day operations for privacy assurance.
- Evaluated and revised procedures that impacted over 15,000 employee, volunteers, residents, fellows, and medical staff for Stanford Healthcare.

10/2011-12/2015

**ERNST & YOUNG, LLP**  
**Managing Consultant, Healthcare**

**NEW YORK, NY/AUSTIN, TX**

- Served in Healthcare Advisory Practice, supporting the nation's top hospitals & health systems, academic medical centers, insurers, and government agencies.
- Managed process improvement and change management projects from design to execution while also stepping in to aid underperforming projects when needed.
- Recognized as top 3% talent in firm, 2013 & 2015 due to ability to analyze needs and design innovative solutions through a combination of communication with the client, IT integration, and personnel development.

*Sample Projects:*

- Directed Revenue Cycle effort, establishing previously non-existent centralized finance billing department to support \$735M research budget.
- Eliminated \$45M monthly bill hold, identifying opportunities for billing IT systems integration across disparate departments and locations. Tracked key milestones & work streams, reported findings and recommended solutions to MD Anderson executive leadership.

1/2010-5/2011

**INSTITUTE FOR FAMILY HEALTH**

**NEW YORK, NY**

**Resident, Administration and Compliance**

- Supported SVP of Administration, Corporate Compliance Officer, and Chief Operating Officer on projects regarding compliance, business administration, and finance while in graduate school.
- Designed internal Risk Assessment work instructions, collaborated with department leaders to implement corrective actions, and managed continued progress.

**EDUCATION**

**NEW YORK UNIVERSITY**

**NEW YORK, NY**

Master of Public Administration, Health Policy, Management and Finance  
Dean's List 2010 and 2011

**UNIVERSITY OF UTAH**

**SALT LAKE CITY, UT**

Bachelor of Science, Liberal Arts

**CONTINUING  
EDUCATION**

- Lean Six Sigma Green Belt Health, Villanova University (2013).
- Summer of Scripting, Computer Programming (JavaScript, C++), Khan Academy (2015).

**MEMBERSHIP/  
VOLUNTEER**

- Healthcare Information and Management Systems Society (HIMSS) Texas-Austin Chapter, Member (2015-2019).
- City of Austin—Tourism Commission (2023-Present)
- South Lamar Neighborhood Association, executive (2016-Present).
- The Center for Austin's Future, inaugural class 2018.

# FRANK CONGINE, MBA, MA

## EXECUTIVE DIRECTOR

Dear Hiring Manager:

I am submitting my resume and credentials for consideration of the available executive position. In my current role with The County of San Diego, I oversee 11 highly visible CYF contracts, with some of the largest contractors countywide, who serve over 30,000 of the most vulnerable children youth and family populations. While I thoroughly enjoy my current role, I aspire to grow and advance while continuing to serve this population, making the available position very attractive.

I possess inspiring leadership qualities with diversity, inclusion, and transparency as core values. While my work ethic and vision positively influence others, I am able to quickly build trusting relationships with stakeholders at all levels through empathy, dedication, and a high level of emotional intelligence.

The reality of the ongoing health crisis will have long-lasting economic and budgetary impacts, requiring the leader who fills this role to have data analytics and process improvement attributes more broad than these positions have been previously reliant on. I am poised and ready to turn these challenges into success stories and models for other communities to follow.

My background in finance, capital markets, and private industry executive leadership are likely to put me on a data analysis level far greater than any other available candidates. Automating processes and having access to accurate and timely data allows for timely decisions related to the most efficient allocation of resources. Integrating this advanced skill set into a social services setting will have real world impacts on the lives of the families who need it most.

I have both an Executive MBA in Strategic Leadership and a Master's Degree in Forensic Psychology. My combination of experience, skills, and education leave me uniquely qualified to fulfill the responsibilities of the position, accompanied by an empathetic orientation to genuinely understand the needs of the children and families of The County.

I currently work for The County of San Diego, the fifth largest county in the United States - The Behavioral Health contracts I oversee support prevention/early intervention programs for over 18,000 San Diego County school children, suicide prevention initiatives, behavioral and mental health support for juvenile detention/ forensic facilities, outreach and support efforts to assist LGBTQ+ communities and criminally sexually exploited children (CSEC).

As my career has progressed, I have established a leadership role and developed experience and expertise in critical incident response and emergency management. In a time of such high-intensity local, regional, and global challenges, we are all unsure of what the future holds. My composure under, particularly under difficult circumstances, will be invaluable during the continued and upcoming uncertain environment.

You will find me to be an energetic, well-spoken, self-starter who is confident and personable. I possess the unique ability to inspire those around me through a tireless work ethic and infectious positive attitude. I know I will be a valuable asset, role model, and leader for The County.

Thank you for your time and consideration. I look forward to speaking further with you about this opportunity.

Sincerely,

Frank M. Congine



### PROFESSIONAL PROFILE

A highly skilled, compassionate and patient-centered Health Executive with solid experience managing all levels of multiple projects including budgeting and administration of highly visible programs, among a multitude of funding sources for Health & Human Services and large county government organizations. A dynamic leader, dedicated to providing exceptional care by maintaining an empathetic and passionate team, while maximizing efficiency and integrating lean management principles specific to healthcare or government settings. Demonstrated record of success working with government leaders, as well as diverse populations of patients, clinicians, administrative staff, and support personnel to ensure first rate care to children and adults, military personnel, court/custody involved consumers, LGBTQ+, CSEC, victims of abuse, chronic mental health diagnoses, personality disorders, and those in recovery for substance use issues. Effective communicator with exemplary motivational skills. Team-oriented; routinely recognized for ability to positively contribute in a multi-disciplinary setting and to establish and maintain positive relationships with co-workers, administrative personnel, and local, state and federal representatives. Executive with demonstrated ability to deliver mission-critical, data driven results.

### SKILL HIGHLIGHTS

- Project Management
- Contract Negotiations
- Behavioral Health Systems
- Data/Analytics
- Motivational Leadership
- Procurement Lifecycle
- Lean Principles Implementation
- Risk Management
- Budgeting Expertise
- Process Improvement
- Administrative Expertise
- Public Speaking
- Strategic Planning
- Employee Relations
- Community Partnerships
- Health Policy

### CORE QUALIFICATIONS & ACCOMPLISHMENTS

- Designed and successfully implemented CARES Act funded initiatives *Out & About*, and *Come Play Outside*, countywide programs promoting physical activity and social-emotional health during the pandemic.
- Contracting Officer's Representative (COR) for 13 high visibility San Diego County Behavioral Health contractors, including; Rady Children's Hospital San Diego, NAMI, San Diego Unified School District, and The City of San Diego.
- Oversight of 16 programs under HHSA, 20 immediate Program Directors with 150 +employees, across over 70 locations
  - Budget of managed contracts exceed \$30 million annually
- Developed, implemented, and managed 35+ amendments in previous fiscal year, including development of new or updated Statements of Work (SOW) for multiple Behavioral Health Contracts.
- Finance and budgeting expertise, financial modeling, financial statement (10k) evaluation, and pro-forma development, leading to sale of most profitable components of commodity trading firm and overall company acquisition.
- Adept at building relationships with local, state, and federal agencies and representatives, community networking and public relations, and public speaking at conferences, workshops, schools, or with media
- Development of monthly Program Performance Report, a tracking and auto-charting mechanism utilized to assist behavioral health programs affect real-time change through readily available monthly data, in place of quarterly review
  - Scaled and implemented with all department mental health contracts and sub-units (95+)
- Oversight of App enhancement for NAMI Apps; OscER, OscERjr, and AlfrEDU to engage residents on platforms currently most utilized (cell phones and tablets) expanded to over six languages
- Successfully navigated grant application, proposal, board letter, and implementation of awarded funds from CHFFA, MHBG, and CDCOD2A Grants utilized for crisis response, short-term inpatient land and facility, and SUD App Development
- Secured funding to improve conditions and equitable access to resources for mothers and their children at transitional sober living facility (SAFE Housing) during family reunification, leading to improved opportunities for successful outcomes

### EDUCATION

**The University of Tennessee**  
Master of Business Administration (MBA)  
Executive MBA in Strategic Leadership  
GPA 3.97

**The Chicago School of Professional Psychology**  
Master of Arts (MA)  
Forensic Psychology  
GPA 3.93

**Excelsior College**  
Bachelor of Arts (BA)  
Psychology  
GPA 3.80



PROFESSIONAL EXPERIENCE

2023- pres. **Assistant Deputy Director**

County of Napa – HHSA - Department of Behavioral Health

- Provide responsible staff assistance to the Director of Behavioral Health; conduct a variety of organizational studies, investigations, and operational studies; recommend modifications to Behavioral Health Division programs, policies, and procedures
- Participate in the development and implementation of goals, objectives, policies, and priorities for assigned programs; recommend and administer policies and procedures.
  - Payment Reform - CalAIM
    - Working collaboratively with multiple departments within HHSA, including Fiscal, Administration, and Contracting in development of Payment Reform recommendations, implementations, and roll-out
    - Provide guidance in the form of statistical analysis, Medi-Cal rate-setting, preparing for local county and community-based organization response, and development of monitoring policies and incentives to ensure optimization of CalAIM goals
  - Upcoming EHR Roll-Out
    - Serve as a liaison between Behavioral Health and IT regarding implementation of Credible Electronic Health Record platform and development of data dashboards and outputs resulting from the new EHR implementation
  - Development of Data and Evaluation Metrics
    - Working across all Behavioral Health Programs to facilitate ongoing collaboration, improve access to and knowledge of available tools, and identify data points to facilitate process improvement and increase transparency through the use of interactive platforms
- Evaluate current contracts, increase standardization of documentation and streamline submission as the integration of ADS and Mental Health merge to one Behavioral Health Department. Develop standards and tools for contract monitoring, site visit evaluations, and program outcome expectations in order to evaluate clinical progress within a fiscal year
- Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; recommend, within departmental policy, appropriate service, and staffing levels
- Plan, direct, coordinate, and review the work plan for assigned staff; assign work activities, projects, and programs; review and evaluate work products, methods, and procedures; review cases as needed to ensure decisions are made in accordance with good casework practice, departmental policy, and applicable state and federal mandates; meet with staff to identify and resolve problems
- Participate as part of the division's leadership team in the development and administration of the Division's annual budget; participate in the forecast of funds needed for staffing, equipment, materials, and supplies; monitor and approve expenditures; implement adjustments
- Serve as the liaison for the Behavioral Health Division with other divisions, departments, and outside agencies; develop and maintain community partnerships and relationships; negotiate and resolve sensitive and controversial issues
- Assist in the development and implementation of a managed care environment; collaborate and interface with primary care providers.
- Participate in the development, implementation, and monitoring of clinical standards and standards of documentation to ensure HHSA behavioral health services comply with community standards of care; all applicable standards of practice; the funding requirements of Medi-Cal, Drug Medi-Cal, Medicare, and other public and private funding sources utilized by the Agency and its consumers; and other regulatory requirements.
- Attend and participate in professional group meetings; maintain awareness of new trends and developments in the field of Behavioral Health; incorporate new developments
- Use data and other reporting mechanisms to ensure that teams' performance makes efficient use of resources and conforms with system change principles and governmental regulation



## PROFESSIONAL EXPERIENCE

### 2022- Behavioral Health Forensic Services Manager

#### County of Santa Barbara – Department of Behavioral Wellness

- Work directly with courts, judges, District Attorney, Public Defender, and families and children as advisor and treatment coordinator to offenders, victims, family and court officials.
- Analyze existing performance metrics, develop strategies to optimize service delivery, implement process improvement initiatives and improve quality management
- Serves as a member of the Behavioral Wellness Leadership & Management Team
  - Participate in strategic planning processes; prepare program budget and revenue projections; authorize and monitor program expenditures; monitor contractor revenue generation and claiming trends.
  - Prepare written and statistical reports and documentation for County, state, and federal funding sources and oversight groups, including County plans, requests for proposals, annual reports, and contract agreements;
  - Monitor and take action to minimize liability claims against the department; and serves as the department's representative in legal hearings.
- Countywide oversight of all Forensic mental health and SUD programs, including inpatient, outpatient, and behavioral health programming at incarceration facilities, such as Juvenile Justice Center and County jails
- Oversight of all countywide forensic-based contracts utilizing MHSA, CalWORKS, SAMHSA, Federal Block Grants...and additional varied funding sources, often with blended funding per contract
- Manage large trans-disciplinary treatment teams of Program Managers, Psychiatrists, Psychologists, Therapists, Caseworkers, and a dynamic array of paraprofessionals
- Attend and supervise staff attending court, as ordered or scheduled by mental health or criminal court clerks and judges.
- Lead County Forensic Unit, integrating existing, disparate, regionally-based staff into a unified, countywide team, ensuring consistency of service delivery across sites and specialty units.
- Work directly with BWell Director, County CEO, County Asst. CEO, Board of Supervisors, and city officials
- Evaluate the delivery and quality of services; and make modifications to programming as necessary.
- Participate in local collaborative cross-agency program initiatives; travel throughout the County as program liaison to community, regional, and statewide organizations; promote integrated service approaches between departmental programs, contractors, other County departments, private and public agencies, clients, and families to provide and ensure cooperative and non-redundant services;
- Make presentations to various organizations to promote and advocate for related programs and initiatives
- Develop policies, procedures, and performance standards in compliance with local, state, and federal legal requirements research-based prevention and clinical standards, and funding stream requirements.
- Review new legislation and implement related program and process modifications; monitor and evaluate performance outcomes.
- Develop logic models for prevention and community education activities; and provide related technical assistance and training to staff and program contractors to ensure compliance with licensing and certification standards or regulations.
- Provide high-level analysis, reports, and public presentations to County leadership
- Evaluate staff performance and recommend corrective plans and/or disciplinary actions; and creates a positive work environment for all.
- Represent the Department in wide variety of cross agency meetings, stakeholder events, problem-solving sessions, and court, usually with high level participants, such as department heads and judges.
- Direct appropriate level of BWell staff participation in other efforts, e.g. Transition from Jail to Community, Evidence Based Practices, QA, Mental Health Treatment Court Core Committee, Change Agent group, and other Action Teams.
- Use data and other reporting mechanisms to ensure that teams' performance makes efficient use of resources and conforms with system change principles and governmental regulation





PROFESSIONAL EXPERIENCE

2020- 2021 Behavioral Health Program Coordinator – Contracting Officers Representative (COR)

County of San Diego – HHS – Behavioral Health Services

- Plan, develop, coordinate, monitor, direct, implement and evaluate activities and service delivery of behavioral health programs countywide.
- Analyze existing performance metrics, develop strategies to optimize service delivery, implement process improvement initiatives and improve quality management
- Provide clinical and contract subject matter expertise (SME)
- Oversight of mental health and SUD programs, utilizing MHSA, CalWORKS, SAMHSA, and Federal Block Grants
- Review and approve complex budgets for multi-disciplinary behavioral health programs
- Oversight of programs that utilize Full-Time Employees (FTEs), subcontractors, Interns and Volunteer staff
  - Clinicians, Psychiatrists, License-eligible staff, and Paraprofessionals
- Clinical design proposal, RFP development, and budgets projection for competitive procurements:
  - School-based Prevention & Early Intervention program
  - KidSTART Clinic and Caregiver Wellness Program
  - City of San Diego Dept. of Parks & Recreation social-emotional rebuilding program (ComePlaySD.com)
    - Worked directly with BHS Director, Chair of Board of Supervisors, City of S.D., and Mayor’s office
  - PEI enhancement, Out & About outdoor social-emotional physical activity initiative
- Participate in development and implementation of long-range BHS planning, healthcare integration, and evidence-based prevention and treatment practices
- Served as voting member and technical advisor on Source Selection Committees (SSC)
- Serve as department representative on telework and productivity task forces
- Conduct monthly meetings with BHS providers to ensure highest levels of service delivery are maintained
- Analyze complex problems and identify, define, and develop logical solutions and alternative
- Provide high-level analysis, reports, and public presentations to County leadership
- Oversight of and accountability for annual NAMI Children’s Mental Health Well-Being Celebration

**Contracting Officer’s Representative (COR) for the following County of San Diego Contracts:** [\(CoSD contract search link\)](#)

<p><b><u>School-Based Prevention and Early Intervention</u></b> <b><u>Incredible Years (IY) Curriculum</u></b></p> <ul style="list-style-type: none"> <li>● 554048-North Coastal - <a href="#">Palomar Family Counseling Services</a> (PFCS)</li> <li>● 554047-North Inland - <a href="#">Vista Hill Foundation</a> (VHF)</li> <li>● 554303- East - <a href="#">San Diego Youth Services</a> (SDYS)</li> <li>● 553996- Central/SE - <a href="#">San Diego Unified School District</a> (SDUSD)</li> <li>● 553994- Central NC - <a href="#">San Diego Unified School District</a> (SDUSD)</li> <li>● 564596- South - <a href="#">SBCS</a></li> </ul>	<p><b><u>Program Managers</u></b> <b><u>PEI</u></b> <a href="#">Chris Duvall</a> -PFCS <a href="#">Annabel Mojica</a>- VHF <a href="#">Lucy Jasso</a>-SDYS <a href="#">Jessica Luckey</a>-SDUSD <a href="#">Aggie Takeuchi</a>-SDUSD <a href="#">Rachel Pittsley</a>- SBCS</p>	<p><b><u>Executive Directors</u></b> <b><u>PEI</u></b> <a href="#">Lisa Turner</a> -PFCS <a href="#">Dave Taylor</a>- VHF <a href="#">Steven Jella</a>-SDYS <a href="#">Laura Beadles</a>-SDYS <a href="#">Yuka Sakamoto</a>-SDUSD <a href="#">Stacey Musso</a>- SBCS</p>
<p><b><u>KidSTART Clinic and Caregiver Wellness Program</u></b></p> <ul style="list-style-type: none"> <li>● 551349-Countywide – <a href="#">Rady Children’s Hospital San Diego</a> (RCHSD)</li> </ul>	<p><b><u>KidSTART</u></b> <a href="#">Ginger Bial</a>-RCHSD</p>	<p><b><u>KidSTART</u></b> <a href="#">Lisa Conradi</a>-RCHSD</p>
<p><b><u>Juvenile Court Clinic (JCC)</u></b></p> <ul style="list-style-type: none"> <li>● 555972-Countywide – <a href="#">Vista Hill Foundation</a> (VHF)</li> </ul>	<p><b><u>(JCC)</u></b> <a href="#">Maria Elena Sanchez</a></p>	<p><b><u>(JCC)</u></b> <a href="#">Dave Taylor</a></p>
<p><b><u>Children Youth Family Liaison - (CYFL)</u></b></p> <ul style="list-style-type: none"> <li>● 555991-Countywide – <a href="#">NAMI</a> (National Alliance on Mental Illness)</li> </ul>	<p><b><u>CYFL</u></b> <a href="#">Valerie Hebert</a> <a href="#">Suzette Southfox</a></p>	<p><b><u>CYFL</u></b> <a href="#">Renee Cookson</a> <a href="#">Sue Skube</a></p>
<p><b><u>Come Play Outside</u></b></p> <ul style="list-style-type: none"> <li>● 564715-Countywide -<a href="#">City of San Diego Dept. of Parks &amp; Recreation</a></li> </ul>	<p><b><u>Come Play SD</u></b> <a href="#">Gina Delay</a> <a href="#">Karen Dennison</a></p>	<p><b><u>Come Play SD</u></b> <a href="#">Andy Field</a></p>
<p><b><u>Sober and Friendly Environment (SAFE) Housing</u></b></p> <ul style="list-style-type: none"> <li>● 561177-Countywide -<a href="#">McAlister Institute (MITE)</a></li> </ul>	<p><b><u>SAFE Housing</u></b> <a href="#">Lavada England</a></p>	<p><b><u>SAFE Housing</u></b> <a href="#">Jeanne McAlister</a> <a href="#">David Sung</a></p>



PROFESSIONAL EXPERIENCE

2014-2019 **Director of Personnel Interim President/CEO**

El Dorado Trading Group

- Developed and implemented internal corporate mental wellness program,
- Oversaw psychological testing, aptitude, critical thinking, career assessments, and personality testing to 200+ firm employees, support personnel, contractors, and interns.
  - Provided supervision to staff and interns conducting individual and group counseling
- Developed HR database to forecast best fits during hiring, advancement or turnover, utilizing assessment and testing results
- Designed proprietary recruiting system, implemented through newly created website, resulting in cost savings and reduction in overall staff-hours while improving candidate quality
- Created quantitative analytics system used to create metrics for financial performance, ratio analysis, budgeting, and sector and overall company evaluation
- Led contract negotiations with stakeholders, employees, contractors, vendors, and customers
- Reversed losses within unprofitable segments through reallocation of resources and human capital
- Improved two-way organizational communication, resulting in improved retention rates
- Implemented employee incentive and process improvement programs, encouraging employees to identify redundancies or previously overlooked enhancements for efficiency
- Conducted Leadership Coaching with executives, department managers and supervisors focused on effective communication skills, positive leadership and motivational skills
- Personal responsibility for recruitment, identification, negotiation of contracts for:
  - CTO - Chief Technology Officer, CIO - Chief Information officer – Chief Data Scientist
  - Senior Project Mangers, Team Data Scientists, and Team Project Managers
- Worked closely with developers to create automated trading strategies across a litany of asset classes to analyze, adjust, and optimize strategies including:
  - Software Development Strategies developed in C++
  - Hardware Development Strategies in FPGA
  - GUI development in C# for intricate systems requiring in-depth parameters
  - Simple GUI development in FPGA to optimize speed

2012-2014 **Psychological Health Outreach Team Member; Leadership Consultant**

US Navy Contractor – Serco

- Directed 90+ minute large scale military briefings to Service Members, families, and community groups
- Travelled multiple times weekly to military installations nationwide, including The Naval Academy
- On location leadership consultant to Commanding Officers at US Military Bases,
  - Provided personnel guidance and recommendations to Commanding Officers, when requested
    - Awarded Certificate of Outstanding Service to US Military Personnel
    - Received two letters of Appreciation from US Navy Capt. George Whitbred
- Provided guidance to medical department personnel at reserve and deployment facilities
- Created performance reports assessing the efficiency of staff to aid Service Members
- Conducted Mental Health Assessments (MHA) and provided supervision for license eligible staff
- Acted as a facilitator for group therapy sessions at Yellow Ribbon Returning Warrior events
- Led mental health workshops at conferences and community events
- Developed community outreach initiatives, helping improve resources to Service Members and families
- Provided crisis intervention and emergency therapeutic treatment, as needed



## PROFESSIONAL EXPERIENCE

### 2010-2011 Jury and Trial Consulting Research Associate

#### DecisionQuest

- Develop, plan, and conduct mock trials and jury research projects nationwide
- Draft recommendations and comprehensive data driven reports with detailed qualitative and quantitative analysis, translated into laymen and user-friendly themes and graphics.
  - Witness evaluation, effectiveness of evidence/testimony, strength of argument
- Present findings and recommendations to C-suite level executives and legal teams
- Evaluate opening/closing statements and collaborate with legal team on strategy
- Conduct real-time research on potential jurors prior to and during voir dire
  - Provide juror profile results and suggestions for best client outcome
- Conduct Shadow jury analysis during trials
- Research prior cases, awards, and analyze cost/benefit analysis of trial versus settlement outcomes

### 2008-2010 Mental Health Associate-Clinician

#### State of Illinois – Elgin Mental Health Center

- Conducted intake assessment/evaluation and testing of incoming patients awaiting trial or sentenced to inpatient hospitalization in state-run forensic mental health facility
- Competency to stand trial evaluations, Mental Health Status Exams,
- Monitor active status of severe mental illness symptoms including; psychotic episodes, command hallucinations, delusions, manic episodes or major depressive episodes
- Member of multi-disciplinary treatment team responsible for treatment planning
- Conducted individual, group, family therapy, and crisis intervention
  - Broad range of diagnoses including; schizophrenia, bi-polar disorders, personality disorders, major depressive disorders and debilitating anxiety disorders.
    - High rates of co-occurring substance use disorders
- Collaborated with patient, family members, and treatment team to maximize social support and optimize discharge outcomes
- Authored court submitted treatment and evaluation reports
- Conducted case presentations to psychiatrists, peers, court representatives, and in scholastic settings

### 2000-2008 Director of Strategy & Development – International Commodity Trading

#### CME Group – Chicago Mercantile Exchange

- Responsible for identification, research, and development of trading strategies
- Research / data analysis of hundreds of products and derivatives, across multiple worldwide exchanges
- Contributed to alpha to strategies in futures and equity products such as:
  - Treasuries, Bonds, Fed Funds, Eurodollars, Agricultural, Equities, Energy and Currency indices across exchanges in Chicago, New York, London, Singapore, South America, and Australia.
- Created proprietary algorithms and automated trading strategies via API integration
  - Operated these automated strategies for profit and sold or leased proprietary software to hedge funds, such as SAC Capital, owned by Steve Cohen- current owner of the New York Mets
- Managed Finance of proprietary trading groups with margin and capital in excess \$100M
- Supervised 30+ Traders, administrative staff, and interns for 100+ commodity accounts
- Held roles of Senior Trader, Director of Finance and Director of Human Resources



INDEPENDENT CLINICAL / PROFESSIONAL LICENSES

**LPCC – Licensed Professional Clinical Counselor**  
State of California

- Board of Behavioral Sciences
  - License # *LPCC7071*

**CMCH – Clinical Mental Health Counselor**  
State of Utah

- Division of Occupational and Prof. Licensing
  - License # *11041667-6004*

**CPC- Clinical Professional Counselor**  
State of Nevada

- Board of Examiners
  - License # *CP1151-R*

**LPC – Licensed Professional Counselor**  
State of Colorado

- Division of Professions and Occupations
  - License # *LPC.0014986*

**LPC – Licensed Professional Counselor**  
State of Arizona

- Arizona Board of Behavioral Health Examiners
  - License # *LPC-17903*

**LCPC – Licensed Clinical Professional Counselor**  
State of Illinois

- Illinois Dept of Financial and Professional Regulation
  - License # *180.009229*

Security Clearance: “Secret” Current, Inactive – U.S. Department of Defense  
Level II Full COR Certification –Current – County of San Diego

ADVANCED TRAINING / CONFERENCES / COMMITTEE MEMBERSHIP

- **International Business and Supply Chain Training -South America**
  - Deloitte- International Finance and Business - *Lima, Peru*
  - Komatsu- International Business and Supply Chain- *Santiago, Chile*
  - Mondelez, Intl- Supply Chain Management- *Lima, Peru*
  - Farmacias Arhumanda- Distribution and Supply Chain Management- *Santiago, Chile*
  - Banco BBVA- International Business and Finance- *Santiago, Chile*
  - DeMartino Winery- Importing/Exporting- *Santiago, Chile*
  - BankBif- Latin American Finance and macro/microeconomics - *Lima, Peru*
- **Testifying in Mental Health Court, Elgin Mental Health Center - Elgin, IL**
  - Preparation for providing testimony in mental health court
- **Parent/Child Interactive Therapy (PCIT), The Chicago School of Professional Psychology - Chicago, IL**
  - Reunification training for caregivers separated from children due to court or welfare intervention
- **Early Childhood Mental Health Conference – We Can't Wait!, UC San Diego School of Medicine**
  - Identify historical factors and current events impacting residents that have created inequities in our system of care
- **International Conference on Child and Family Maltreatment, Rady Children's Hospital San Diego**
  - Therapy in a virtual environment; the intersection of trauma and race; legal issues related to immigrant populations; multidisciplinary team approach for comprehensive patient care; research on Adverse Childhood Experiences
- **The Cultural Impact Conference, The Chicago School of Professional Psychology - Chicago, IL**
  - Racial equity, social justice, and effects of gun violence on behavioral health community
- **Critical Issues Conference, Critical Issues Facing Children & Adolescents – Salt Lake City, UT**
  - Behavioral Health & Addiction Treatment Tools for Professionals Working with Youth & Families
- **CYF Council – The Children, Youth and Families Behavioral Health System of Care (CYFBH SOC) Council**
- **NAMI – FYP Subcommittee - Family and Youth as Partners (FYP) Subcommittee**
  - Strengthening Four Sector Understanding & Recognition of CYF Peer Partner Staff
  - SB-803 Mental health services: peer support specialist certification and implementation

VOLUNTEER ACTIVITY/MEMBERSHIP

TEAM RUBICON



BIG BROTHERS/BIG SISTERS



AMERICAN RED CROSS



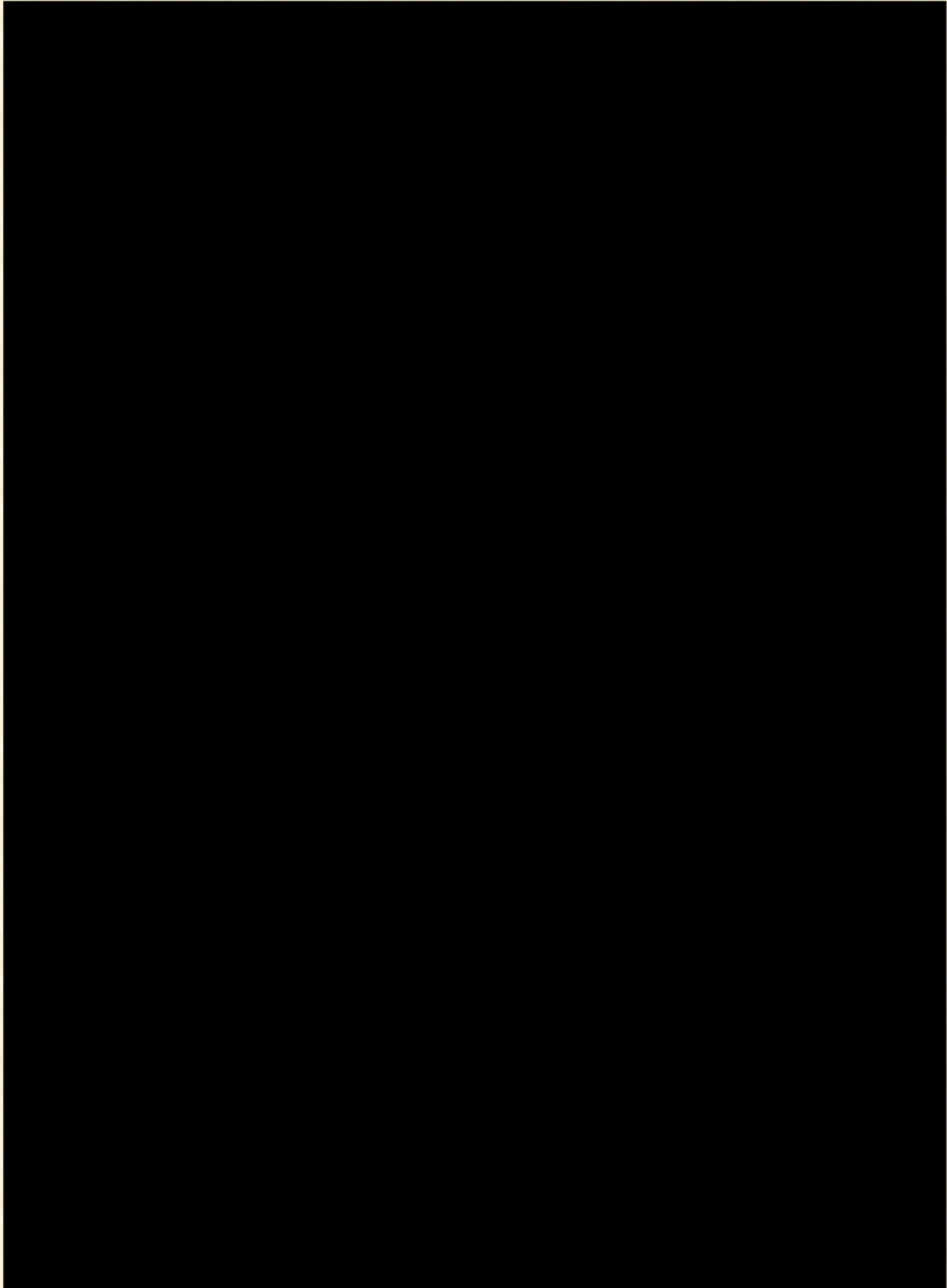
BOYS & GIRLS CLUBS



YELLOW RIBBON



REFERENCES



# GINA N. FIANDACA, MBA, BS, BA

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February 26, 2024

Attn: Greg Nelson, Founder and Managing Partner  
Mosaic Public Partners

Dear Mr. Nelson,

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** just over a year ago, 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 Austin, 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 Tunnar 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**

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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 Austin, 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's 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 Austin, 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**

# Russell Forotanrad

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**Date available to begin work:** Immediately

## SUMMARY STATEMENT

College educated with managerial experience working in finance, sales, and complex multi-site operations management. Strives to exceed professional and personal goals. Strong written and verbal communication skills.

## PROFESSIONAL SKILLS

<b>Education</b>	Bachelor of Science in Finance with additional coursework in Chemistry and Physics
<b>Employment</b>	My self-motivation, hard work and dedication all contribute to the continuing success. Technically competent. Natural leader and team player.
<b>Personal</b>	Strong work ethic with a positive approach. Continuously striving to achieve goals and exceed expectations. Organized and focused.

## PROFESSIONAL WORK EXPERIENCE

**Intern**, January 2012-April 2012

**Confidential**

Dallas, Texas

I prepared financial statements and tax returns for C-corps, S-corps, and LLCs nationally.

**Director of Operations**, April 2012 – March 2017

**Confidential**

Dallas, Texas

I managed approximately twenty healthcare practices, interpreted financial statements, and drafted complex financial modeling where budgets could be forecasted according to desired growth. I also hired and trained employees including doctors and ran monthly performance meetings where, while standing in front of people who used to only shower 1x/week, assess their foresight with brief interruptions to my breath via a closing of my esophagus and/or a sudden direct pressure applied to my body and/or brain.

## OTHER WORK EXPERIENCE

**Owner**, March 2017 –present

**Mark Conditt Pools**

Austin, Texas

I own a pool repair company which installs and repairs swimming pool equipment for homeowners throughout Texas and California. Essentially, I go to private residences and while on their property meet professional adults, who at their conscious, can communicate awareness of myself like statements or actions yet to be observed. I believe it's a form of calibration of personal foresight and/or hindsight. Ultimately, it's a form of compartmentalized torture which is like raping me to do a service so I can be chipped away at with the actual intent to harm me and without being able to communicate it.

## EDUCATION

**Bachelor of Science in Finance**, 2011

The University of Texas at Dallas, 3.96 GPA

## **CERTIFICATIONS/ACHIEVEMENTS**

### **Navy Seal Officer Assessment Selection (SOAS)**

I applied with zero debt, strong references, and optimum physical scores for a 2016 Navy Seal Officer contract. I never heard back.

### **OGA Analysis**

I wrote a 20-30 page single-spaced analysis of our federal government with regard to reasonable and ignored conflicts of interest.

### **FBI Special Agent Selection System (SASS)**

I obtained a passing score on the Federal Bureau of Investigation special agent examination, but they didn't want to meet me.

## **TRAINING**

### **Alignment**

Alignment is when an adult consciously believes him or herself to be capable of anything beyond what reality would consider to be normal. This training is scaled to have different degrees of perceived capability, including those who unconsciously move, yet state or act with perceived consciousness, yet contrary to their conscious capability nor awareness. An example of someone in this category would be Dave Bautista in *Knock at the Cabin* when he recites every word of the newscaster before she speaks yet is a coach of a losing football team. The possible conscious bumpers for his coaching are intended to have a net-positive result for a team of kids/future infrastructure/etc. Ultimately, the awareness of something heightened is what is referred to as the good lord.

### **Inhabitation**

Inhabitation is when your peers can make conscious references to events yet to happen or something which has already happened, but in private. This is far more specific and is something like taking a shit and thinking of a number, color, whether its sunny out or not, and scales into how many fingers you're holding up and who's calling your name right now; answered correctly and in order as happened. This can also be starting a conversation with one person and completing it in a completely different state and with someone different.

# JAMES R. HAECKER



January 30, 2024

Via Electronic Mail (greg@mosaicpublic.com)

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

Via Electronic Mail (bryan@mosaicpublic.com)

Mr. Bryan Noblett  
Lead Recruiter  
Mosaic Public Partners  
200 Gateway Dr., #1908  
Lincoln, CA 95648

Via Mosaic Public Partners' Delivery

Office of the City Manager  
City Hall  
301 W. 2<sup>nd</sup>, 3<sup>rd</sup> Floor  
Austin, Texas 78701

Ladies and Gentlemen:

I am writing to apply for the City Manager position in Austin, Texas. I am a native of Austin, and as a highly experienced lawyer with a varied practice, I am confident that I could contribute greatly to the City of Austin.

Currently, I am a lawyer at Haecker LLP, a full-service law firm that I founded, and my practice covers a wide range of areas, including real estate law, corporate law, asset finance, litigation, and lending. Through my time at Haecker LLP, I have acquired extensive experience and knowledge in both contentious and non-contentious legal matters and have consistently garnered favorable outcomes for my clients.

My passion for law and real estate, in particular, dates back to the summer of 2009. To learn about real estate transactions, I enrolled in a course that summer entitled "*Principles of Investing in Real Estate*" taught by Wayne Morgan, the creator of the course and owner of the Austin Institute of Real Estate. While there, Mr. Morgan and I quickly became acquainted with each other and, at the conclusion of the course, he pulled me aside and generously offered me a full scholarship to attend his institution so that I could obtain my real estate salesperson license, which I graciously accepted. After obtaining my real estate salesperson license, I joined Keller Williams Realty that same summer, where I was fortunate enough to gain invaluable experience in the real estate industry, all while I simultaneously worked towards obtaining my finance degree from the Red McCombs School of Business at the University of Texas at Austin.

Immediately following my first (1<sup>st</sup>) semester at the University of Texas School of Law, I founded and managed Privity Real Estate, a leading residential and commercial real estate brokerage. My team and I were fortunate to execute numerous real estate transactions to our clients' satisfaction. As an associate at Locke Lord LLP and Winstead PC, and, as a senior associate at Husch Blackwell, I gained experience in the legal aspects of the real estate industry, analyzing crucial facets of real estate finance transactions and drafting, revising, and negotiating contracts for real estate projects across the United States. My strong combination of industry and legal experience makes me an especially good fit for the City Manager position.

My resume is attached. I would welcome the opportunity to introduce myself in person and to discuss the City Manager position with you further. Thank you for your consideration. I look forward to hearing from you soon.

Sincerely,



James Haecker

Attachments

# JAMES R. HAECKER

## EXPERIENCE

### **HAECKER LLP, Austin, TX**

*Founding Partner, July 2023 – Present*

Lawyer specializing in real estate law, corporate law, contracts, asset finance, employment law, litigation, and lending. Oversee the day-to-day operations of the firm, ensuring that all legal services provided are of the highest quality. Manage client relations and business development opportunities. Negotiate and draft documents and supervise teams.

- Represent individuals and businesses in the acquisition, construction, joint venture financing, disposition, and development of industrial, multifamily, retail, and subdivision development projects.
- Represent landlords and tenants in drafting, revising, and negotiating commercial real estate leases.
- Represent lenders and borrowers in connection with commercial lending and loans for real property assets.

### **AUSTIN COMMUNITY COLLEGE, Austin, TX**

*Adjunct Professor, Professor of Real Estate Mathematics, and Real Estate Contracts and Finance, June 2023 – Present*

- Deliver engaging and informative lectures on the essential principles and practices of real estate and finance.
- Keep course material up to date to ensure that students receive a comprehensive education.

### **HUSCH BLACKWELL, Austin, TX**

*Senior Associate Attorney, July 2022 – July 2023*

- Represented municipal governments in the drafting and creation of city ordinances and city resolutions, and regularly served in leadership roles with respect to clients and matters in various practice areas.

### **WINSTEAD PC, Austin, TX**

*Real Estate Development & Investments Associate, October 2021 – July 2022*

- Represented municipal utility districts, developers, lenders, purchasers, and sellers in real estate transactions.

### **LOCKE LORD LLP, Houston, TX**

*Real Estate Transactions Associate, September 2016 – October 2021*

- Represented municipal governments, developers, lenders, purchasers, and sellers in real estate transactions.

### **PRIVITY REAL ESTATE, Austin, TX**

*Founder and Managing Partner, January 2014 – Present*

- Negotiate and execute single-family residential and commercial real estate transactions.

### **IRONWOOD REAL ESTATE, Austin, TX**

*Investment Analyst & Commercial Real Estate Advisor, January 2012 – January 2014*

- Performed financial pro-forma analysis for the acquisition and disposition of retail real estate assets.

### **KELLER WILLIAMS REALTY, INC., Austin, TX**

*Real Estate Broker, April 2010 – January 2012*

- Performed brokerage services for single family residential real estate assets.

## EDUCATION

### **THE UNIVERSITY OF TEXAS SCHOOL OF LAW, Austin, TX**

*J.D., with honors, 2016*

- GPA: 3.67
- Real Estate Law Society, *President & Founder*
- Chicano / Hispanic Law Students' Association, *Member*

### **THE UNIVERSITY OF TEXAS AT AUSTIN, RED MCCOMBS SCHOOL OF BUSINESS, Austin, TX**

*B.B.A., Real Estate Finance, with honors*

- GPA: 3.82

## PROFESSIONAL AFFILIATIONS

Austin Infill Coalition, *Active Member* • National Hispanic Institute, *Active Member* • State Bar of Texas, *Active Member*

PERSONAL INTERESTS: Physical Fitness, College Football, Fishing, International Travel



# Sara Hensley

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February 26, 2024

Mayor and City Council  
City of Austin, Texas

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## Dear Mayor and City Council:

Please accept this letter as interest in the position of City Manager for the City of Austin.

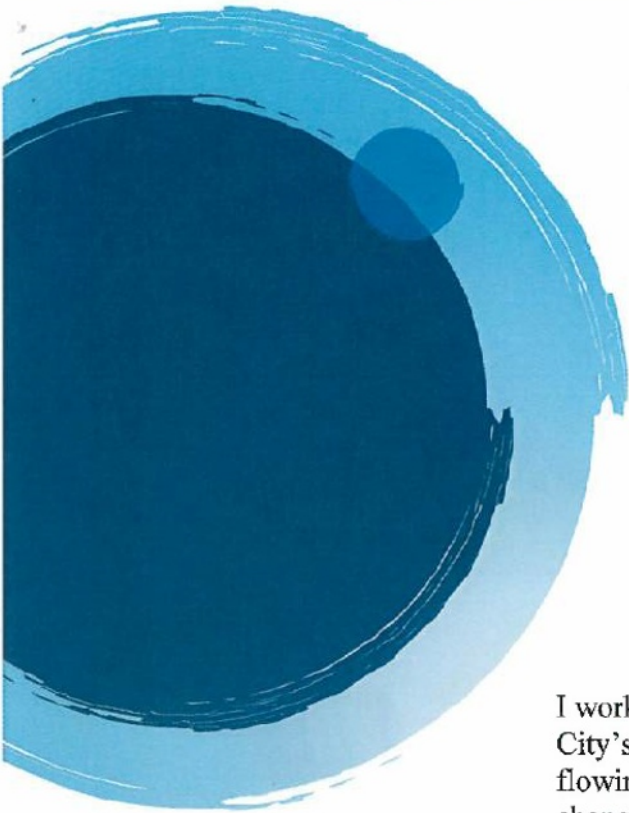
Serving in a variety of capacities, I have had the pleasure of working with some of the most forward thinking, culturally diverse and quality of life focused cities in the United States. Working in the Cities of Virginia Beach, VA, San Jose, CA, Phoenix, AZ, Austin and Denton, TX, I gained valuable experiences in building trust with open communication, internally and externally, as well as creating relationships with many diverse groups, non-profits, community organizations, educational institutions, and businesses. As leader, I worked extremely hard to develop collaborative working relationships, based on trust and communication. The key component is to insure we are connecting to, and, with the communities we serve in a proactive manner regarding the work we do.

My experiences also include partnering with employees and leadership to not only create more efficiencies and effectiveness in our work but to be the “employer of choice”. This means we work on initiatives internally, focusing on employee health and wellness, best practices in compensation and benefits as well as leadership opportunities, (grow your own). I support and encourage a healthy work culture that drives innovation, empowers decision making and creates opportunities for everyone to do their very best.



Denton, Texas





I work collaboratively with the Mayor and Council to achieve the City's Priorities. I meet regularly with them to keep information flowing and to ensure that they are up to speed on major issues and changes.

People who know me and/or those who worked with me, will tell you that I am collaborative, communicative, and community focused. I believe in completed staff work and critical thinking, to provide council with complete information to make an informed decision.

I look forward to visiting with you about the future of Austin.

Sincerely,

Sara Hensley



# Sara Hensley

• Denton, Texas

## Summary

A results-oriented professional with proven leadership skills. Demonstrated commitment to collaboration, communication, and the community. Passionate and creative, with a strong desire to foster and build relationships that are based on mutual respect and trust.

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## Professional Experience

### **City of Denton, Texas (Population 152,000, not including university students)**

#### **City Manager, March 2022 to Present**

#### **Interim City Manager, February 2021 to March 2022**

Responsible for the oversight of a full-service city with a budget of 1.9 billion dollars. The City Manager's Office consists of 3 Assistant City Managers, a Chief of Staff, 2 Senior Executive Assistants, 2 Assistant to the City Manager, a Senior Management Analyst, a Chief Communications Officer, and the Chief Strategy Officer. I also oversee the General Manager of Denton Municipal Electric.

#### **Deputy City Manager, July 2020 to February 2021**

Responsible for the oversight of the Chief of Staff which encompasses the City Secretary's Office, Public Affairs/311/Customer Service, Animal Services, and Community Development. I also oversee the Public Works General Manager which includes, Engineering/CIP, Traffic, Streets and Drainage, Parks and Recreation, and Fleet. In addition, I oversee Development Services, Planning, Municipal Airport, Facilities, Real Estate, and Information Technology.

#### **Assistant City Manager, May 2019 to July 2020**

Responsible for oversight of City Manager's Office, Chief of Staff, City Secretary, Libraries, Parks and Recreation, Facilities and Vertical Capital Improvement Program, Public Affairs, Community Services, Human Resources, Animal Services and Safety. Worked directly with citizen groups as well as Mayor and Council.

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### **City of Austin, Texas (Population 975,000)**

#### **Interim Assistant City Manager, March 2017 to March 2019**



Responsible for oversight of five departments which include: Austin Public Health, Austin Public Library, Austin Parks and Recreation, Austin Animal Services, and the Office of Real Estate. Position required regular interaction with elected officials, community stakeholders, executive leadership, and residents throughout the City of Austin. Led teams in multiple program and service areas and operations encompassing more than 2,000 full-time and more than 1,000 part-time and seasonal employees.

Served as the Executive Lead for city-wide cross departmental efforts:

- “Strategic Direction 2023” Outcome Champion: Health and Environment
- Executive Lead: Homelessness
- City Executive Representative: Joint Subcommittee with the City of Austin, Austin Independent School District and Travis County
- Executive Lead: Graffiti Task Force
- Executive Liaison to the Age Friendly Action Plan and the LGBTQ Commission
- Executive Liaison: City’s Executive Academy
- City Executive Representative: Director, Waller Creek Local Government Corporation

Specific accomplishments include:

Responsible for budgets/projects totaling \$342.6 million, lead capital development projects, as well as grant services, programs and major events focused on tourism efforts. Experienced in joint community facility development: Health and Parks and Recreation Department, Joint City-School playground renovations and development, a public boardwalk development, public boat ramp and commercial development along a major waterway and, housing developments around greenspace.

Led citywide projects of importance in the areas of Homelessness and Graffiti, through a collective impact and inclusionary approach which required leadership over diverse areas not specifically linked to the Community Services Area. This required identifying and coordinating key staff from departments across the City: Police, Emergency Medical Services, Municipal Court, Human Resources, Health, Libraries, Housing, Economic Development, Real Estate, Animal Services, Watershed, and the Office of Innovation to solve the issues in a more collective manner. This assisted in the removal of established barriers of integrated service delivery, developing unique avenues that recognized, supported, and enhanced the city employee teams’ unique skills, abilities, and experiences.

**Director of Parks and Recreation, December 2008 to March 2017**

Completely re-invented the department by taking a more focused business and finance acumen approach that elevated an increase in partnerships with the non-profit community, as well as the development and business community. This ultimately increased the overall visitation and tourism revenue to the City of Austin. In addition, we concentrated on better hiring practices,

better communication, and more community involvement. Led several initiatives that established better “quality of life developments,” which included housing and retail, through an integrated approach with all stakeholders. This included a more focused approach on “what the citizens desired.” Responsible for the overall operation and leadership of more than 600 full-time equivalent personnel, with an \$86 million operating budget and more than \$181 million in capital improvement projects.

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## **City of Phoenix, Arizona (Population 1.4 million)**

### **Director of Parks and Recreation, April 2006 to November 2008**

Responsible for the overall operations and leadership of more than 1,100 full-time equivalent personnel and a \$110 million operating budget. A particular focus was the redevelopment of the downtown Phoenix area where innovative problem-solving ideas/skills were used regarding commercial development that led to more vibrant green spaces. We created a partnership with a developer to improve the downtown area with retail, housing, and better greenspace, while allowing the development to accept responsibility for maintenance and management. In addition, the responsibility of the Park Preserve Initiative was under my purview. Also, we worked with Arizona State University and the Corp of Engineers to completely clean up, reclaim and rehab the Rio Salado area in downtown Phoenix into a wonderful native wetland and riparian habitats.

Responsibilities included the traditional parks and recreation operations, as well as, environmental education, a zoo, museums, spring training facilities for Major League Baseball teams, 880 acres of street maintenance, downtown development projects and events, as well as countless collaborations with non-profits, universities, and businesses.

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## **City of San Jose, California (Population 940,042)**

### **Director of Neighborhood Services, Parks and Recreation, and Animal Services August 2002 to March 2006**

Able to use my knowledge and understanding of issues related to inclusion, race-based disparities, and social justice to bring various groups together to solve city-wide issues, particularly in the allocation of grants and program dollars, working with non-profit community. Responsible for the overall operations and leadership of more than 700 full-time equivalent personnel and a \$45 million operating budget in this large, diverse department. Oversaw a total of 3,512 acres of parks and open space, which includes five regional parks, gardens, and a children's zoo. In addition, I provided oversight for the Animal Services Division, as well as, City-Wide Grants, Healthy Neighborhood Venture Funds, and the Community Development Block Grant Funds.

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## **City of Virginia Beach, Virginia (Population 400,000)**

### **Director of Parks and Recreation, June 1997 to August 2002**

Responsible for the overall operation of the department, which includes the following divisions: administrative services, design and development, parks, golf courses and recreation. The department is comprised of more than 232 full-time employees and more than 400 part-time team members. An operating budget of \$20 million, a \$2 million golf course enterprise fund and an additional \$46 million in Capital Improvement Program dollars. Worked to complete a land swap with a hospital corporation so health care facilities could be in a deficit area of the city. Created a partnership with the United States Field Hockey Association to bring a training facility to Virginia Beach.

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### **Education**

- Executive Development School, Indiana University
- Master of Education, University of Arkansas
- Bachelor of Science, University of Arkansas
- Emergency Management
- Training, Emergency Management Institute, Emmitsburg, Maryland
- Member of International City/County Management Association
- ICMA-CM credentialed

### **Adjunct Professor Positions**

- Tidewater Community College, Virginia Beach, Virginia
- Old Dominion University, Norfolk, Virginia
- Arizona State University, Phoenix, Arizona
- Texas State University, San Marcos, Texas

### **Publications, Presentations, and Professional Boards**

- **Leadership/Change Management:** No More Rewards for Predicting the Rain, Only Rewards for Building the Ark!", University of Texas, LBJ School of Public Policy, North Carolina Leadership Conference and Altruism Institute in Salida, Colorado: 2016, 2017, 2018, 2019
- **Organizational Structure and Administrative Operations:** Navigating Political Waters: Survival Skills focused around Communication and Relationship Development!", Future University sites: Clemson, Illinois State and Texas State: 2017, 2018
- **Critical Thinking and Emotional Intelligence:** "It's My Job and I can cry if I want to!", University of Texas, LBJ School of Public Policy: 2018
- **Program Planning and Leadership Director:** Oglebay Director's School: 2010-2015, Oglebay, West Virginia
- **Internships:** "The Good, The Bad and The Ugly": National Recreation and Park Association: 2009
- **Vice Chair and Chair:** Commission for Accreditation of Park and Recreation Agencies:

2010-2017

- **Member:** Council on Accreditation of Parks, Recreation, Tourism and Related Professions: Colleges and Universities: 1998-2007
- **Member:** American Academy for Park and Recreation Professionals, 1980-2023
- **Board Member:** North Texas Mobility Commission, 2020-2022
- **Board Member:** ICMA Leadership Institute on Race, Equity, and Inclusion, 2021/2022, Program Committee for 2024

# THEOPHILUS HOLLEY



February 14, 2024

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

Dear Mosaic Public Partners:

With Austin Public Health, I seek to extend a decade of project management and contract compliance experience for the role of City Manager for the City of Austin, Texas. My strong background in negotiating, executing, and management of contracts will contribute highly to the goals and success of the City of Austin.

In my current role with the Social Services Administration Area, I manage Community and Family Support contracts at APH. In this position, I attend to the deluge of claims, quarterly, mid-year and annual reports with attention detail to accurately reconcile spending, investigate deficits or variances, and resolve discrepancies are cardinal objectives in contract management. If you are looking for someone who is acclimated to project planning and evaluation of insurance compliance, audits, and contract development requests for grant contracts; negotiating work statements and budgets; evaluating performance measures, and executing approved contracts, then I am incredibly qualified to solve problems that arise. My knowledge and skills were acquired in both corporate and private sectors. Those organizations have gained success from my efforts to reduce financial costs through detailed evaluation; providing excellent leadership, training, and assistance as the subject matter expert to community members, external consultants, and department staff.

I will be delighted to further discuss my qualifications and how else I can further contribute to the City of Austin. Thank you in advance for your consideration. I look forward to hearing from you.

Sincerely,



Theophilus Holley

# Theophilus Holley

Austin, TX • [REDACTED] • [REDACTED]

## Contract Management Specialist

### EDUCATION

**Bachelor of Science, Mathematics and Computer Science**, Tougaloo College, Jackson, MS

**Power BI Report Builder** for paginated reports with table, matrix, chart, and free-form report layouts, 2023 - Present

**Advanced experience in** Word, Excel, PowerPoint, ZOOM, Microsoft Teams, Drupal, and MailChimp

**Salesforce Fundamentals 2023** training, 2023 – Present

**Grantsmanship Training Program, The Grantsmanship Center**, 2022 – Present

**FEMA Incident Command System training: IS100, 200, 700, 703, 800, and 907**, 2021 - Present

**Health Insurance Portability and Accountability Act Training**, 2021 - Present

**Cultural Competency Curriculum for Disaster Preparedness and Crisis Response**, 2021 – Present

**Logistics Certification**, Operations Management, SPSU, Marietta, GA

**ITOS Certification**, CompTIA Information Technology Operations Specialist, Comp001006784680

**Associate of Arts, Biblical Studies**, Southwest Bible College and Seminary, Humble, TX

### EXPERIENCE

**City of Austin**

**CONTRACT MANAGER**

**Austin, TX**

**03/2021 – Present**

#### **Pandemic Response**

Currently serving in the Community and Family Support Unit as a Public Health Social Services Contract Manager, leading response and recovery efforts with the Center for Disease Control and Prevention to protect and promote community resiliency. All duties and performed functions are pursuant to the Americans with Disabilities Act.

- Collaborate with prospects to prepare the life cycle of solicitation, contract negotiation, administration and closeout
- Coordinate with prospects to negotiate the scope of work, budget/ budget narrative, and Exhibits for Social Services Compensation Terms and Client Eligibility
- Appropriate Certificate of Insurance compliance required for bid solicitation, proposal, and quotation
- Document and provide solutions to guide during new client/ business development process
- Support the execution of new partner activities, approve the project, interpret GAAP financial/ cost accounting data
- Focus on anchor strategies for COVID outreach, testing, and vaccination for historically marginalized populations
- Negotiate with client management to developing clear, concise, timely written reports for COVID outreach and vaccinations to the homeless, deaf, those experiencing challenges with mental health, and to priority populations adversely effected by COVID-19

#### **Program Management**

Health equity facilitator to inform and guide Grantee activities; provide information for policy initiatives, support, and implementing directives from the Unit Manager.

- Facilitate the transition of implemented program goals, objectives and resources; thorough review and approval of all language content and documents associated with each assigned contract
- Create program standards, policies, and procedures for Incentives or Gift Cards to verify direct/ indirect expenses
- Accurately inform practices related to the National Culturally and Linguistically Appropriate Services standards for materials disseminated to communities
- Monitor and evaluate the program's effectiveness with data collected through budget and performance tools
- Prepare and issue the Notices of Award, negotiated contracts and exhibits to confirm allowable/ unallowable costs
- Evaluate, track, and document any modifications to assigned contracts
- Manage multiple contracts to completion of tasks associated with closeout

#### **Fiscal Management and Training**

Manage financial functions and subsets of the following areas: accounting, budgeting, purchasing, accounts payable, and grants

- Manage contract compliance audits; review the development of budgets for new Grantees, verifying billing and the receipt of goods and services to prevent over-payment; provide guidance and recommendations for corrective action, monitor the budget by reviewing current year and budget variance reports to catch non-compliance before damage occurs

## Theophilus Holley

- Produce and edit the PartnerGrants training for the Agency Administration Profile to help the City ensure public funds get spent wisely, and that accepted and established, non-profit organizational practices are met
- Verify certificates of insurance, appropriate limits, and compliance to preserve assets of Grantees and COA for successful continuation of operations
- Responsible for Contract budgets totaling \$2,432,481.00 in Federal funding
- Track trends and make recommendations to inform requests, resolve issues among parties involved, and assists in researching and assessing new and renewal grant opportunities

### **Records and Information Management (RIM)**

Manage City of Austin (COA) RIM Program for any document regardless of physical form according to the Texas Local Government Records Act.

- Manage records created or received by the City of Austin or its employees in transaction of public business
- Manage and protect record life cycle for record creation, active, inactive, archive or disposal to reduce risk and liability
- Coordinate with the Office of the City Clerk to attend to the Records Control Schedule

### **Rivers Academy**

**Atlanta, GA**

#### **EDUCATION MANAGER**

**08/2016 – 01/2020**

Organized and developed grants and proposals inform the funding process and achieve the funding strategy. Manage teaching staff in providing appropriate direction and feedback for Middle School Mathematics and Science curriculum. Use of a collaborative learning environment that encourages hands-on scientific inquiry and a departure from traditional lecture learning.

#### **Grant Project Management**

- Lead weekly project meetings to provide updates on grant project status and next steps
- Complete weekly status briefings for Administrators
- Developed spreadsheets to track funding sources
- Monitor grant materials or requests for changes to strictly adhere to requirements

#### **STEM Educator**

Ensured successful implementation of approved middle school curriculum by providing and maintaining quality educational programs

- Maintained compliance with AdvancED Accreditation and state licensing requirements as well as all applicable state and federal laws, and middle school policies and procedures
- Extensive knowledge of National and State Education Standards to maintain the school at a level exceeding these standards
- Knowledge and experience of child assessment, planning instruction and curriculum implementation
- Practiced effective advising of students and parents while fostering a safe learning environment

### **Atlanta Athletic Club**

**Johns Creek, GA**

#### **FACILITY MANAGER**

**05/2012 – 08/2016**

#### **Safety Assessment and Reporting Project:**

Managed OSHA Safety training projects with 64 staff and rotating employees

- Managed a team 10 safety supervisors to ensure the health and safety of employees and visitors in multiple departments
- Developed risk management plan to address potential work hazards that may result in injury or loss of life or damage to property
- Conducted comprehensive training programs on safety issues for employees to decrease the risk of accidents
- Reduced accident risk by 50% from improving safe use and reporting
- Supervised 10+ employees responsible for maintaining compliance with OSHA regulations and other state/ federal laws
- Facilitated recruitment, coaching, discipline, or recommendation for dismissal

#### **Spanish translation project:**

- Headed department Spanish translation project and saved on overhead costs by 50 -75%
- Managed a team of 3 to translate documents, correspondence, and instructions from Spanish to English and vice versa to internal employees
- Maintained confidentiality of information interpreted to maintain compliance with privacy regulation

Thomas J. Hutka, PE



February 10, 2024

City Council  
City of Austin

Hello Mayor and Council Members,

After seeing your listing on the ICMA and Mosaic websites, I am very interested in the position of City Manager. The challenges described fit extremely well with the skills I've built over many years in local government leadership.

I have worked in literally all aspects of community government, and developed a track record of proven management skills based on participatory leadership and professional innovation. Having worked my way up through the ranks, I also have hands-on experience in the day-to-day operations of inclusive, diverse local governments, especially in support of environmental and climate protection, stable growth management, and sustainable economic investment.

My portfolio of successful management initiatives has relied on fostering excellent working relationships with elected officials, citizens, employees, the news media, private companies and other government agencies. Communication and consensus building are the keys to my implementing many diverse initiatives. Under my watch, complex government operations are run like efficient profitable businesses, but with respect for each individual employee and citizen. In all cases, my results-oriented successes are marked by strict but reasonable financial decisions, operational efficiency, and emphasis on quality customer service.

As you can see, I am excited about the opportunity to work for you and the citizens of Austin. I look forward to hearing from you.

Sincerely yours,



Thomas J. Hutka, PE



**THOMAS J. HUTKA, PE**

**EDUCATION:**

Harvard University, Master Public Administration (land planning, public finance).  
Princeton University, BSE Civil Engineering (structural, water/wastewater).  
Florida State University, Certified Public Manager program.

**EXPERIENCE:**

City Manager: Port Huron, MI

Championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, honored with All America City award. Implemented "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Greenhouse gas emissions reduced through active energy conversions and wastewater treatment process improvements. Completed — with minimal neighborhood disruption — reconstruction of city's water, sewer, stormwater and street infrastructure (US-EPA's nation-wide excellence award). Enlisted the collaborative efforts of regional governments, corporate sponsors and citizen volunteers as recognized with Municipal League's Greatest Innovations award. Led management team to Thomas Edison Business Award for creating exceptional work environment. 2001 to 2006.

"Hutka Helped Port Huron to Become Better. Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."

— Port Huron Times Herald

Director of Public Works: Broward County, FL

Led nine divisions of services: Capital Projects, Solid Waste & Recycling, Facilities Management, Streets & Bridges, Traffic Engineering, and Water & Wastewater Operations and Finance. Served on Climate Change Task Force, Complete Streets Team, Fort Lauderdale International Airport Expansion Committee, and Convention Center/Hotel Team. Nationally recognized energy reduction program. All projects LEED Gold, including one of AIA's Best Ten Buildings in State. Greatly increased efficiencies and service quality, even while implementing ERP and reducing expenditures. 2009 to 2020.

Director of Municipal Program Management: HNTB Corporation, Indianapolis

Consultant to local governments, managing capital improvement programs and enhancing funding sources. Clients included South Bend, IN (Notre Dame University), Town of Speedway, IN (Indy 500 racetrack), City of Dallas, Hillsborough County, FL and other municipalities. 2006 to 2009.

Deputy County Manager: Osceola County, FL

Directed all elements of growth management: development review, land use planning, public works, capital program, engineering, solid waste, and code enforcement for this high-growth area which includes Walt Disney World. Implemented green initiatives, concurrency planning and smart growth measures for Disney's Town of Celebration and other nationally-recognized sustainable developments. Many first-time initiatives: energy savings, personnel management training, one-stop permitting, land development code, long-term financial planning, capital project cost/schedule controls, management information systems, parks/recreation master plan, and inaugural solid waste collection service. Extensive construction program included major league baseball park renovation, rodeo/fair complex, jail, courthouses, offices, libraries, parks and highways. 1997 to 2001.

Associate County Administrator: Hennepin County (Minneapolis)

Directed IT, purchasing, finance, accounting, investments, budget, facilities and public works programs for one of the county's largest governments. As member of the County's Executive Team, led one of the nation's most advanced social service and health care systems. Developed County-wide strategic planning initiatives: performance measurement, employee evaluation and total quality management (NACO Excellence Award winners). Implemented comprehensive cost/benefit priority analysis for all capital expenditures-producing \$50 million in cost savings. Maintained one of the few public AAA bond ratings. 1994 to 1996.

Commissioner of Engineering and Construction: City of Cleveland, OH

Led capital re-development improvements, public works maintenance, and development review for America's premier economic renaissance. Successfully completed – on time and on budget – City's largest infrastructure program in support of major league sports facilities, Rock and Roll Hall of Fame, State Aquarium, light rail line, waterfront parks, and neighborhood revitalization. Established City's reputation for professionalism and honesty with local private industry. Nationally recognized successes based on award-winning public/private partnerships, regional government partnerships, large state and federal grants, and innovative privatization. 1992 to 1994.

Bond Rating Specialist: Standard and Poor's, New York, NY

Expert analysis of municipalities' management, budgeting and financial planning. Specialized in operation and management of public water, sewer and solid waste utilities. Experienced with entire range of public finance options. This training has helped increase bond ratings for every agency I led.

**TEMPORARY POSITIONS:**

Director of Capital Program Management: CMTS Consulting

Consultant to local governments for minority-owned firm on infrastructure capital improvement programs. Proposed solutions on a wide variety of street, utility, airport and facility projects. Primary goals focused on environmental sustainability, cost efficiency and citizen satisfaction. 2020 to present.

Public Works Administrator: City of Chattanooga

In temporary position, rebuild and organized Capital Projects, Solid Waste & Recycling, Streets & Bridges, Building/Zoning Permits, Facilities, Fleet, and Wastewater Operations and Finance. Drastically improved efficiency, reputation and pride in previously neglected service groups. Championed attractive in-fill private development by guaranteeing exceptional services and efficient building/zoning code enforcement. Stabilized and retrained receding workforce through Pandemic. 2022.

Town Manager: Town of Newington

In temporary position, reorganized management structure to address previous hostile work environment. Led pursuit of new federal and state grant opportunities. Increased transparency and accountability at all levels. Initiated pro-active economic development program. 2023

**LEADERSHIP POSITIONS:**

Economic Development Alliance of St. Clair County, Executive Board Member.

Downtown Development Authority of Port Huron, Board Member.

Blue Water Habitat for Humanity, Jimmy Carter Work Project, Board Chair.

Port Huron Neighborhood Housing Corporation, Board Member.

Volunteer of the Year Award, MainStreet Port Huron.

Rotary Club, Board of Directors, President Elect.

United Way of Broward County, Broward County (agency) Chair.

**PUBLICATIONS & PRESENTATIONS:**

"Local Government Public-Private Partnerships," National Council Public-Private Partnerships Annual Conference.

"How to Improve Your Capital Bond Rating," Training session for State of Colorado employees.

"Rebuilding Infrastructure with Public/Private Partnerships," American Public Works Association International Exposition.

"Cost Requirements of the Safe Water Act for Cities," Credit Week magazine.

"Neighborhood Conservation Policy Alternatives," for Landmarks Commission, City of Boston.

"Marketing Your Downtown for Development Opportunities," International Council of Shopping Centers Conference.

"Fundamentals of Public-Private Partnerships," American Water Works Association Annual Conference.

"Finding Funds for New Construction," American Public Works Association International Exposition.

"Twenty-One Tips for Successful Capital Projects," Public Management magazine, International City/County Management Association.

"Checking for Quality," Wrote and presented training program.

"Advanced Customer Service Skills," Wrote and presented training program.

"How to Interview and Hire the Best People," Wrote and presented training program.



Mr. Greg Nelson  
Founder and Managing Partner  
Mosaic Public Partners  
200 Gateway Drive, #1908  
Lincoln, CA 95648

Mr. Nelson,

Please accept my resume for consideration as you assist Austin, TX in their search for a City Manager. In keeping with the desires of Austin's leadership, I am a seasoned local government professional. While the challenges Austin faces are daunting, my career is characterized by taking on and finding success in situations that others would shy away from.

As a General Manager/Assistant County Manager in Mecklenburg County (Charlotte), NC, I engaged with staff, community, and elected officials to meet the human services needs associated with a growing and increasingly diverse population. As Administrator of the consolidated Augusta, GA government, I worked with the Augusta Commission 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, implemented a redevelopment plan for a historically neglected area that included a mix of market rate and affordable housing, and partnered with the State of Georgia to construct the Georgia Cyber Center. In Albany, GA, as Assistant City Manager, I handled communications during the largest natural disaster in the city's history, and later, as City Manager, worked with elected officials and the federal government to rebuild. My consulting practice has afforded me exposure to leaders throughout the country and ensures that I remain aware of current issues and trends in the profession.

I am most enthusiastic about my track record for building public confidence in local government through transparency and a sincere commitment to each community's residents, building relationships with the workforce, exercising sound financial management, and leading with optimism and calm. When I face problems that I have dealt with, I rely upon my experience and knowledge; when I face problems with which I am not as familiar, I immerse myself in those issues and work with key stakeholders to research best practices and devise effective solutions.

I appreciate your consideration of my credentials, and I look forward to hearing from you.

Sincerely,



Janice Allen Jackson

## Janice Allen Jackson

(M)

[www.janiceallenjackson.weebly.com](http://www.janiceallenjackson.weebly.com)

### 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, and Developmental Associates, LLC. 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.

Janice Allen Jackson, page three

**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.**



February 1, 2024

Mr. Greg Nelson  
Mosaic Public Partners  
405 900 Gateway Dr. # 1908  
Lincoln, CA, 95648

Dear Mr. Nelson:

Please accept the submission of this letter and resume to be considered by the City of Austin for the position of City Manager.

As EX City Manager/Public Works Director of the City of Fort Myers, I am experienced in carrying out the policy direction of the mayor and city council, as I was leading a workforce of more than 1,100 employees and 12 departments while improving the financial performance of the city.

Managing growth was always at the center of my career in government. From my tenure as the Lee County Department of Transportation Division Manager, through my time as City Engineer and Public Works Director at the City of Fort Myers, I planned for progress. It has been gratifying to see return on investments made at the height of the recession, such as the \$82M downtown utilities and streetscape project, continue to move the city forward more than a decade later. Long-term investments in green infrastructure and reclaimed water systems still continues to provide residents with sustainable community amenities.

The City of Fort Myers was named the fastest growing city in the United States in both 2018 and 2020 by WalletHub. The growth was accomplished at a critical point for all of southwest Florida as the impacts from COVID-19 on the economy are likely not fully realized at this time. Careful fiscal management had allowed the city to maintain financial reserves and improve funded portion of the city's pension plans while reducing overhead costs. At my direction during the last 20 years, the city had been carrying out an aggressive capital improvements program.

Now that I have become a resident of the great city of Austin, I look forward to continuing a dialogue with the Mayor, and the City Council regarding the position of City Manager and how my experience can enhance the value, delivery and communication of programs and services to residents and visitors.

Best Regards,

Saeed Kazemi, P.E.



# SAEED KAZEMI, P.E.

AUSTIN, TX | [REDACTED] | [REDACTED]

## **Summary & Professional Skills**

Professional engineer with more than 35 years of project and financial management experience in government organizations, serving the City of Fort Myers as City Manager

### ***Leads with agility, breaking down barriers and bringing projects to completion***

- Cape Coral water agreement approved in 2018 after years of defining terms and conditions for the sale of Fort Myers reclaimed water to the City of Cape Coral
- Luminary Hotel/convention center/parking garage and Legacy Island Park P3 project

### ***Adept at navigating local, state and federal government agencies and fostering long-term working relationships***

- COVID-19 response/CARES act funding allocation/FEMA reimbursements
- Army Corps of Engineers, FDEP and South Florida Water Management District
- Partnering with FDOT and Collier County on Lee County's Bonita Beach Road/US-41 improvement projects

***Able to respond to all aspects of environmental challenges in Florida and at the federal level, including negotiation and mitigation efforts***

- Facilitated FGCU site selection despite legal challenge regarding potential impact on panther habitat, ultimately prevailing in challenge to change the habitat boundary
- Initiated gopher tortoise protection and relocation during the Terry Street highway extension project in Bonita Springs

***Pivots quickly to address emerging priorities and manage crisis situations***

- Communicated COVID-19 information to residents and employees using email, website and social media; created a crisis action team (CAT) for operations and logistics and a fiscal innovations team (FIT) with staff and leading economists to evaluate market indicators and potential impacts to future revenue
- Emergency management of and recovery from Hurricanes Andrew, Charlie and Irma
- Environmental irregularities and remediation – South Street Environmental Assessment
- Cybersecurity threats - response to Lee County cyber attack in 2019
- FDEP consent order negotiations
- Public protests and peaceful resolution of civic disturbances

## **Areas of Expertise**

**Managing financial and human resources complexities of local government**, including hiring, payroll, policies, contracts, long term investments, bond issuance, collective bargaining and union negotiation, keeping health insurance rates static for city employees (remaining at no cost to employees), and leading pension stabilization efforts through contract negotiation and rebalancing the city's equity position to reflect best management practices.

**Developing a diverse management team** contributing to active participation in the decision-making process by directors and supervisory personnel.

**Streamlining the building permit and development process to reflect a customer-focused approach**, reducing permit fees by 50% in the first year and 75% in the second and third years.

**Creating resilient communities to minimize downtime after critical events**, making sure critical infrastructure - including cyber and information technology assets - is protected with built-in system redundancies.

## **Accomplishments**

**Achieved visionary growth management and environmental sustainability initiatives** as City Engineer, Public Works Director and City Manager for the City of Fort Myers and its nearly 100,000 residents and \$425M budget. Spearheaded award-winning improvements to the historic downtown area, working with the Community Redevelopment Agency (CRA) and the Downtown Redevelopment Association (DRA) to actualize the \$52M utility and streetscape project. Utility and streetscape improvements to the 243-acre Midtown area are forthcoming to complete the Integrated Redevelopment Strategy in the Midtown Vision Plan.

**Built consensus around priority projects and key initiatives of importance to the community** using a public-private partnership for the Luminary Hotel, Caloosa Sound Convention Center, amphitheater and city-owned parking garage; addressing crime including the creation of FMPD's downtown security camera network/real time crime center; using a New Market Tax Credit to finance the city's investment in the Collaboratory, a public-private partnership between the city and the Southwest Florida Community Foundation, located in the emerging neighborhood of Midtown.

**Engaged community stakeholders to foster inclusive decision making with results-oriented outcomes** including African American/NAACP, Hispanic, Haitian Creole, faith-based organizations, community organizations such as Habitat for Humanity (assisted the group in creating communities of scale); Valerie's House (worked with executive director to locate and purchase a new location); United Way (long-term board member leading fundraising and partnership efforts, including a 30% increase in the city's employee giving campaign); Salvation Army (partnership addressing homelessness issues); outreach to St. Mathews House in effort to replicate setup currently in Naples; Lee Health (leveraged existing resource to forge partnership where city employees can access hospital employee clinic services through cooperative agreement).

## **Education**

**M.S. Engineering Management** – Illinois Institute of Technology, 1986

**M.S. Civil Engineering** – Illinois Institute of Technology, 1984

**B.S. Structural Engineering** – University of Illinois at Chicago, 1982

## **Experience**

**City Manager**, City of Fort Myers, FL - *February 2016 to present*

**Interim City Manager**, City of Fort Myers, FL - *October 2015 to January 2016*

**Public Works Director & City Engineer**, City of Fort Myers, FL - *October 2001 to October 2015*

**Division Manager**, Lee Co. Dept. of Transportation - *January 1988 to January 2001*

**Kam Engineering, Inc.**, Elgin, IL - *June 1985 to January 1988*

**Association of American Railroads**, Chicago, IL - *June 1984 to June 1985*

### **Professional Affiliations**

International City/County Management Association

American Public Works Association - Past president of local chapter and current member

American Society of Civil Engineers

Florida Engineer Society

Florida League of Cities - Energy, Environmental and Natural Resource committee member

American Water Works Association

Florida Stormwater Association

Florida Water Environmental Federation

Institute of Transportation Engineers

Solid Waste Association of North America

United Way of Lee, Hendry, Glades & Okeechobee Counties board member

Fort Myers Youth Coalition Group - founder

Lee County RESTORE Act - appointed member

Lee County Metropolitan Planning Organization - member

## **Awards and Accomplishments**

Florida Engineering Society - Government Engineer of the Year 2015-16 and 2009-10

American Builders and Contractors Excellence in Construction Award 2014 & 2013

Florida Planning and Zoning Association Outstanding Redevelopment Award 2013

Florida Stormwater Association Project Excellence Award 2013

American Public Works Association Project of the Year Award 2013

Florida Stormwater Association Project Outstanding Achievement Award 2010

American Public Works Association - Florida Chapter Project of the Year Award 2010

American Public Works Association Outstanding Leadership Award 2003



Bart Lauwers



February 12, 2024

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

Dear Mr. Nelson and Mr. Noblett,

I am writing to express my interest in the City Manager position with the City of Austin, as advertised. With over two decades of leadership experience in digital transformation, service delivery, and strategic operations management, I am excited about the opportunity to contribute to Austin's growth and success. My career has been dedicated to enhancing organizational resilience, fostering community engagement, and driving innovation in public service delivery. I am particularly drawn to this role's unique blend of challenges and opportunities, and I am eager to leverage my skills and experience to further serve the Austin community.

In my current role as Security Operations Manager for the City of Austin, I have led significant initiatives to strengthen the city's cybersecurity posture, enhance public safety, and foster cross-departmental collaboration. I spearheaded the development and operational execution of a comprehensive cybersecurity framework, aligning with national best practices and regulatory requirements. This effort not only fortified our digital infrastructure but also ensured that cybersecurity measures supported the city's essential services and broader goals for sustainability, social equity, and economic opportunity.

My tenure at Austin Energy as Lead Enterprise Architect was marked by a comprehensive digital transformation that significantly improved operational resilience, service reliability, and customer satisfaction. By guiding both business and IT leaders in adopting advanced governance, infrastructure modernization, and security best practices, I contributed to Austin's reputation as a sustainable and innovative city. These experiences have equipped me with a deep understanding of the intricacies of municipal governance and the importance of strategic planning, fiscal responsibility, and community engagement.

I am particularly proud of my ability to foster a culture of innovation, collaboration, and continuous improvement. My leadership style emphasizes inclusivity, transparency, and effective communication, ensuring that diverse perspectives are heard and valued. I am committed to building and mentoring high-performing teams, driving strategic initiatives that enhance public service delivery, and engaging with the community to ensure that services meet their needs and expectations.

Austin's vision for sustainability, social equity, and economic opportunity resonates deeply with my professional ethos and personal values. I am enthusiastic about the opportunity to contribute to the city's future, navigating the challenges and opportunities that come with its growth and transformation. I am confident that my background in technology and cybersecurity, combined with my experience in strategic operations management and public service, will enable me to make a significant contribution as City Manager.

Thank you for considering my application. I look forward to the opportunity to discuss how my experience, skills, and vision align with the needs of the City of Austin. I am eager to contribute to the city's continued success and to work collaboratively with the City Council, city departments, and the community to realize our shared goals.

Sincerely,

Bart Lauwers

# BART LAUWERS

b [REDACTED] • Austin, TX US

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Dynamic executive leader with over two decades of experience in technology, cybersecurity, innovation, and strategic operations management within both public and private sectors. Demonstrated expertise in driving organizational excellence, fostering community engagement, and enhancing public service delivery through effective governance and strategic planning. Adept at navigating the complexities of municipal governance to align technology and security initiatives with community values and priorities. Eager to apply a comprehensive skill set in leadership, strategic planning, and digital transformation to serve as City Manager of Austin, contributing to its continued growth as a beacon of sustainability, social equity, and economic opportunity.

## PROFESSIONAL EXPERIENCE

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### Security Operations Manager

City of Austin – Austin, TX – Jul 2021 to Present

In my current role as the Security Operations Manager for the City of Austin, I oversee the city's comprehensive cybersecurity operations, ensuring the alignment with FISMA requirements and the integration of NIST standards across critical sectors. My leadership has been pivotal in developing and implementing strategic security protocols, enhancing incident response capabilities, and fortifying the city's digital infrastructure against evolving cyber threats.

- **Strategic Leadership and Organizational Impact:** Spearheaded the strategic development and operational execution of the City of Austin's comprehensive cybersecurity framework, enhancing the resilience of municipal services against evolving cyber threats. Played a pivotal role in integrating cybersecurity priorities with the city's broader strategic objectives, ensuring a secure and reliable digital infrastructure for all city operations.
- **Cross-Departmental Collaboration and Innovation:** Initiated and led cross-functional teams in the implementation of city-wide security protocols and incident response strategies, fostering a culture of collaboration and innovation across 41 municipal departments. My leadership in these initiatives not only fortified the city's cybersecurity posture but also enhanced interdepartmental communication and operational efficiency.
- **Community Engagement and Public Safety:** Actively engaged with the Austin community through public forums and workshops, raising awareness about cybersecurity and digital safety. Contributed to community resilience by integrating public safety initiatives with cybersecurity measures, ensuring the protection of citizen data and municipal services.
- **Budget Management and Fiscal Responsibility:** Oversaw the cybersecurity operations budget, implementing cost-reduction strategies that resulted in a 15% savings in security operational costs without compromising service quality or security integrity. Demonstrated fiscal responsibility by reallocating resources to critical areas, enhancing the city's ability to invest in future innovation and community services.
- **Policy Development and Governance:** Led the development and enforcement of cybersecurity policies that align with national best practices and regulatory requirements. Worked closely with city officials to ensure that cybersecurity measures supported the city's goals for sustainability, social equity, and economic opportunity, embedding security considerations into the fabric of municipal governance.
- **Crisis Management and Emergency Preparedness:** Enhanced the city's incident response capabilities through the establishment of the City of Austin's inaugural Security Operations Center (SOC), significantly improving the city's ability to detect, respond to, and recover from cybersecurity incidents. My leadership ensured the city's preparedness for and resilience to cyber emergencies, safeguarding critical infrastructure and community well-being.
- **Mentorship and Team Development:** Cultivated a high-performance cybersecurity team by mentoring emerging talent and fostering a culture of continuous learning and professional development. Championed diversity and inclusion within the team, recognizing the strength of diverse perspectives in driving innovation and operational excellence.

### Lead Enterprise Architect

Austin Energy – Austin, TX – Dec 2017 to Jul 2021

As the Lead Enterprise Architect for Austin Energy, I orchestrated a comprehensive digital transformation by guiding both business and IT leaders in adopting advanced IT governance, infrastructure modernization, and security best practices. This role was pivotal in enhancing the operational resilience and cybersecurity posture of Austin Energy, contributing significantly to the sustainability and reliability of energy services in the city of Austin.

- **Strategic Digital Transformation Leadership:** Championed a comprehensive digital transformation at Austin Energy, guiding the organization through a pivotal shift towards advanced IT governance, infrastructure modernization, and enhanced cybersecurity practices. My strategic vision and leadership facilitated significant improvements in operational resilience, service reliability, and customer satisfaction, contributing to Austin's reputation as a sustainable and innovative city.
- **Collaborative Infrastructure Modernization Initiatives:** Led cross-departmental initiatives to modernize IT infrastructure, successfully implementing a software-defined data center architecture and micro-segmentation. These efforts not only bolstered our cybersecurity defenses but also optimized operational efficiency and energy sustainability, reflecting my commitment to leveraging technology for the public good.
- **Community-Centric Technology Solutions:** Directed the deployment of technology solutions that directly benefited the Austin community, including the development of smart grid technologies and customer-centric digital services. These initiatives enhanced the accessibility and affordability of energy services, aligning with the city's goals for social equity and economic opportunity.
- **Fiscal Management and Cost Efficiency:** Managed the technology budget with a keen focus on cost-efficiency and strategic investment, achieving a 20% improvement in infrastructure cost-efficiency through the adoption of cloud solutions. Demonstrated fiscal responsibility by reallocating savings towards initiatives that drive long-term value for the community and the environment.
- **Policy and Governance Framework Development:** Established robust IT governance and risk management frameworks, ensuring alignment with city-wide policies on sustainability, data protection, and public service excellence. My role in shaping these frameworks underscored my ability to translate complex technical challenges into strategic policy decisions that support the city's overarching goals.
- **Stakeholder Engagement and Consensus Building:** Acted as a strategic liaison between Austin Energy, city officials, and the community, facilitating consensus on technology initiatives that impact city services and quality of life. My effective communication and negotiation skills were instrumental in bridging the gap between technical possibilities and community needs.
- **Innovation and Research & Development:** Oversaw research and development efforts to explore and implement cutting-edge technologies, such as IoT applications for energy management and predictive analytics for infrastructure maintenance. These initiatives positioned Austin as a leader in technological innovation, driving economic growth and attracting businesses and talent to the city.
- **Mentorship and Organizational Development:** Fostered a culture of continuous improvement and innovation within the IT department, mentoring a team of technologists and leaders who are now driving the next wave of digital transformation in Austin. My commitment to professional development and talent cultivation has contributed to building a resilient, forward-thinking organization.

### Chief Technology Officer

SignaCert – Austin, TX – Aug 2015 to Dec 2019

In this pivotal role, I spearheaded the strategic direction and operational execution for SignaCert, focusing on developing cutting-edge cybersecurity products that cater to the needs of government agencies and Managed Security Service Providers (MSSPs). My leadership was instrumental in leveraging advanced machine learning technologies to fortify national security through enhanced cybersecurity measures.

- **Innovative Product Development:** Led the design and launch of advanced machine learning-based cybersecurity solutions, significantly improving security and compliance for government and MSSP clients. This initiative required meticulous attention to detail and an innovative approach to problem-solving, resulting in products that set new standards in cybersecurity effectiveness.
- **Agile and DevOps Integration:** Championed the adoption of Agile and DevOps methodologies across R&D and engineering teams, streamlining operations and expediting product development cycles. My focus on

efficient communication and continuous improvement facilitated a culture that rapidly adapts to technological advancements and cybersecurity threats.

- **Cloud Infrastructure Transition:** Directed the strategic migration of traditional data centers to AWS cloud infrastructure, enhancing operational efficiency by 60%. This reduced costs and improved scalability and reliability, showcasing effective problem-solving and attention to detail in securing cloud environments.
- **Cross-functional Leadership:** Collaborated closely with customer CIOs, CTOs, and CISOs to identify and seize opportunities for using technology to improve business performance while bolstering security postures. My role demanded a high level of oral communication skills to convey complex technical concepts in a clear and impactful manner, ensuring stakeholder alignment and support for strategic initiatives.
- **Computer Forensic Optimizations:** Worked closely with the intelligence community to update application of SignaCert's proprietary software and the Global Trust Repository for mass forensic analysis of systems. This collaboration involved helping IC agencies to embed our technology, significantly enhancing the capabilities for rapid, large-scale analysis and threat detection.

### **CTO & VP of State, Local, and Education (SLED) Practice**

NTT DATA – Austin, TX – Oct 2013 to Aug 2015

In my role as CTO and VP of the SLED Practice at NTT DATA, I managed the technological and operational landscape for the Texas Department of Transportation (TxDOT), overseeing a \$190M P&L for an organization with \$85B in assets. My strategic vision and leadership facilitated a comprehensive modernization of TxDOT's IT infrastructure and services, driving notable operational efficiencies and advancing the state's digital transformation.

- **Strategic IT Modernization:** Directed a groundbreaking application rationalization assessment for TxDOT, uncovering \$200M in potential cost savings. This initiative, approved by the State Legislature, required exceptional attention to detail and a strategic approach to problem-solving, ultimately setting a new standard for state-level IT efficiency and cybersecurity readiness.
- **C-Suite Engagement:** Spearheaded transformative conversations with C-suite executives, translating complex technical concepts into actionable business insights. My adept oral communication skills were crucial in aligning technical strategies with executive vision, ensuring the successful adoption of innovative IT solutions that enhanced operational efficiency and security.
- **IoT Strategy Development:** Developed and implemented a forward-thinking IoT strategy, significantly enhancing road capacity, disaster resilience, and cost efficiency. This initiative demonstrated my ability to solve complex problems through technology, showcasing a blend of innovative thinking and strategic planning to improve public safety and infrastructure reliability.
- **DriveTexas Platform Enhancement:** Oversaw the expansion of the DriveTexas public safety platform, enabling it to support five million concurrent users with sub-43ms latency. This achievement highlighted my commitment to customer service by ensuring reliable and timely information dissemination during critical events, enhancing the safety and well-being of Texas residents.
- **IT Service Management Overhaul:** Led a comprehensive overhaul of outsourced IT services, incorporating ITIL and CMMI frameworks to optimize costs and improve service delivery. My leadership in this area underscored a dedication to continuous improvement and attention to detail, resulting in streamlined operations and enhanced cybersecurity measures.
- **Authored TxDOT's Security Strategy:** Led the creation and implementation of the Texas Department of Transportation's (TxDOT) comprehensive security strategy addressing the legislatures concerns as identified by Grant-Thornton. This strategy underpinned all cybersecurity initiatives, significantly elevating TxDOT's

defense mechanisms against cyber threats. The strategy safeguarded critical transportation infrastructure and established a benchmark for cybersecurity excellence within state agencies per later legislative reviews.

### **Vice President of Information Technology**

CareFusion – San Diego, CA – Aug 2012 to Aug 2013

As the Vice President of IT at CareFusion, I was tasked with the comprehensive turnaround of the IT department, focusing on modernizing enterprise IT infrastructures and driving significant operational improvements. My leadership was pivotal in enhancing the company's cybersecurity posture, operational efficiency, and technological innovation.

- **IT Department Transformation:** Spearheaded an enterprise-wide IT modernization strategy, optimizing the staffing level from 400 to 170 while closing talent gaps. This effort highlighted my attention to detail and problem-solving capabilities, ensuring the department not only met but exceeded industry standards for cybersecurity and efficiency.
- **Predictive Analytics Implementation:** Introduced predictive analytics using Hadoop to enhance factory yield by 60%, translating to \$300M in cash value. This initiative demonstrated innovative problem-solving and a strategic approach to leveraging technology for significant business impact.
- **Operational Cost Reduction:** Achieved an 11% annual reduction in operational and maintenance spending (\$15.4M), through strategic consolidation and simplification efforts. My leadership in this area showcased a keen attention to detail and a commitment to fiscal responsibility while maintaining high cybersecurity standards.
- **Collaboration and Mobility Enhancement:** Led the deployment of collaboration tools that reduced business travel by 35% and telecom spending by \$1.2M, evidencing strong oral communication skills and customer service focus by addressing user needs and enhancing operational efficiency.
- **Strategic IT Planning:** Collaborated with business executives to develop a 5-year IT strategic plan aligned with the company's growth objectives, focusing on collaboration, mobility, cloud, and big data capabilities. This role required excellent oral communication and problem-solving skills, ensuring the IT strategy supported overarching business goals and cybersecurity resilience.
- **Pioneered CareFusion's Cybersecurity Practice and Program:** Led the establishment of CareFusion's inaugural cybersecurity practice and program, collaborating closely with the FDA to innovate a groundbreaking approach that enabled security devices to be embedded and updated in medical devices without necessitating revalidation trials. Secured executive buy-in for the integration of secure design and technical controls as fundamental components of medical device development. This strategic initiative not only positioned CareFusion as a leader in medical device security but also served as a key differentiator for our products, particularly those sold to the Department of Defense (DOD) and Veterans Affairs (VA), enhancing our competitive edge and affirming our commitment to patient safety and data protection.

### **CIO, Customer Advocacy**

Cisco, Global – April 1998 to Aug 2007

Led Customer Advocacy's efforts to deliver responsive services while driving significant cost savings and expanding services across twelve sites while supporting a team of 7,500 engineers. Managing cross-functional teams of up to 460 members and directed research and development (R&D) efforts to ensure continuous improvement in service delivery. Co-founded Cisco's Information Security practice culminating in the recruitment of Cisco's first CISO. Key accomplishments during my tenure include:

- **Initiated Cisco Global Government Security Group:** Co-founded the Cisco Global Government Security Group, focusing on the active hardening of our platforms. This initiative involved close collaboration with federal agencies, sharing insights and strategies to address and resolve platform issues effectively. My leadership in this endeavor not only strengthened Cisco's cybersecurity posture but also facilitated a valuable exchange of knowledge, reinforcing our commitment to national and global cybersecurity resilience.
- **Strategic Cost Reduction:** Defined and implemented a Platform as a Service (PaaS) strategy in 2001, resulting in an annual cost reduction of over \$150 million. This innovative approach enabled customer support engineers to efficiently deploy IT and engineering platforms for complex customer network simulations, demonstrating my strategic vision and problem-solving capabilities.
- **Mac BYOD and Mobility Program:** Pioneered a Mac Bring Your Own Device (BYOD) and mobility program in 2004, achieving an 18% reduction in IT costs while simultaneously enhancing support capabilities. This initiative leveraged technology trends to drive cost efficiency and operational agility.
- **Leadership Development:** Co-created and facilitated the Cisco IT Leadership Academy, providing coaching and development for resources involved in federal projects with the Department of Defense (DOD) and Intelligence Community (IC). My role in this program highlights my dedication to mentorship and talent development within the IT sector.
- **Global IT Operations:** Directed enterprise IT operations and managed data centers across the United States, Europe, Asia, and Australia, supporting a \$10 billion business unit. This responsibility underscored my capability to oversee complex, global IT infrastructures and ensure seamless service delivery.
- **Expanded Service Coverage:** Successfully extended service coverage from 3 to 12 global data center locations, supporting 7,500 internal endpoints. This expansion demonstrated my strategic planning and execution skills, significantly enhancing Cisco's global IT footprint.
- **Cross-Functional Team Management:** Led cross-functional teams of up to 460 members, driving continuous innovation and improvement in service delivery through focused R&D efforts. My leadership in this area fostered a culture of innovation and collaboration, contributing to the division's success.

## SKILLS

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- **Strategic Leadership and Vision:** Demonstrated ability to lead complex organizations through change, driving strategic initiatives that enhance operational efficiency, community engagement, and public service delivery. Proven track record in setting and achieving long-term goals that align with municipal priorities and values.
- **Public Administration and Governance:** Deep understanding of municipal government operations, including budget management, policy development, and legislative compliance. Skilled in navigating the intricacies of city governance, fostering transparent and effective communication between the city council, departments, and the community. My experience extends to bridging divides and engaging with elected officials across municipal, state, and federal levels, facilitating collaborative solutions and driving impactful legislative changes. This skill set has enabled me to influence policy decisions and legislative outcomes effectively, reflecting a commitment to advancing the city's strategic objectives and promoting community well-being.
- **Community Engagement and Stakeholder Collaboration:** Exceptional ability to engage with diverse community groups, stakeholders, and government entities. Committed to fostering a culture of inclusivity, participation, and open dialogue to ensure community needs and values are at the forefront of city initiatives.
- **Cybersecurity and Technology Innovation:** Expert in leveraging technology to enhance city operations, public safety, and service delivery. Strong background in cybersecurity, ensuring the protection of municipal

data and infrastructure against evolving threats, while promoting digital transformation to improve accessibility and efficiency.

- **Financial Oversight and Resource Management:** Skilled in overseeing large budgets and resources, implementing cost-saving measures without compromising service quality. Demonstrated ability to ensure financial integrity and accountability within municipal operations.
- **Policy Development and Implementation:** Experienced in crafting and executing policies that promote sustainability, social equity, and economic opportunity. Ability to translate complex regulatory and legislative requirements into actionable, community-focused initiatives.
- **Crisis Management and Resilience Planning:** Proven competence in managing emergencies and crises, ensuring the city's preparedness and rapid response capabilities. Committed to building resilient infrastructure and services that can withstand challenges and protect the community.
- **Collaborative Problem-Solving:** Adept at leading cross-functional teams to address complex issues, fostering an environment of innovation and creative problem-solving. Strong analytical skills with a focus on developing practical, impactful solutions.
- **Effective Communication:** Exceptional communicator capable of articulating complex concepts to diverse audiences, including city officials, employees, and the public. Skilled in negotiation and consensus-building, ensuring alignment and cooperation across various stakeholders.
- **Diversity and Inclusion Advocacy:** Dedicated to promoting diversity, equity, and inclusion within municipal operations and the broader community. Recognizes and celebrates the value of diverse perspectives in decision-making and community engagement.



## CAREER NOTES

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- Principal / CIO Advisor – Genthree – 2008 to 2012
- Chief Operating Officer & Chief Technology Officer – Netmining – 2007 to 2008
- Senior Systems Administrator – Cisco Systems – 1996 to 1998
- Principal C++ Software Engineer – Capgemini – 1995 to 1996
- Gentoo Linux Open Source Developer – Gentoo Foundation – 1998 to 2004

## EDUCATION

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- University of Wales, UK – Master of Science in Advanced Information Technology & Business Management
- WGU – Bachelor of Science, Cybersecurity and Information Assurance
- DHS CISA – Cyber Analyst (CAS 23-05M)
- DHS CISA – Open-Source Intelligence Analysis (OSINT 23-16M)
- FAIR Institute – Factor Analysis of Information Risk (FAIR)
- Carnegie Mellon SEI – Operationally Critical Threat, Asset, and Vulnerability Evaluation (OCTAVE) FORTE

## CREDENTIALS

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- Patent – Systems and methods to identify users accessing a webpage (UNITED STATES 20110040623)
- Languages – Fluent in English, Dutch, and French
- Certifications including:
  - Axelos: Information Technology Infrastructure Library (ITIL) v3 2011
  - CompTIA: IT Operations Specialist; Project+
  - EC-Council: Certified Chief Information Security Officer (CCISO); Certified Encryption Specialist v2 (E|CES); Certified Incident Handler (E|CIH)
  - FEMA Emergency Management Institute: IS-0100.C; IS-0200.B; IS-201; IS-0700.B; IS-0800.C
  - ISACA: Certified in the Governance of Enterprise IT (CGEIT)
  - ISACA: Certified Data Privacy Solutions Engineer (CDPSE)
  - ISACA: Certified Information Security Manager (CISM)
  - (ISC)2: Certified Information Systems Security Professional (CISSP)
  - (ISC)2: Certified in Governance, Risk, and Compliance (GRC formerly CAP)
  - Microsoft: Azure Fundamentals (AZ-900); Microsoft 365 Fundamentals (MS-900)
  - Six Sigma Way: Lean Six Sigma Black Belt
  - AWS Solutions Architect; Big Data on AWS

## COMMUNITY INVOLVEMENT

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- DHS CISA Strauss Center Cyber Clinic (2023 – ongoing) – Advisory board and student mentor
- MS-ISAC Leadership Mentoring Program (LMP) (2023 – ongoing) – Leadership Mentor
- Austin Community College – Curriculum Development Advisory Board (2013 – ongoing)
- Austin Society for Information Management (SIM) – Chair of Technology (2015 – 2020)
- (ISC)<sup>2</sup> – President of Austin Chapter (2018 – 2019)
- (ISC)<sup>2</sup> ISLA President's Award recipient (2017)
- (ISC)<sup>2</sup> – VP of Membership of Austin Chapter (2014 – 2018)
- Technology conference speaker and Innotech CTO of the Year finalist

February 10, 2024

City of Austin, TX  
Austin City Hall  
301 W 2<sup>nd</sup> St.  
Austin, TX 78701

Austin Mayor & City Council:

As the current City Manager for the City of Greeley, I am writing to express my enthusiastic interest in the City Manager position with the City of Austin, as advertised. With a proven track record of strategic leadership and municipal administration, I am confident in my ability to contribute effectively to the dynamic environment of Austin.

My municipal management experience spans over 15 years with the City of Greeley, City of Amarillo and the City of Dallas. My professional portfolio consists of multiple diversified management positions. I have successfully overseen a range of key responsibilities, including organizational and culture development, strategic planning, budget development and management, policy formulation, community engagement, and cross-functional team leadership. My experience has equipped me with a comprehensive understanding of the intricacies involved in steering a city towards growth and prosperity.

While with the City of Greeley I have served as the City Manager and Deputy City Manager of Community Building and previously served as the Director of Public Works for the City of Amarillo. Prior to that I was the Assistant Director of Streets for the City of Dallas. I have had the opportunity to manage diversified workforces of various sizes and have been responsible for operating complex budgets. I have led initiatives that resulted in significant cost savings while enhancing service delivery. I played a pivotal role in developing and implementing strategic plans that aligned with the community's goals and aspirations. Additionally, my collaborative approach to leadership facilitated effective communication between various departments, fostering a culture of teamwork and innovation. My experience also includes management, leadership and oversight positions in Drainage Utility, Fleet Services, Solid Waste Services, Traffic Operations and Traffic Engineering, Human Resources, Library and City Secretary's Office. These leadership positions and obtaining my Masters in Public Administration from the University of Kansas, have equipped me with the vision, leadership, knowledge, skills, and abilities to be an effective leader of a municipality of the size, scope, complexity and diversity of Austin, TX.

What sets me apart is my dedication to equity, transparent governance, fiscal responsibility, and fostering strong relationships with diverse stakeholders. I am deeply committed to promoting diversity, transparency, and high performing government, having initiated several programs aimed at enhancing these values within municipal operations. My approach to leadership in Greeley included launching initiatives specifically designed to address housing affordability, a key concern also mirrored in Austin. I spearheaded sustainable city initiatives that not only promoted environmental stewardship but also supported tech-driven economic growth, aligning with Austin's reputation for innovation.

Understanding Austin's unique challenges, such as the need for sustainable urban development and transportation solutions, I have led comparable projects aimed at enhancing urban mobility and infrastructure resilience. My tenure in Greeley included providing leadership on the Mobility Enhancements for Regional Growth and Equity Project, which bears similarities to the type of innovative transportation solutions Austin is exploring.

Engaging with Austin's vibrant community and diverse stakeholder groups is something I look forward to, bringing a wealth of experience in community engagement platforms and collaborative governance. My vision for Austin includes fostering an environment where innovation thrives, ensuring sustainable growth, and making the city an even more inclusive, equitable place to live and work.

Below are some of my most recent accomplishments with citywide and community impact:

- Created a Citywide Strategic Plan which provided a robust roadmap focused on our community success.

- Supported and provided leadership for our Terry Ranch Water Project (\$350M) that will help fulfill the water needs of Greeley's growing population.
- Supported and provided leadership for our Mobility Enhancements for Regional Growth and Equity Project (\$131.2M).
- Recruited and relocated new industry (3D printing company) to the City.
- Launched Community Engagement Platform to enhance community input on City initiatives.
- Implemented a process for departmental assessments to align with industry best practices.
- Supported the City first ever compensation and classification study to ensure market competitiveness.
- Developed a process for the first citywide employee engagement survey.
- Created a platform (CEO Roundtable) to engage business leaders in the community on a routine schedule.
- Fostered the continuation of a relaunched brand and image campaign.
- Conducted a housing needs assessment so staff and community stakeholders understood the housing needs and actions steps needed to move forward with a strategic plan.
- Developed a new organizational structure for an organization to be more responsive to customer needs and future growth.
- Established neighborhood and town hall meetings to engage citizens on service delivery to make improvements to customer service and operations.
- Recruitment of a minor league hockey team to the City.
- Created several departments and positions to enhance internal and external operations:
  - Performance & Data Analytics Department
  - Housing Initiatives Department
  - Homeless Solutions Department (Housing First Model)
  - Culture and People Management
  - Chief Resiliency Officer
  - Intergovernmental Relations Officer
  - Chief Information Officer and Innovation
  - Chief Financial Officer

My commitment to Austin's future is not just professional but also personal. Having admired Austin's leadership in sustainability, cultural diversity, and innovation, I am drawn to this opportunity to contribute to a city that aligns so closely with my values and vision.

I have received many commendations regarding my ability to communicate and maintain effective working relationships with staff, citizens, contractors, elected and appointed city officials. My councils, peers and citizens have spoken highly of my ability to be an innovative progressive thinker and a team player who can accomplish goals and objectives with and through team members. As a team leader and builder, I am strategically focused on being politically astute and a data-driven leader while successfully implementing programs and strategic initiatives. My multi-tasking skills coupled with the ability to analyze situations strategically, engage citizens and determine proper course of action have been recognized and beneficial to my former managers and organizations.

My vision, values and professional expertise align perfectly with the vision and goals of Austin. I am particularly drawn to the City Manager position in the City of Austin due to the city's reputation for innovation, sustainability, and commitment to community development. Austin's vibrant culture and diverse community align with my values and professional aspirations. I am eager to bring my skills in strategic planning, financial acumen, and stakeholder collaboration to contribute to Austin's continued success.

It is my hope that this letter and enclosed resume is evidence of my leadership, qualifications, compatibility, and sincere desire to be a critical part of leading and contributing to the continued growth and success of Austin.

# Raymond C. Lee III, MPA, PMP, LSSGB

## **Profile**

A senior public administration leader with a successful and progressive 15-year plus track record of professional managerial work experience and accomplishments. Poised and competent with the demonstrated ability to easily transcend cultural and value differences and a keen understanding of the needs of stakeholders.

## **Professional Skills Summary**

<ul style="list-style-type: none"><li>◆ Budgeting/Financial Management</li><li>◆ Infrastructure Management</li><li>◆ Solid Waste Operations</li><li>◆ Recruitment/Hiring</li><li>◆ Compensation Analyses</li><li>◆ Procurement Management</li><li>◆ Strategic Planning</li><li>◆ Project Management</li><li>◆ Program Management/Evaluation</li><li>◆ Public Leadership</li><li>◆ Public Policy</li><li>◆ Lean Six Sigma/Process Improvement</li></ul>	<ul style="list-style-type: none"><li>◆ Politically Astute</li><li>◆ Drainage Utility Operations</li><li>◆ Transportation Operations</li><li>◆ International Organization for Standardization (ISO)</li><li>◆ Contract Management</li><li>◆ Performance Measures</li><li>◆ Training/ Professional Development Matrix</li><li>◆ Program Development /Implementation/Evaluation</li><li>◆ Economic Development</li><li>◆ Labor Relations &amp; Negotiations</li><li>◆ Fostering Diversity &amp; Inclusion</li><li>◆ Fostering Relationships with State &amp; Federal Officials</li></ul>
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## **Education/Certifications/Certificates**

- ◆ UNIVERSITY OF KANSAS – Lawrence, KS  
Masters of Public Administration
- ◆ HARVARD UNIVERSITY – Cambridge, MA  
Sr. Executives in State and Local Government Program
- ◆ HENDERSON STATE UNIVERSITY – Arkadelphia AR  
Bachelor of Arts in Public Administration
- ◆ YALE UNIVERSITY – New Haven, CT  
Fostering Inclusion & Diversity Program Certificate
- ◆ ICMA-CM Candidate Applicant (Jan. 2024)
- ◆ Lean Six Sigma Green Belt Certification
- ◆ Certified Project Management Professional  
Project Management Institute (PMI)
- ◆ BROWN UNIVERSITY – Providence, RI Leader as  
Coach Program Certificate
- ◆ CORNELL UNIVERSITY – Ithaca, NY  
Labor Relations Certificate
- ◆ CORNELL UNIVERSITY – Ithaca, NY  
Financial Management Certificate

## **Publication**

- ◆ “Reflections of an Early Career Professional,” ICMA Public Management Magazine, July 2013, p. 23.

## **Teaching Experience**

Texas Tech University – Center for Public Service - Certified Public Management Program (FALL 2017)  
Developed and implemented class curriculum that was designed to provide public government & nonprofit organizations with practical management skills & practices, performance measurement, and program implementation & evaluation

# Raymond C. Lee III, MPA, PMP, LSSGB

## **Professional Experience**

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Rigorous and progressive work history over (15 years) in three (3) organizations (City of Greeley, CO; City of Amarillo, TX; & City of Dallas, TX) of producing accurate and timely work to executive team in multiple departments: Community Development, Economic Development, Public Works, Water & Sewer, Street Services, Library Services, Culture Parks and Recreation, City Secretary's Office, Human Resources and Risk Management. Has demonstrated the ability to be flexible, versatile and maintain composure under pressure and high-profile projects. Has shown to be resourceful and a quick master of new tasks. Diplomatic and tactful with all levels of staff and elected and appointed city officials with excellent team-building skills.


### **CITY MANAGER - CITY OF GREELEY, CO (AUGUST 2021 - PRESENT)**

*Interim City Manager August 16<sup>th</sup>, 2021 - January 4<sup>th</sup>, 2022 - Appointed on the 4<sup>th</sup> of January 2022*

#### ***Roles, Responsibilities and Accomplishments:***

- ◆ Manages the day-to-day operations of a full-service city with a growing population of 115,000 citizens, over 1,000 employees and an operating and capital improvement budget of \$515 million. Greeley, is a mid-size, fast growing city that is racially and economically diverse, with an active and engaged community. The fastest growing MSA in the state of Colorado.
  - Strategic Planning:
    - Developed and implemented a comprehensive strategic plan aligning the City's vision and goals.
    - Spearheaded initiatives to improve city services through data-driven decision-making and innovative solutions.
  - Financial Management:
    - Successfully managed and balanced multi-million-dollar budgets, demonstrating fiscal responsibility.
    - Implemented priority-based budgeting methodologies to ensure fiscal responsibility and resource allocation based on the most impactful programs and services.
    - Implemented strategic restructuring to enhance the Finance Department's role as a key element in city governance.
    - Created robust divisions within the department, improving financial capabilities and modernizing the structure for agility and responsiveness.
    - Positioned key roles such as CFO, Finance Director, Budget Director, Treasurer, and City Auditor to drive operational excellence.
    - Enhanced the organization's capacity for accurate long-term financial forecasting and strategic investing.
    - Fostered sustainable growth and resilience in the city's financial management, preparing for evolving challenges.
  - Community Engagement:
    - Established and maintained strong relationships with diverse community stakeholders, fostering a sense of inclusivity and transparency.
    - Launched community engagement programs and technology to gather input on key initiatives, ensuring that citizen voices were considered in decision-making.
  - Economic Development:
    - Attracted a new industry to the city, fostering economic growth and job creation.
    - Implemented policies and incentives to support local businesses and entrepreneurs.
    - Facilitated public-private partnerships to fund and execute major economic development projects, fostering collaboration between the city and private investors.

# Raymond C. Lee III, MPA, PMP, LSSGB

- 
- Negotiated agreements with private developers to bring about mixed-use developments that enhance both the economic and social fabric of the community.
  - Collaborated with educational institutions and industry partners to develop workforce training programs, aligning skills with the needs of local employers.
  - Infrastructure for Economic Growth:
    - Oversaw the development of key infrastructure projects to support economic growth, such as improved transportation networks and upgraded utilities.
    - Collaborated with private sector partners to invest in and develop underutilized areas, enhancing the overall economic landscape.
    - Spearheaded major infrastructure projects aimed at stimulating economic growth and improving community livability.
    - Championed the integration of innovative technologies in infrastructure to boost efficiency and attract businesses.
    - Facilitated community involvement in infrastructure planning, ensuring projects meet the diverse needs of the population.
  - Team Leadership:
    - Rebuilt the executive leadership team to foster a collaborative and results-driven culture.
    - Implemented professional development programs and coaching for city staff, enhancing overall organizational capabilities.
  - Policy Development:
    - Formulated and implemented policies that addressed current challenges and anticipated future needs.
    - Collaborated with city council members to develop and refine ordinances and regulations.
  - Information & Technology:
    - Implemented technology solutions to streamline city processes and enhance service delivery.
    - Utilized data analytics for evidence-based decision-making, improving the efficiency of city operations.
  - Housing Initiatives
    - Developed and implemented comprehensive housing initiatives to address affordability and accessibility in the community.
    - Led the design and execution of affordable housing projects, targeting low-income families and vulnerable populations.
    - Collaborated with developers, non-profits, and community organizations to expand housing options and support services.
    - Initiated policies to incentivize the construction of affordable and mixed-use housing developments.
    - Advocated for and secured funding and grants to support housing programs and infrastructure development.
    - Established public-private partnerships to leverage resources and expertise in addressing housing challenges.
    - Conducted community outreach and engagement to ensure housing initiatives meet the diverse needs of residents.
    - Monitored and evaluated the effectiveness of housing policies and programs, making data-driven adjustments for continuous improvement.

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- Homelessness Solutions:
  - Initiated and led comprehensive strategies to tackle homelessness, focusing on both immediate relief and long-term solutions.
  - Partnered with local agencies and non-profits to provide emergency shelter, food services, and healthcare to homeless individuals.
  - Developed and implemented programs for rapid rehousing, offering temporary financial assistance and support services.
  - Advocated for and secured increased funding for homelessness prevention and intervention programs.
  - Collaborated with law enforcement and social services to create a coordinated approach to homelessness issues.
  - Implemented data-driven policies to identify and address the root causes of homelessness in the community.
  - Engaged in community outreach and awareness campaigns to destigmatize homelessness and encourage public support for solutions.
- Sustainability Initiatives:
  - Championed and implemented sustainability programs, promoting environmentally friendly practices within the city and the community.
  - In the process of developing a sustainability plan and program for the City.
- Organizational Cultural Development:
  - Led initiatives to cultivate a positive organizational culture within city government, emphasizing collaboration, trust, innovation, and employee engagement.
  - Championed an organizational grass roots initiative to create and implement new organizational values that fostered the organizational culture we are striving to obtain.
  - Implemented comprehensive DEI initiatives within city government, fostering an inclusive and equitable workplace.
  - Established diversity training programs to promote understanding and appreciation of diverse perspectives among city employees.
  - Worked collaboratively with community organizations to address disparities and ensure equitable access to city services for all residents.
  - Sponsored and participated in programs that celebrated cultural events, fostering a sense of unity and understanding among the city's diverse population.
- Intergovernmental Relations:
  - Created an Intergovernmental relations division with contracted lobbyists to advocate for the city's interests at the state and federal levels, securing resources and support for key projects and initiatives.
  - Participated in regional planning initiatives, contributing to coordinated efforts for sustainable development, transportation, and emergency management.
  - Forged effective partnerships with neighboring municipalities and regional government entities, promoting collaborative solutions to shared challenges.
- Public Safety:
  - Collaborated with law enforcement leadership to implement community policing strategies, fostering positive relationship between officers and residents.
  - Implemented and enhanced public safety programs to improve overall community safety.
  - Developed and executed emergency response plans, ensuring the city's readiness to handle various public safety challenges.
  - Collaborated with law enforcement leadership to diversify the demographics of the department.

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## **DEPUTY CITY MANAGER – CITY OF GREELEY, CO (JANUARY 2021 – AUGUST 2021)**

### ***Roles & Responsibilities:***

- ◆ Managed multiple departments, Community Development, Economic Health and Housing, Public Works, Water and Sewer, Culture Parks and Recreation through subordinate department directors to ensure completion of performance objectives established by the City Manager, compliance with operating and capital budgets, and resolution of employee grievance issues.
  - Managed the performance of multiple departments by evaluating the performance of subordinate department directors, progress in completion of long range, strategic plans, and management of operating and capital budgets.
  - Managed the activities of subordinate department directors to achieve the performance objectives outlined by the City Manager. Coordinates with other Assistant City Managers and the City Attorney to achieve these goals.
  - Developed and interpreted broad policy guidelines to achieve performance objectives defined by the City Manager and reduce City liability by implementing policy developed in consultation with the City Attorney in response to Federal and State mandates.
  - Managed and coordinated the City's response to service requests from City Council Members, citizens, outside organizations, or other parties to provide quality service to clients.
  - Managed the preparation of subordinate departmental budgets to ensure accommodation and funding of performance objectives defined by the City Manager.
  - Represented the City before various professional, citizen, business, and other groups to promote the City and respond to the interests of these groups.
  - Cultivated cooperative partnerships with outside public and private organizations to access resources and improve the efficiency of service delivery.
  - Coordinated needs assessment and service delivery programs with other organizations to integrate and optimize these programs. Such programs may include reinvestment strategies, low-income loans, regional planning, or crime prevention.

## **PUBLIC WORKS DIRECTOR – CITY OF AMARILLO, TX (FEBRUARY 2017 – JANUARY 2021)**

### ***Roles & Responsibilities:***

- ◆ Responsible for the design, inspection, administration, and coordination of public improvement projects, including streets, alleys, storm sewers, landfill expansions. Responsibilities include street, alley and drainage maintenance and repair, solid waste disposal and collection, fleet services management, record keeping, cost estimating and budget preparation and management. Must also organize, plan, schedule and monitor activities of six City departments (Drainage Utility, Fleet Services, Solid Waste Collection & Disposal, Street Services, Traffic Engineering, Traffic Operations).
  - Reviewed and approved budget appropriations for the five departments.
  - Reviewed and approved revenues and expenditures.
  - Established and updated capital budget recommendations.
  - Established and monitored plans of overall daily operation of the five departments.
  - Coordinated and directed activities of the five departments with other divisions and between departments within the division.
  - Made field inspections of department activities and facilities.
  - Prepared reports and recommendations for various changes and/or improvements to department operations.
  - Planned and implemented improvements in operational policies.



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- Monitored staffing levels and equipment inventories in relation to service levels.
- Established and updated long-range goals and objectives.
- Established criteria for prioritization of work tasks.
- Attended staff meetings, various professional organizations' meetings, and participate in various board or committee meetings to keep abreast of statewide and nation-wide trends and innovations in activities and functions of the departments in the division.
- Provided primary source of technical advice and direction to the Department Heads in the division.
- Oversaw employment of the Department Heads in the division and recommend or approve salary levels for all employees in the division within guidelines of the City's pay plan.
- Determined needs to be addressed by special studies and programming funding for a private consultant or assignment of the study to City staff.
- Approved pricing and contract terms at the department level.
- Recommend contracts to the City Council.
- Responded citizen complaints and authorizes remedial action.

## **ASSISTANT DIRECTOR – CITY OF DALLAS STREET SERVICES (APRIL 2015 – JANUARY 2017)**

### ***Roles & Responsibilities (Report to the Director):***

- ◆ Plans, directs and provides executive management for the Service Maintenance Area which includes assigning and reviewing performance of subordinate managers and supervisors; (five (5) managers and indirectly supervise two-hundred (200) field employees) oversees financial and budgetary management with an annual division budget of \$11 Million. Operations review, administrative direction, and quality control of departmental programs, functions which include routine maintenance and repair activities such as pothole repairs, small asphalt repairs, storm water inlet cleaning (storm drainage), guardrail maintenance, and maintenance of unimproved streets and alleys. In addition, provides roadside drainage maintenance, mowing, street sweeping (downtown only) and litter removal from city-owned surplus property and floodway management areas to ensure effective departmental performance.
  - Reviewed budget allocation, employee assignments, objectives, and performance of subordinate managers and supervisors. Recommended changes to Director, and makes reassignments of resources
  - Coordinated programs and resource allocations with department executives, and executives in other departments
  - Monitored progress of service delivery elements through procedures and strategies to accomplish timely and effective utilization of available services.
  - Evaluated and analyzes monthly management reports to make budgetary recommendations and to make strategic decisions
  - Reviewed and approved personnel actions including hiring, training, performance evaluations and other personnel actions to ensure productivity and quality standards are maintained
  - Managed and coordinated special research requests and coordinated responses to the City Manager or City Council to provide accurate and timely results
  - Oversaw administration of the department including department's operating budget; recommended changes to Director to resolve budgetary problems
  - Identified areas of quality management to enhance productivity through improved work procedures and practices, improved communication and accountability
  - Represented the City at local, state and national organizations and at professional activities to maintain the image of the City and to create public support for departmental programs
  - Supervised through subordinate staff the hiring, training, performance evaluations and other personnel actions to ensure productivity and quality standards are maintained.

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## **MANAGER III – CITY OF DALLAS STREET SERVICES CONTRACTS, FINANCE, AND INSPECTIONS (OCTOBER 2013 – APRIL 2015)**

### ***Roles & Responsibilities:***

- ◆ Supervised twenty-two (22) employees responsible for inspections, analyses and evaluation of construction work plan projects, analyses and evaluation of processes and procedures pertaining to Fleet Management and Contract Management for Street Services programs
- ◆ Supervised additional two (2) employees responsible for applying herbicide throughout the City of Dallas
- ◆ Division budget preparation (\$10 Million), projections, cost allocations and monitors all financial transactions
- ◆ Planned, prepared and oversaw the preparation of periodic and special reports
- ◆ Analyzed Fleet and Contract Management processes and developed appropriate business methods for this Division
- ◆ Oversaw the implementation and evaluation of division surveys
- ◆ Oversaw the planning, development and operations of special projects as assigned
- ◆ Oversaw special investigations, internal audits and research studies
- ◆ Participated in the development of guidelines, procedures, policies and monitors compliance with policies
- ◆ Participated in the preparation of management and productivity reports, and studies
- ◆ Coordinated programs and resource allocations with department executives, and executives in other departments
- ◆ Monitored progress of service delivery elements through procedures and strategies to accomplish timely and effective utilization of available services
- ◆ Responsible for the Division ISO Processes
- ◆ Contract Management and Administration for four (4) contracts totaling around \$8 Million
- ◆ Coordinated for the MOWmentum Program that allows citizens to enhance public medians and rights-of-way with vegetation and irrigation systems.

## **INTERIM PROGRAM MANAGER – CITY OF DALLAS STREET SERVICES (JANUARY – OCTOBER 2014)**

Reported to the Assistant Director and provided management oversight for the Service Maintenance Areas, Fleet/Equipment and Contracts.

### ***Roles & Responsibilities:***

- ◆ Supervise five (5) managers and indirectly supervise two hundred (200) field employees with an annual division budget of \$9.7 Million. This division is responsible for the routine maintenance and repair activities which include pothole repairs, small asphalt repairs, storm water inlet cleaning (storm drainage), guardrail maintenance, and maintenance of unimproved streets and alleys. In addition, provides roadside drainage maintenance, mowing, street sweeping (downtown only) and litter removal from city-owned surplus property and floodway management areas.

## **MANAGER II – CITY OF DALLAS STREET SERVICES FLEET & CONTRACT COMPLIANCE MANAGEMENT- (APRIL 2012 – OCTOBER 2013)**

### ***Roles & Responsibilities:***

- ◆ Supervised sixteen (16) employees responsible for inspections, analyses and evaluation of processes and procedures pertaining to Fleet Management and Contract Management for Street Services programs.
- ◆ Division budget preparation, projections, cost allocations and monitors all financial transactions
- ◆ Planned, prepared and oversaw the preparation of periodic and special reports

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- ◆ Analyzed Fleet and Contract Management processes; develop effective and efficient business division methods
- ◆ Oversaw the implementation and evaluation of division surveys
- ◆ Oversaw the planning, development and operations of special projects as assigned
- ◆ Participated in the development of guidelines, procedures, policies and monitors compliance with policies
- ◆ Participated in the preparation of management and productivity reports, and studies
- ◆ Oversaw special investigations, internal audits and research studies
- ◆ Coordinated programs and resource allocations with department executives, and executives in other departments
- ◆ Monitored progress of service delivery elements through procedures and strategies to accomplish timely and effective utilization of available services
- ◆ Responsible for the Division ISO Processes
- ◆ Contract Management and Administration for 4 contracts totaling around \$10 Million
- ◆ Coordinated for the MOWmentum Program that allows citizens to enhance public medians and rights-of-way with vegetation and irrigation systems.

## **BUSINESS MANAGER – CITY OF DALLAS LIBRARY SERVICES (MAY 2010- APRIL 2012)**

A member of the Executive Team and reported to the Director and provided management oversight for the Business Office.

### ***Roles & Responsibilities:***

- ◆ Supervised eight (8) employees responsible for the analyses and evaluation of processes and procedures of the Business Office
- ◆ Departmental budget preparation (\$20 Million), projections, cost allocations and monitors all financial transactions of 27 library locations
- ◆ Responsible for the Library Enterprise Fund (Bookends) and Endowment Funds
- ◆ Planned, prepared and oversaw the preparation of periodic and special reports
- ◆ Participated in the evaluation of library staffing levels and general human resource management actions
- ◆ Oversaw the implementation and evaluation of library surveys
- ◆ Analyzed Facilities/Capital Bond Unit procedures and develops method of tracing projects and streamlining procedures for handling the multiple action requests for this Unit
- ◆ Participated in the development of guidelines, procedures, policies and monitors compliance with policies
- ◆ Participated in the preparation of management and productivity reports, and studies
- ◆ Oversaw special investigations, internal audits and research studies
- ◆ Coordinated programs and resource allocations with department executives, and executives in other departments
- ◆ Identified areas of quality management to enhance productivity through improved work procedures and practices, improved communication and accountability.

***(Sabbatical Leave to complete MPA Degree May 15, 2009 – May 19, 2010)***

## **SENIOR EXECUTIVE ASSISTANT – CITY OF DALLAS CITY SECRETARY'S OFFICE (JUNE 2008 – MAY 2009)**

A member of the Executive Team and reported to the City Secretary and managed the day to day operations of the department.

### ***Roles & Responsibilities:***

- ◆ Provided Administrative and Technical support to the City Secretary
- ◆ Assisted City Secretary in responding to Mayor, Council, Boards and Commissions, and citizens' concerns
- ◆ Departmental budget preparation, projections, and cost allocations
- ◆ Responsible for departmental procurement of resources

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- ◆ Planned, prepared, and oversaw the preparation of periodic and special reports
- ◆ Maintained City Secretary website and updated information; developed technology plan for the department
- ◆ Developed administrative procedures, standards, and methods
- ◆ Coordinated projects through contacts in city departments and private organizations
- ◆ Planned and coordinated special and administrative assignments and programs
- ◆ Assisted the City Secretary in general human resource management actions.

## **Executive Recruiter/Labor Hiring – CITY OF DALLAS Human Resources Department (JUNE 2006 – JUNE 2008)**

A member of the Executive Team and reported to the Director of Human Resources and managed the day to day recruiting for executive/senior level positions, non-civil service professional positions, and laborers citywide.

### ***Roles & Responsibilities:***

- ◆ Compensation analyses for executive/senior level positions, non-civil service professional positions, and laborers citywide
- ◆ Provided Contract Management and Administration for outsourced HR Services
- ◆ Served as the Administrator of NEOGOV applicant tracking system
- ◆ Provided resume review and candidate screening for position vacancies
- ◆ Identified executive search firms and coordinated contractual agreements along with administrative actions
- ◆ Provided and completed project management assignments
- ◆ Consistent compliance with all city procurement policy procedures
- ◆ Coordinated all travel and hotel accommodations for candidates and reimbursements
- ◆ Administered various Administrative Actions for citywide programs
- ◆ Administered price agreement contracts and requisitions to insure city and state law compliance
- ◆ Screened, interviewed and hired laborer applicants for positions with the City of Dallas.

### **Organizations** \_\_\_\_\_

- ◆ International City/County Management Association (ICMA)
- ◆ Colorado City & County Management Association (CCCMA)
- ◆ National Forum for Black Public Administrators (NFBPA)

### **Professional Development** \_\_\_\_\_

- ◆ Graduated from the Executive Leadership & Development Institute (North Texas Chapter NFBPA)
- ◆ Texas Leadership Institute for Public Works Projects from Start to Finish (TML)
- ◆ Budget, Tax Rate and Audit Workshop (Texas Municipal League)
- ◆ Municipal Engineering Fundamentals for Non-Engineers (University of Wisconsin)
- ◆ ICMA Annual Conference Attendance
- ◆ APWA Annual Conference Attendance
- ◆ NFBPA Annual Conference Attendance

# KANDACE T. LESLEY, MPA

Executive Leader | Operational & Personnel Management | Contract Mediation | Motivator

February 22, 2024

Dear Honorable Mayor Watson,

Please accept this cover letter and enclosed resume as my formal interest in the City of Austin's City Manager position. Through experience as a City Manager and Assistant City Manager, I have managed municipalities through superior and collaborative leadership in each instance. In addition to having over twenty-five years of municipal government experience, with the last ten years performing at the senior executive level, I also hold a master's degree in public administration.

Accountable for providing strategic direction to the organization, I am uniquely qualified in assisting with the development and implementation of short- and long-term plans to meet community goals. Understanding the challenges of a smaller community, I am well-versed in not only spearheading major and capital projects, efficient use of organizational assets, and developing creative solutions to meet desired objectives, but do so through a collaborative team and customer centric leadership.

Recognized for providing high-quality and responsive services, I promote a sense of community through approachability, transparency, and professionalism. I was successful in delivering municipal corporations into fiscal stability and budgetary accountability, employing sound debt management practices, creative resource usage, contract management, and strategically planning and implementing capital and operation budgets. (Established them a path to financial wellbeing while fostering sustainable development and growth.)

Additionally, I have created strong and mutually beneficial relationships at all levels. My approach in working alongside others is very collaborative, inclusive, and based on a deep commitment to building a positive environment where highly productive relationships can flourish. Knowing the urgency of "now" coupled with the necessity of consistent and fair guiding principles that encourage achievement/fulfillment, I am known to be well organized, personable, and highly effective and efficient.

In summary, I have led municipal corporations through strategic and capital improvements planning, development of sound financial practices, strong internal and external partnerships, and project completion through a positive, collaborative, and inclusive culture. My belief is that these experiences and

## Contact

  
linkedin.com/in/kandacetlesley  
Greenville, TX

## Recipient

Honorable Mayor, Kirk Watson  
City of Austin  
PO Box 1088  
Austin, TX 78767-1088

## Key Skills

Executive Leadership  
Strategic Planning  
Fiscal & Resource Management  
Internal & External Relationships  
Operational & HR Management  
Contract Negotiations &  
Mediation

## Professional Associations

IMCA - Good Standing  
TCMA - Good Standing

skills will benefit your organization. In return, the City of Austin will allow me the opportunity to continue my career in a positive trajectory and growth in areas that are my passion and expertise. Therefore, it would a distinct honor to have your and the City Council's consideration for the City Manager position. Please feel free to contact me any time.

Sincerely,



Kandace T. Lesley

Enc - Resume

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Executive Officer is looking to share their leadership experience to lead an organization into positive, productive, and sustainable growth through strong strategic planning, fiscal stewardship, and professional know-how.

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## EXPERIENCE

**Jan 2020 – Present**

**Executive Consultant**

T2 Professional Consulting

Serving Texas, the United States of American, and overseas municipal entities.

Providing successful contract/project-based executive level consultation services regarding municipal finance and budget, workforce development, strategic planning (all municipal services), and council/manager relationship strategies. Mentor to executive and professional people.

**Sept 2021 – Nov 2023**

**City Manager / Community Development Corporation Executive Liaison**

City of Lake Dallas, Texas (est. pop. 7,700)

Serving as the Chief Executive Officer, serves the City of Lake Dallas City Council and residents through the daily administration of operations and personnel, preparation and execution of the annual budget, implementation of City Council's policy decisions, guiding delivery of community services and communication, providing leadership and vision, and overseeing the enforcement of all City ordinances, resolutions, contracts, rules, and regulations. Serves as the City Officer of the Community Development Corporation for the promotion of the City's economic development initiatives. Noteworthy accomplishments include:

- AA- bond rating. (This is the first time in city history a double A rating was achieved.)
- Master Drainage Study and Plan
- Stormwater permitting
- Drainage fee program
- Street pavement assessment
- Street CIP
- Revitalization steps
- Roadway improvement county/city bond election
- Street maintenance sales tax election
- High-speed internet
- Internal functional and financial audits and reorganization
- Contract review and redevelopment for cost recovery (e.g., animal control, engineering, planning, library services, finance, purchasing, etc.)
- Sidewalk rehabilitation project
- Neighborhood code compliance partnership
- Street rehabilitation projects
- Replacement funding

**May 2018 – August 2021**

**Executive Director**

City of Keller, Texas (est. pop. 47,000)

Sr. Executive over the Human Resources and Risk Management operations. Directs and oversees the development and oversight of program design and implementation, contract management, budget, and goals and objectives to

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ensure the integrity of compensation, classification, policies, procedures, benefits, wellness, incentives, talent acquisition and retention, training and development, and risk management strategies of the City. Responsible for maintaining multimillion dollar property, liability, and workers' compensation insurance contracts. The City of Keller has regional partnerships for police, 9-1-1 dispatch communications, and animal control services. Noteworthy accomplishments include:

- Began partially self-funding on insurance, which saved the city an initial estimated amount of \$600,000 its first year.
- Overhauled the compensation structure and classification system.
- COVID-19 administration.
- \$20,000/year contract from wellness vendor (money given to city for wellness initiatives)

**Nov 2016 – Apr 2018**

**Assistant City Manager/Administration/Interim Parks & Recreation Director**

City of Port Arthur, Texas (est. pop. 57,000) 2-yr Agreement

Serving as the Assistant Chief Executive Officer, responsible for the general, daily administration of the organization through the direction of assigned departments, budgets, personnel, and projects. Responsible for the analysis and resolution of complex problems; and developing essential reports and recommendations. Provided information and interpretation of organizational policies, functions, and procedures to Elected Officials, citizens, and civic groups. Represented the City Manager and the organization at various professional and community-based meetings. Conferred with department heads and employees regarding policy and procedure changes. Formulated complex policies and recommendations. Assisted assigned departments with their budget preparations. Responded to sensitive public issues. Served as the City Manager during his absence, including at public meetings. Guided department heads on Capital Improvement planning and replacement funding. Implemented an organization-wide operational and performance management study through a collaborative process with approximately 98 employees and 19 departments. (FY 18 City Total Est. Operating Budget \$137M.)

Began processes to rebuild, revitalize, and conduct hazard mitigation analysis regarding parks, retention ponds/areas, and playground equipment after Hurricane Harvey. Also, directed disaster recovery to coordinate the FEMA reimbursement process, initial property damage assessment, in-depth guidance on future needs assessments related to Hurricane Harvey. Other accomplishments include:

- Implemented bid processes for structural engineer and architect for redevelopment of community and senior center buildings, and swimming pool rehabs.
- Economic Development opportunity for the creation of local jobs.
- Successfully reported for \$1M for a six-year outstanding Federal Economic Development Administration project grant.

**Jan 2014 – Nov 2016**

**Sr. Executive Director/Deputy ACM (see Jonathan Evans' reference letter)**

City of Haines City, Florida (est. pop. 22,000)

Serving as a Senior Executive and reporting directly to the City Manager, responsible for the general, daily administration of the organization through the direction of assigned departments, budgets, personnel, and projects. Responsible for the analysis and resolution of complex problems; and developing essential reports and recommendations. Provided information, and interpretation of organizational policies, functions, and procedures to Elected Officials, individuals, civic groups, and the press. Represented the City Manager and the organization at various professional and community-based meetings. Conferred with department heads and employees regarding



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Executive Leader | Operational & Personnel Management | Contract Mediation | Motivator

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policy and procedure changes. Formulated complex policies and recommendations. Assisted in preparing assigned departments' and City Manager's budget. Responded to sensitive public issues. Served as the City Manager during his absence, including City Council and other public meetings. Though not given the title of Deputy City Manager, the City Manager provided the attached reference letter showing that he considered and used me as such.

Served as a member of the City Manager's Budget Team. Responsibilities include the preparation of the City-wide annual budget, review of each department's budget submissions and provided guidance to department heads regarding capital improvement planning, "replacement" funding and personnel cost analysis. Performed special projects and duties, as assigned by the City Manager. Noteworthy accomplishments include:

- Directed and oversaw the development and oversight of program design and implementation, contract management, policies and directives, budget, goals, and objectives to ensure the integrity of the compensation, classification, policies, benefits, wellness, incentives, talent acquisition and retention, training and development, and risk management strategies of the City.
- Budget Team Member for the preparation of the City-wide annual budget. Provided staff assistance to the City Manager by preparing and presenting department and project related reports during Staff, City Commission, Finance Advisory Board, and other City related meetings.
- Reformed the General Employees Defined Benefit Pension Plan to achieve portability, economic viability, and fiscal stewardship. Achieved at an initial estimated cost savings of \$270,000 and an estimated \$100,000,000+ over the lifespan of the contract.
- Successfully designed and implemented a new Classification System, and Compensation Structure to accomplish position parity, career progression, succession planning, department reorganization efficiency, foundation for a pay-for-performance system, recruiting tool development, and City Employee market and equity adjustments (achieving the first pay increase in 5 years).
- Reformed the Healthcare Insurance program, to include the bid process, and the review and audit of vendor contracts for potential abuses and cost savings. Initial cost savings estimated at over \$100,000 the first year by entering contract with and becoming a founding Board of Director and Vice Chair of the Florida Local Government Healthcare Insurance Consortium (self-funded). Conducted the contract negotiations regarding the articles of creation and plan operations.
- Audit of longstanding Workers' Compensation cases. Successfully contracted and worked with a specialized attorney to achieve a positive result with an estimated cost savings of \$300,000.
- Successfully contracted with Benefits Consultants with an estimated cost savings of \$30,000 for foundational analysis regarding Retirement Reform.
- Developed a Volunteer Internship Program.
- Achieved transparency in processes through City Commission, Finance Advisory Board, Employee and Executive (peers) inclusion in practices.

**Jul 2004 – Jan 2014**

**Supervisor: Sr. Personnel & Purchasing Analyst**

Upper Trinity Regional Water District – Lewisville, Texas

The Upper Trinity Regional Water District is a political subdivision of the State of Texas that provides wholesale water and wastewater services to area local governments. Responsible for managing compensation, classification, benefits, payroll, recruiting, training, legal compliance, performance, employee relations, and payroll and human resources staff. Accountable for the successful preparation and completion of annual external audits of payroll, two retirement plans, and Workers' Compensation. Achieved and maintained auditor's expectations through the

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implementation of proven techniques that successfully met yearly objectives, resulting in high praises from the auditors. Implemented detailed cost allocation of benefits for the accounting and budget departments.

Assisted department head with mid-year and annual budget analysis and preparation for position control, payroll, and benefits costs; and property and liability (risk pool) insurance rate costs. Other responsibilities included providing the Executives with Compensation Analysis and providing feedback on a watershed protection pilot project, a Water Conservation Trust, and a community demonstration garden. Other noteworthy accomplishments include:

- Successfully managed an estimated \$6,000,000 partially self-funded program for medical and a fully funded dental healthcare insurance plans, two retirement plans, an employee assistance program, a wellness program, Workers' Compensation administration, and Group Term Life Insurance.
- Implemented audit controls regarding at "max funding" for medical claims achieved through on-going analysis of Individual Stop Loss and claims expense accounting. Implemented authorization procedures with the external Third-Party Administrator which allowed the District to save on lost expenses caused by claims miss-adjudication.
- Responsible for the successful preparation and completion of annual external audits of payroll, retirement plans, and Workers' Compensation. Achieved and maintained Deloitte's expectations through the implementation of proven techniques that successfully met their objectives every year, resulting in high praises from Deloitte's auditors.
- Managed the billing processes for all benefits, including the fixed costs for admin and stop loss fees and at max funding of the medical plan, and self-administered the fully funded dental and Group Term Life Insurance plans. Implemented detailed cost allocation for each of these benefits for the accounting and budget departments.
- State of Texas Pension Review Board compliance and annual audit coordination.

## **Other Experiences:**

- |                                     |                                    |                                                                                                          |
|-------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------|
| ○ Civil Service & Non-Civil Service | ○ Interlocal Agreements (numerous) | ○ Watershed protection                                                                                   |
| ○ Community Redevelopment           | ○ Planning & Zoning                | ○ Water and Wastewater Utilities Operations (wholesale; surface and aquifer treatment; and distribution) |
| ○ Fire and Impact Fee Assessments   | ○ Public and Media Relations       |                                                                                                          |
| ○ Health Department                 | ○ Public Safety                    |                                                                                                          |
| ○ Housing                           | ○ Public Transit                   |                                                                                                          |
|                                     | ○ Engineering                      |                                                                                                          |
|                                     | ○ Streets                          |                                                                                                          |

## **EDUCATION**

- Master of Public Administration – University of North Texas, Denton, Texas
- Bachelor of Science – Government & Politics – University of Texas at Dallas, Richardson, Texas
- Associate of Applied Science – Richland Community College, Richardson, Texas

February 26, 2024

*Mr. Greg Nelson & Mr. Bryan Noblett  
c/o City of Austin  
200 Gateway Dr., #1908  
Lincoln, CA 95648*

**RE: City Manager position**

Dear Messers. Nelson & Noblett:

Please accept this cover letter and attached resume to be considered for the City of Austin City Manager position advertised on your website.

As a transformative servant leader with an ability to be visionary, I would draw from many years of business and government experience, to identify initiatives that would serve to enhance the quality of life for residents and visitors alike. Working through the members of the leadership team and alongside the Council, we would strive to implement straight forward strategic goal-based initiatives; while pursuing creative ways to fund these initiatives through grant funding, budget planning, debt financing, or, donations.

While many of the projects we have accomplished at prior municipalities are attached to my resume, a few that demonstrate the breadth of my knowledge are: identification of activities with fraudulent overtones and GASB violations; securing a General Land Office (GLO) Hazardous Mitigation Grant of \$43 million to construct a new twenty-seven (27) mile water transmission line; moving the municipal boundaries through the acquisition of land and annexation; improved and enhanced surface/subsurface infrastructure; increased net position by 29.88% from \$50,898,244 for fiscal year ending September 2019 to \$66,104,650 for fiscal year ending September 2021; and established community festivals and events designed to bring the community together.

Thank you for taking the time to review my resume and for your consideration. Wishing you a very blessed day!!

Respectfully,

*William Linn*

## SUMMARY

As a visionary, straightforward, decisive, and strategic leader possessing a high acumen and panache for government operations and various business disciplines, I seek to serve a professional Governing Body whose values and vision align with my own.

Examples of strengths:

- Strategic Planning and Analysis
- Economic Development
- Financial Planning and Analysis (P&L's, Budgets, and Financial Statements).
- Market Analysis (Competitor survey, Consumer trends, and SWOT analysis).
- Fraud detection and prevention
- Ordinance, Resolution, and Policy construction
- Complex situational and data interpretation.
- Creation of initiatives focused on enhancement and retention of team members.
- Legal analysis of Laws, Codes, Operations, & Contracts

## EDUCATION

- Master of Business Administration (MBA); Southern New Hampshire University; 2011
- Master of Organizational Leadership (MSOL); Southern New Hampshire University; 2010
- Graduate Certificate Human Resource Management (HRM); Southern New Hampshire University; 2010
- Bachelor of Science in Business, Finance concentration (BSB); Indiana University, Southeast 2006

## PROFESSIONAL CERTIFICATIONS

- Certified Public Manager (CPM); 2016
- Certified Fraud Examiner (CFE); 2017
  - Specializations:
    - Financial Statement Fraud
    - Auditing for Fraud in the Government Environment
    - Conducting Grant Fraud Investigations
    - Fighting Fraud in the Government
- Certificate in Supply Chain Procurement (ASCM); 2022
- FEMA NIMS Training
  - IS100
  - IS200
  - MGMT 383

## PROFESSIONAL ASSOCIATIONS

- Association for Supply Chain Management (ASCM)
- Association of Certified Fraud Examiners (ACFE)
- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)

## BOARD APPOINTMENTS

- Nixon Housing Authority--Chairperson

**GOVERNMENT PROFESSIONAL EXPERIENCE**

- City Manager; City of Yoakum (5800 pop); December 2023 – February 2024
  - Highlights
    - Implemented street and infrastructure repairs
    - Restoring harmony within city hall
    - Establishing policies necessary for good governance
  - Example of duties performed
    - Held Chief Executive Office role
    - Ordinance, Resolution, & Policy creation and implementation
    - Finance & Accounting
    - Human Resources
    - Strategic Planning
  
- City Manager; City of Taft (3000 pop); May 2023 – October 2023
  - Highlights
    - Saved \$3.2M Grant for City
    - Implemented street and infrastructure repairs
    - Paused TCEQ violation investigation and enforcement
    - Restoring harmony within community
    - Rebuilding financials
    - Establishing policies necessary for good governance
  - Example of duties performed
    - Held Chief Executive Officer role
    - Ordinance, Resolution, & Policy creation and implementation
    - Economic Development
    - Finance & Accounting
    - Human Resources
    - Strategic Planning

- City Manager; City of Kenedy (3500 pop.); March 2020 – March 2023
  - Highlights
    - Restoring harmony between City and School District; and City and Chamber
    - Engaged in discussions with new businesses seeking to relocate to Kenedy
    - Numerous street and infrastructure repairs completed
    - Restored balance to City Council
    - Moved Municipal boundaries through annexation and acquisition
    - Increased Net Position by 29.88% during tenure
    - Acquired \$43M GLO Grant for new water transmission line
    - Developed grant for 4B to award to small businesses adversely impacted by the pandemic
    - Led area in pandemic response and strategy
    - Developed new Banking and Investment Policies.
    - Developed balanced budget w/o using reserves & obtained total 6% (COLA + Merit) salary increase for staff for FY 20/21, FY 21/22, FY 22/23.
  - Example of duties performed
    - Held Chief Administrative Officer role
    - Ordinance, Resolution, & Policy creation and implementation
    - Economic Development
    - Finance & Accounting
    - Human Resources
    - Strategic Planning
  
- City Administrator; City of Leonard (2100 pop.); November 2017 – April 2019
  - Highlights
    - Partnered with TxDOT for the installation of a school zone.
    - Created awareness of the necessity for growth through land acquisition.
    - I was engaged in discussions with new businesses seeking to relocate to Leonard.
    - Improved morale within the Public Works Department.
    - Purged toxic City Hall staff and re-staffed City Hall
    - Tax Based financing for 2019 Fire Truck and Pipe Busting Equipment
    - Reduced Property Taxes
  - Example of duties performed
    - Held Chief Administrative Officer's role
    - Ordinance, Resolution, & Policy creation and implementation
    - Economic Development
    - Finance & Accounting
    - Human Resources
    - Strategic Planning

- City Administrator; City of Valley Mills (1200 pop.); October 2015 – October 2017
  - Highlights
    - Balanced budget after four years of unbalanced budgets
    - Created four (4) year projected surplus budget
    - Acquired \$50k donation for Splash Pad and Road repair
    - Received \$10k in Donations for Scoreboard and Park
    - Enhancements to below ground and above ground Infrastructure
    - Secured purchase of a new backhoe and sewer jetter
    - Attracted & confirmed new Internet Provider to City
    - Attracted & secured a new VOIP phone provider to the city
    - Updated Telecommunications Systems.
    - Reconstructed the books for the FY 2014-2015.
    - Updated back-office system and water billing software from antiquated silo systems to a fully integrated system.
    - Laid the foundation for the organization of an Economic Development Corporation.
    - Created awareness of the necessity for growth through land acquisition.
    - Uncovered several financial fraudulent activities from prior administrations.
    - Engaged in discussions with new businesses seeking to relocate to VM.
  - Example of duties performed
    - Held Chief Administrative Officer's role
    - Ordinance, Resolution, & Policy creation and implementation
    - Economic Development
    - Finance & Accounting
    - Human Resources
    - Strategic Planning

**PRIVATE SECTOR PROFESSIONAL EXPERIENCE**

- Controller/Personal Asst/Bookkeeper; Texas Tree & Landscape; June 2014 – Sept 2015
  - Highlights
    - Started two new business ventures
    - Changed legal business status of three existing businesses
    - Restructured all companies to minimize exposure to penalties under the Affordable Care Act.
  - Examples of duties performed
    - Human Resources
    - Accounting/Finance Functions
    - Strategic Growth Functions
    - Business Development
    - Legal Functions
    - Government Liason
- Executive Advisor; Executive's Advisor International; October 2008 – Present
  - Examples of duties performed
    - **Government** operations/strategy, leadership, finance, and all aspects of HR
    - Create strategic plans for clientele and advise regarding implementation.
    - Conduct training seminars on various organizational topics.
    - Assist clientele in supplier negotiations and acquisitions.
    - New business start-up & development.
    - Market development and expansion.
    - Asset hedging and currency exchange risk evaluations.
- Multi-unit Management & Single Unit Management; Various QSR and Retail Organizations; 1986 - 2014



City of Yoakum Accomplishments December 2023 - Current

Year Completed	2023
	<b>General Projects</b>
2023	
2023	
	<b>Infrastructure Projects</b>
2023	
2023	
2023	
2023	
	<b>Administration Projects</b>
2023	
2023	
2023	

<u>Other Notable Accomplishments</u>
Renegotiated Tyler Technology contract resulting in a \$90k+ savings. (2023)
Worked with Fundview CEO to resolve backward integration of data issue (2024)
Added five (5) additional City Holidays bringing City more inline with State & Banks (2024)
Redefined vaca schedule and added vac time bringing schedule inline with best practices (2024)
Adopted best practices probation period of 90 days (down from 6 months)--(2024)
Lightened atmosphere in City Hall
Established a Charter Review Committee (2024)
Moved "anniversary date" to date of hire--was date probation ended (2024)
Moved sick time eligbile use to date of hire--was date probation ended (2024)
Moved \$236k (\$111k ARPA & \$125k unallocated) to maint & repair line for WWTP to fix flow gates (2024)
Moved \$226k ARPA funds to street repair line for the levelling and chip seal of 11 streets (2024)

Year Completed	2024
	<b>General Projects</b>
2024	WWTP flow gate repair--PROCUREMENT PHASE
	<b>Infrastructure Projects</b>
2024	Boyle--2784 linear ft--rep/seal--SCHEDULING PHASE
2024	Baxter--915 linear ft--rep/seal--SCHEDULING PHASE
2024	Hefferman--1233 linear ft--rep/seal--SCHEDULING PHASE
2024	Ryan--1660 linear ft--rep/seal--SCHEDULING PHASE
2024	Maple --4710 linear ft--rep/seal--SCHEDULING PHASE
2024	Neiman--1800 linear ft--rep/seal--SCHEDULING PHASE
2024	W. Hugo--1876 linear ft--rep/seal--SCHEDULING PHASE
2024	Davis--2493 linear ft--rep/seal--SCHEDULING PHASE
2024	Haller--851 linear ft--rep/seal--SCHEDULING PHASE
2024	Dyaly--936 linear ft--rep/seal--SCHEDULING PHASE
2024	Bennett--935 linear ft--rep/seal--SCHEDULING PHASE
	<b>Administration Projects</b>
2024	
2024	
2024	

City of Taft Accomplishments May 2023 - Current

Year Completed	2023
<b>General Projects</b>	
2023	WWTP Upgrades
2023	Upgraded Water meter system to cellular w/app (1600 mtrs)--Purchased waiting on install date.
<b>Infrastructure Projects</b>	
2023	Sewer Line Replacement Davis Rd (200 ft)
2023	Water line replacement Packinghouse Rd (600 ft)
2023	GLO MOD Project--Replace Main Water Distribution Lines---AWAITING FINAL FUNDING
2023	GLO MOD Project--Replace Sewer Line Davis Rd (3500 ft)--AWAITING FINAL FUNDING
2023	Mill/Overlay Retama St
2023	Mill/Overlay--Gregory St
<b>Administration Projects</b>	
2023	Upgraded Resident Communications with Savvy Citizen app
2023	Obtained a \$400k+ FEMA Grant for Generators
2023	
2023	
2023	
2023	

<u>Other Notable Accomplishments</u>
Developed & Implemented Banking Policy Revised and Implemented Media Policy Updated website--more aesthetic--more transparent Saved \$3.2M GLO MOD Grant Implemented three (3) new Community Events and Enhanced one (1) Community Event

**City of Kenedy Accomplishments March 2020 - March 2023**

Year Completed	2020
<b>General Projects</b>	
2020	Freeny Lift Station upgrade
2020	Sports Complex
2020	Upgraded Water meter system to cellular w/app (1300 meters)
<b>Infrastructure Projects</b>	
2020	Sewer Line Replacement Booe/Ruhman
2020	Water line replacement Victoria between st. Mary's and Dock
<b>Administration Projects</b>	
2020	Acquired 27 mile Union Pacific ROW & Property (285.14ac)
2020	Acquired 118 ac along 181/Bus 181
2020	Acquired 8 lots adjacent to Nottingham and Joe Gulley Park (2 ac)
2020	Acquired additional 54.17 ac adjacent to Union Pacific RR ROW purchase
2020	Completed RR ROW Acquisiton
2020	Applied for and received CDBG Grant 7220229 (\$318,205) for Sewer line Replacement Live oak & Waco

Year Completed	2022
<b>General Projects</b>	
2022	Installed 800KW Generator at WTP
2022	Installed three (3) Generators at Well sites (125KW Well #14, 200KW Well #15, 200KW Well# 16)
2022	Began Renovations on building purchased (6 Shooters) into Convention Center (August)
2022	Purchased and installed LED sign at City Hall
2022	Mill/Overlay/Repair--Walking Trail at Joe Gulley Park
<b>Infrastructure Projects</b>	
2022	FDR--concrete--East Main
2022	Mill/Overlay--Live Oak/Waco
2022	Mill/Overlay--Dahal/Jones
2022	Mill/Overlay--Houston
2022	Mill/Overlay--6pt/St. Mary's
2022	Mill/Overlay--Maytag
2022	Mill/Overlay--Live Oak/Craig
2022	Mill/Overlay--LavacaSt.
2022	Mill/Overlay--Mixon
2022	Chip Seal--Nueces (between Graham/Booe)
2022	Chip Seal Bluebonnet Circle
2022	Loma Alta line replacement
2022	8in water line extension from Bluebonnet to Hwy 181
2022	Waco and Live Oak Sewer line replacement (1335 ft)
2022	Live Oak manhole (4) and sewer line (795 ft) replacements
2022	3rd and 4th Streets Sewer line replacement (350ft)
<b>Administration Projects</b>	
2022	Submitted Application for FEMA DR 4485 Covid Grant (June)

Year Completed	2023
<b>General Projects</b>	
2023	Finalized requests for Dollar Tree construction
2023	Finalized environmental issues for Starbuck's
<b>Infrastructure Projects</b>	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	
2023	6in Waterline Replacement Karnes St (US 72)--(810 ft) IN PROCESS (Bidding phase)
2023	Rhuman & Booe (Alley) Sewer line Extension (1100 ft) IN PROCESS (Planning phase)
2023	Latin/Maytag/Booe St Waterline replacement (1500 ft) IN PROCESS (Planning phase)
<b>Administration Projects</b>	
2023	Application for FEMA DR 4485 Covid Grant FINAL STAGES PRIOR TO FUNDING (submitted June 2022)

Year Completed	2021
<b>General Projects</b>	
2021	WWTP Upgraded
2021	WTP Upgraded
2021	Ordered Generators for wells 14, 15, 16
2021	Completed Construction of Wells 17 & 18 for H2O transmission line
<b>Infrastructure Projects</b>	
2021	Mill--West Graham Rd
2021	Build--East Graham Rd
2021	Overlay--Pecan
2021	Build--Pullin
2021	Graham Rd water and sewer line replacement (1200 ft)
2021	5th Street water line replacement (1100 ft)
2021	Pecan Street water line replacement
2021	Nottingham (2)/Robinhood (4) manhole replacements (6)
2021	Replaced water line on Ila (1220 ft)
2021	Installed connecting sewer line E. Graham (556 ft)
<b>Administration Projects</b>	
2021	Acquired building (6 Shooters) and 15 ac
2021	Acquired 28ac adjacent to ROW and Hwy 181 and across from Well #18
2021	Moved ETJ in all directions 1/2 mile (now ETJ is 1 mile from municipal boundaries)
2021	Extended Municipal Boundaries to the South encompassing the 118 ac
2021	Applied for and received GLO Haz Mit Grant 22-085-066D234 (\$43M) for 27 mile water transmission line
2021	Upgraded Resident Communications with Savvy Citizen app
2021	Added Single purpose (drug) Canine to PD
2021	Purchased Tymco 600 Street sweeper
2021	Purchased new mini excavator

Other Notable Accomplishments
Developed & Implemented Banking Policy
Revised and Implemented Investment Policy
Established Qtrly Food Distribution (2022)
Purchased Flag Box for worn and tattered US Flags proper retirement
Wrote Balanced Budget w/o transferring reserves FY20/21 & FY21/22 & FY22/23
Increased Net Position by 10.37% FYE20 over FYE19
Increased Net Pos. by 16.04% FYE21 over FYE20 (Accum. Net Position Increase 29.88% FYE21 over FYE19)
Expanded Municipal Boundaries and ETJ
Updated website--more aesthetic--more transparant
Updated many City forms--more professional look
Created Employee Evaluation forms
Adopted new Employee Policy Manual
Developed/created Sm. Bus Loan program for 4B -COVID
Restored Ethics to City Hall operations
Enhanced City's assets
Created three (3) Community events and enhanced two (2) Community Events
Created Key Personnel Salary Survey for Council
Obtained \$43M GLO Grant
Restored power back to City Council
Eliminated combative mentality of Council and restore harmony to Council
Upgraded retirement benefits for Employees (moved from a 1:1 match to a 2:1 match)
Restored harmony between the City and both the School District and Chamber of Commerce

Paul Mariduená



To whom it may concern,

My name is Paul Mariduená. I have 17 years experience as a Software Engineer. I have worked at Fortune 500 companies such as IBM, SAS, DeutscheBank, Fidelity Investments, and Salesforce, among others. I have 2 US Patents to my name, and have been a leading contributor on many software products. I have been in leadership roles some of the last 5 years in my field, and know how to lead large teams, use Agile methodologies to keep project teams on task and delivering on time, within budget.

I would much appreciate an interview with the City of Austin. I believe I can leverage my skills and experience to help solve the problems and lead the initiative important to the City. Please feel free to reach out to me.

Sincerely,

Paul Mariduená



04/2020 to 04/2021

Senior Member of Technical Staff - In-App Guidance Team (Core CRM)

- Full stack development of framework for Prompts and Walkthroughs for the Salesforce WebUI using Salesforce Lightning and Apex UI Frameworks to develop a way to target the Prompts/WTs to specific areas of the page
- Augment the User-interface that customer use to create and position their own In-App Guidance elements
- Write backend code in Java against the Spring Boot framework, and the front-end in Javascript
- Write back end unit tests in JUnit and front end in Jest. Write tests for Apex and Aura Components. End to end testing in Selenium.
- Modify/augment backend data model by writing queries in SoQL and using Salesforce proprietary object-relational mapping framework

04/2019 – 04/2020

*Fidelity Investments*

*Research Triangle Park, NC*

Senior Software Engineer – Healthcare Digital Experience – Evidence of Insurability (EOI)

- Develop an Experience API that communicates with record keeping REST services, and external SOAP Web Services, to process EOI Statement of Health, electronically, using SSO.
- Use Java JAXB/XJC to generate code from WSDL/XSDs to construct request to SOAP services
- Generate Swagger API pages and generate code from JSONs defining the REST service API
- Host the application using Spring Boot REST based Web Services; Unit testing using Junit. Service integration of various services using Apache Camel.
- CI/CD DevOps using Jenkins for builds, and IBM uDeploy for deployment of microservice-architected applications into Docker containers and AWS instances. Attended training on kubernetes.

03/2016 – 03/2019

*SAS Institute*

*Cary, NC*

Software Developer – SAS Visual Analytics – Analytics/Data Mining/ML visualization

- Design/implement UI visualization/report object behavior for advanced analytics and Data Mining/Machine learning analysis activities (Text Analytics, Time Series, Forecast scenario analytics/goal seeking, Support Vector Machines, and others), using Typescript 2, Gradle build environment, and an internal SAS Component Library (SAP OpenUI5 Framework, HTML5 widgets, SAS Graphics Template Language, and transpiled code). Code pushed using git.
- Work with various stakeholders to define behavior and requirements that customers expect from the SAS Visual Analytics product. Work with QA team to help define test acceptance criteria for all new features.
- Unit test all defect fixes, ensure QA test acceptance criteria are met for all new feature work
- Regression test code before pushing any new major features using QA team regression tests.

09/2014 – 03/2016

*DeutscheBank Global Technologies*

*Cary, NC*

Software Development Engineer – Risk & Analytical Market Data Services

- Design/develop/Implement new Date projection algorithms in Java to improve accuracy of Dividend pay-out date projections into the future (Dividend & Repurchase Fit dividend projection application). Use JMS Queues/Topics to process the jobs submitted by users. Use multithreading and synchronization to parallelize the work of fetching data for jobs from various sources.
- Work with business stakeholders to layout requirements, and use Agile methodologies to straighten out any disparities between implemented code, and the business' vision.

- Design/develop/Implement a web user-interface (Web Portal) in AngularJS/HTML/CSS. Import modules from Bower, use angular-ui-grid to implement pages with dynamic datagrids. Use \$q package to implement asynchronous JavaScript calls. Request/response message sent/received in JSON.
- Write Spring-based Java RESTful web services to service requests from the front-end, converting to/from JSON with Jackson JSON-parsing libraries, forwarding requests to the Data Access layer to lookup information from Oracle 11g databases, and other database systems.
- Conduct technical interviews for candidate software developers applying to work at the firm.
- Implement Junit tests for any newly implemented features. Fix any unit test breakages
- Work with testers to fix any bugs found during user-acceptance testing. Regression test the code before promoting code from UAT to Production environment. Implement automated regression test in CI

11/2006 – 09/2014

IBM, Corp.

Research Triangle Park, NC

02/2014 – 09/2014

Software Engineer – IBM Bluemix (now IBM Cloud): MobileFirst Services Development

- Develop sample native & hybrid mobile applications, developerWorks articles, POCs and other customer-oriented assets, showcasing IBM's Mobile Backend-as-a-Service Offerings on IBM's cloud services offering (CodeName: BlueMix)
- Develop native Android OS applications in Java, using Eclipse with Android Development Toolkit
- Develop hybrid mobile applications using IBM Worklight 6.1
- Respond to developerWorks Forum posts, answering Beta-customer questions
- Fix bugs reported by customers in the IBM MobileFirst services codebase

09/2010 – 02/2014

Software Engineer - Websphere eXtreme Scale/Datapower XC10 Appliance Development

- Lead the Development Support services for the DataPower XC10 appliance (process, problem resolution, critical situation management, design/code/unit test fixes, backport fixes to service stream).
- Develop UI/XML Processing for SNMP support in the console of the WebSphere DataPower XC10 caching appliance
- Develop command-line interface for WebSphere eXtreme Scale as well augment xsadmin sample interface as well as for the DataPower XC10 appliance in C++
- Develop code using Eclipse in Java, Groovy, and dojo to add monitoring and serviceability features to the current console UI of the appliance.
- Publish fixpacks and new release images to FixCentral and Passport Advantage portals
- Resolve test team-originated defects as needed.

03/08 – 09/2010

Software Engineer – Software Group, WebSphere Web Services Engine

- Identify/triage/prioritize defects reported by customers of WebSphere Application Server
- Implement fixes to AppServer code, commit code into CMVC, integrate into next fixpack
- Test interim fixes for regressions, participate in code reviews to ensure quality fixes
- Contribute IBM fixes to Apache Axis2 open source community: Agile development process
- Develop internal tools/dos and improve current processes in order to increase team throughput

(Continued on next page)

11/06 – 03/08

Software Engineer – Global Services, Managed Business Process Services

- Designed, implemented J2EE components/middleware configuration for security and user management subsystem of the IBM Loan Origination Solution offering on IBM's SOA/Common Services Delivery Platform
- Design/Code/Unit test JSR 168 Portlets using JSF for Mortgage Lending Svc. Solution on WebSphere Portal 6.0
- Design, create, deploy stateless session EJBs and JSP/Servlets on WAS ND environment
- Portal Administration/Development: Create/export portal pages, permissions, generate XML Access scripts to automate Portal solution installation/deployment via Perl scripts

### **Computer Languages and Technical Skills**

- Languages/Technologies: NodeJS, Typescript, Java (JSE, JEE), Javascript, SAP OpenUI5, React, AngularJS, HTML5, CSS, jQuery, SAS language, CloudFoundry, Android App Development, Spring Framework, C/C++, JSF, Bash/C Shell, SQL, ASP.NET, VB6, VBA, VB.NET, JSON, XML, AJAX, UML, Bazel, Gradle, Grunt, Maven 2.0, WSDL, Assembly Language (Intel, VAX), VHDL, Hardware Design, Simulation, and verification
- OS: Red Hat Enterprise Linux, Ubuntu Linux, Unix, i5/OS, Windows
- IDEA IntelliJ, Rational Application Developer, WebSphere Integration Developer 6, VSCode
- WebSphere Process Server 6.2, WAS ND, Portal Server, IBM Directory Server Admin. / Java Dev. (LDAP)
- Tivoli Access Manager 6.0 Administration and Java Development, WebSeal Administration, SAS Studio, SAS Data Studio, SAS Visual Analytics 8.3 for SAS Viya, SAS Enterprise Miner 7,
- Participate in the patent brainstorming team to attempt submitting inventions through IBM's patent process.

### **Relevant Academic Coursework/Projects**

- Senior Design Project: Designed/implemented own programming language (lexical analyzer, parser, and interpreter)
- Operating Systems Development: Created a Two Level-Indexed File System in C
- Data Structures/Algorithms (linked-lists, ordered heaps, binary trees, OOP, 'Big-O' Analysis)
- UNIX systems programming in C
- Created a 'University Registration System' as a JEE Web Application, Client/Server Programming in JAVA. Servlets and JSPs. Oracle 8i database querying with JDBC (SQL) on backend [project]
- Implemented relational database storing prescription records for a pharmacy, using EER Modeling techniques, SQL programming, and embedded queries in C code using SQL. Deployed database to Oracle 8i on UNIX



**Patrick Marsh**  
ICMA Credentialed Manager



January 8, 2024

City of Austin  
301 West 2<sup>nd</sup> Street  
Austin, TX 78701

To whom it may concern,

I am writing to convey my profound interest in the City Manager position at the City of Austin as advertised on the ICMA website. With over twenty-five years of unwavering dedication to the public sector, including nineteen years in local government management and extensive experience in the areas of community and economic development, having served over fifteen years as a planner and economic development director. I am confident in my capacity to provide leadership and play a pivotal role in steering the city toward a prosperous future.

Throughout my career, I have consistently demonstrated a steadfast commitment to visionary leadership and the implementation of effective management practices. I firmly believe in adopting a proactive and innovative approach to address the multifaceted challenges that local governments encounter. My exceptional communication skills have facilitated seamless collaboration with elected officials, community stakeholders, and staff, resulting in pragmatic solutions. As a recent City Manager, in Fernley, Nevada, I successfully navigated the intricacies of overseeing the fastest-growing city in the state, with a projected population increase from 23,500 to 40,000 by 2030.

My previous role as City Administrator in Fitchburg, Wisconsin, equipped me with invaluable experience in local government management. During my tenure, I not only maintained a balanced budget but also actively contributed to the community's growth through strategic economic development initiatives. Fitchburg's status as one of Wisconsin's fastest-growing and most diverse cities bears witness to the effectiveness of these efforts.

Now, as I express my interest in joining the City of Austin, I wish to address a matter in the interest of transparency. A background check will substantiate my clean record. However, a search of social media may reveal an incident that transpired in October 2020, in Myrtle Beach, South Carolina. It is important to note that all charges and associated actions related to this incident were promptly dismissed and have been expunged from my record.

Despite the just and legal resolution of this matter, the temporal gap between the incident and expungement had a profound impact on both my professional and personal life. Understandably, during this period, the elected officials in the community where I had served for nearly six years, Fitchburg,

Wisconsin, expressed discomfort with the situation. Given the circumstances, I made the difficult decision to voluntarily resign from my position as City Administrator.

Please be advised that I possess several letters of recommendation, available upon request. Notably, I have recommendations from the former mayor of Fernley, NV., as well as the human resources director from the City of Fitchburg, WI.

I remain deeply committed to advancing my career in local government management and am eager to bring my extensive experience and skills to the City of Austin. Should you require any additional information or have any concern pertaining to this matter, please do not hesitate to reach out to me. I am more than willing to furnish further details or address any inquiries you may have.

Thank you for considering my application, and I eagerly anticipate the opportunity to discuss how my qualifications align with the requirements of the position.

Sincerely,

A solid black rectangular box used to redact the signature of Patrick Marsh.

Patrick Marsh  
ICMA – Credentialed Manager

# Patrick Marsh, ICMA – CM

## PROFESSIONAL OBJECTIVE

To utilize my public sector and local government experience, including local government management and economic development expertise, to provide exceptional community leadership, in an effort to make each community a better place to live, work, and play

## SIGNIFICANT ACCOMPLISHMENTS

- Successfully managed a budget surplus in each of my nineteen years as a local government manager
- Negotiated over twenty collective bargaining agreements with police, fire, public works and other public sector bargaining units
- Wrote over fifty grant applications and was successful with grant awards nearly seventy-five percent of the time. Largest successful grant to date was a \$25 million grant from the U.S. Department of Transportation for a \$54 million road and bridge project in Fernley, Nevada (2022)
- Recruited and hired over twenty department heads and other key staff members
- Negotiated eighteen development agreements between the private sector and local government, including a \$300 million office/lab building in Fitchburg, Wisconsin
- Coordinated the formation of sixteen tax-increment districts
- Served in the role of lead economic development director for over fifteen years

## EDUCATION

**Northern Illinois University - DeKalb, IL | Master's Degree**

Public Administration, 06/2005

**Augustana College - Rock Island, IL | Bachelor of Arts**

Business/Public Administration & Political Science, 11/1988

## WORK HISTORY

### CITY MANAGER

01/2022 to 01/2023

**City of Fernley, NV – Fernley, NV** (23,600 population with a \$49 million operating budget)

- Managed the day-to-day operations of the city
- Responsible for leading annual budget preparation and implementation
- Directly responsible for all operations in the Planning/Zoning, Engineering, Public Works, and Building Operations departments of the city. Managed over 70 employees, including 8 department heads

- Successfully oversaw all economic development initiatives for one of the fastest growing communities in the State of Nevada
- Coordinated a “Development Team” consisting of five department heads and their staff
- updated the emergency management plan and served in the role of emergency management coordinator
- Liaised with existing local businesses, promoted Fernley to prospective businesses
- Worked with regional economic development authorities, and state-wide development leaders

## **INDEPENDENT CONSULTANT**

01/2021 to present

- Assisted local governments and private companies in economic development, planning, and community development initiatives
- Spearheaded due diligence and coordination of Local, regional, state, federal government due diligence and coordination
- Facilitated property acquisition for public and private sector expansion initiatives
- Implemented long-term growth initiatives by developing sustainable and profitable strategies
- Extensive grant writing and grant administration experience
- Coordinated development efforts with CEO’s and CAO’s

## **CITY ADMINISTRATOR**

09/2015 to 01/2021

**City Of Fitchburg - Fitchburg, WI** (33,000 population with a \$46 million operating budget)

- Chief appointed official for the City of Fitchburg
- Utilized expertise mentoring, managing and developing 275 employees, including 18 department heads
- Primary contact for business recruiting, retention, expansion, and development
- Responsible for leading the annual budget preparation and implementation
- Coordinated relationships between local organizations and the city
- Responsible for the implementation of policy initiatives of the common council

## **CITY ADMINISTRATOR AND ECONOMIC DEVELOPMENT DIRECTOR**

11/2007 to 09/2015

**City Of Monona – Monona, WI** (8,300 Population with a \$13 million operating budget)

- Chief Appointed Official for the City of Monona
- Managed 98 employees, including 12 department heads
- Primary contact for elected officials (Mayor and six Common Council members).
- Primary contact for business recruiting, retention, expansion, and development
- Facilitated all strategic planning initiatives
- Served in the role of Human Resources Director
- Responsible for leading the annual budget preparation and implementation
- Served in the role of Deputy Clerk to assist with local elections along with other statutory responsibilities

## **VILLAGE ADMINISTRATOR & ECONOMIC DEVELOPMENT DIRECTOR**

06/2004 to 11/2007

**Village of Coal Valley - Coal Valley, Illinois** (5,500 population with a \$4.6 million operating budget)

- Chief appointed official for the Village

- Served in the role of finance director, human resources director, planning/zoning director, and economic development director
- Managed 25 employees, including 4 department heads
- Primary contact for elected officials (Village President and six Trustees)
- Primary contact for all planning and economic development activities
- Responsible for leading the annual budget and implementation

### **ASSISTANT CITY MANAGER**

11/2003 to 06/2004

**City of Eldridge - Eldridge, Iowa** (5,800 population with a \$6.2 million operating budget)

- Assisted the city manager with day-to-day operation of the city
- Assisted the city manager with budget preparation and implementation
- Responsible for all economic development, planning and zoning initiatives
- Primary point of contact for all nuisances and property maintenance complaints
- Liaison between elected officials and city staff

### **DIRECTOR OF OPERATIONS**

09/2000 to 11/2003

**iPower Distribution Group - Rock Island, IL**

- Manager of a multi-disciplinary, twelve-member business conglomeration focused on providing one stop opportunities for industrial maintenance, repair and operations (MRO)
- Oversight of day-to-day production activities in accordance with business objectives.
- Staff liaison between members companies and industrial clients (Case IH, John Deere, and Honeywell)
- Reported to a twelve-member Board of Directors
- Managed twenty employees

### **SENIOR PLANNER**

02/1989 to 07/2000

**State Regional Commission - Rock Island, Illinois**

- Primary contact for all transit and park/recreational initiatives in a two-state, five-county, and forty-four local governments in western Illinois and eastern Iowa
- Assisted local governments with grant writing and grant administration
- Principal planner for land and right-of-way acquisition for regional trails and park developments
- Coordinated comprehensive regional planning and developed park and recreation master plan initiatives in coordination with local governments
- Primary contact for the coordination of multi-use trail development with state-wide network of regional trail systems in northern Illinois
- Assisted local governments with affordable housing and community development block grants (CBDG's)

### **VOLUNTEER & SERVICE ACTIVITIES**

- Board of Directors - Illinois City/County Managers Association (ILCMA) 2005 - 2007
- Board of Directors - Wisconsin City/County Manager Association (WCMA) 2008 - 2012
- Board of Directors - Cities and Villages Mutual Insurance Company (CVMIC) 2014 - 2015
- Volunteer Youth Coach - City of Monona Parks and Recreation (Baseball, Wrestling, Flag Football, & Soccer)

- Active Church Member
- Active in Social Organizations (Rotary, Optimist Club, Kiwanis, Moose)
- Member of the Fernley, Nevada & Monona and Fitchburg, Wisconsin Chambers of Commerce

# Denzel Maxwell

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Dear Hiring Manager,

I am writing to express my interest in the City Manager position at the City of Austin. With a Master's Degree in Public Administration and multiple years of progressive experience in local government, I bring a wealth of skills and accomplishments that align seamlessly with the goals of your organization.

In my current role as Assistant City Manager in Fort Collins, CO, I have been instrumental in overseeing the City's digital experience plan, orchestrating the transition to SaaS, and selecting a legislative management system. I'm currently serving as the executive sponsor for the City's licensing, permitting, and inspections digital strategy, and spearheading the development of a comprehensive Customer Experience strategy for citywide implementation. These initiatives reflect my commitment to innovation, strategic planning, and effective leadership.

Additionally, my role has involved contributing to the citywide operationalization of diversity, equity, and inclusion efforts as a member of the Executive Equity Steering Committee. I have designed a multilingual pay program for City Employees, provided executive sponsorship for updating and modernizing the enterprise resource planning software system, and expanded the enterprise service management system citywide. These experiences have honed my skills in fostering an inclusive workplace and implementing technology solutions to enhance operational efficiency.

During my tenure in Corona, CA, as an Assistant to the City Manager, I successfully led legislative advocacy and financial priorities initiatives, developed a Community Conversations DEI Program, and coordinated the City's 2022 Homeless Point-in-Time Count. My ability to lead cross-functional projects, optimize resident request programs, and contribute to capital improvement projects has been consistently demonstrated throughout my roles in various cities. I am deeply impressed by Austin's commitment to sustainability, social equity, and economic opportunity. I share these values and am eager to contribute to a city where diversity and creativity are celebrated.

I am excited about the opportunity to bring my extensive experience and skills, especially my recent accomplishments in Fort Collins, to the City of Austin. I look forward to discussing how my qualifications align with the needs of your organization in greater detail during an interview.

Thank you for considering my application. I am eager to contribute to the success of the City of Austin and would be honored to join your esteemed team.

Sincerely,



Denzel Maxwell

# Denzel Maxwell

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## Experience

### **ASSISTANT CITY MANAGER | CITY OF FORT COLLINS, CO | MAR 2023 – PRESENT**

- Overseeing the City's digital experience plan, orchestrating the transition from on-premise to SaaS, and selecting a legislative management system.
- Serving as the executive sponsor for the City's licensing, permitting, and inspections digital strategy, roadmap, and implementation.
- Spearheading the development of a comprehensive Customer Experience strategy and roadmap for citywide implementation.
- Formulating a real estate strategy for city facilities and properties.
- Contributing to citywide operationalization of diversity, equity, and inclusion efforts as a member of the Executive Equity Steering Committee.
- Designing a multilingual pay program for City Employees.
- Executive sponsorship for updating and modernizing the enterprise resource planning software system.
- Expanding the enterprise service management system citywide.
- Departments in my portfolio include Information Technology, Fleet, Facilities, Communications and Public Outreach, Real Estate Services, Performance Excellence, and Emergency Preparedness and Security.

### **ASSISTANT TO THE CITY MANAGER | CITY OF CORONA, CA | OCT 2020 – MAR 2023**

- Drove state and federal legislative affairs, fostering collaboration with elected leaders at various levels, city staff, and legislative consultants to address citywide concerns.
- Led cross-functional projects, promoting seamless coordination throughout the organization and ensuring successful project outcomes.
- Enhanced the Human Resources Department by assessing and optimizing the recruitment process, focusing on improving quality, speed, role clarity, and overall recruitment experience.
- Developed and implemented a Community Conversations DEI Program for the City of Corona
- Assisting the IT Department in developing and implementing an Electronic Document Management System (EDMS) program
- Contracted and effectively managed the City's grant writing services consultant and initiatives, securing valuable resources for community projects.
- Guided City Council, Executive Leadership, and legislative consultants in identifying and addressing City issues requiring legislative attention.
- Contributed as a key member of the City's labor negotiations team, bringing valuable insights to the negotiation process.
- Coordinating the optimization of the City's residential request and work management ticket system

### **EXECUTIVE MANAGEMENT ASSISTANT | CITY OF SAN ANTONIO, TX | APR 2018 – OCT 2020**

- Initiated the planning process for moving City Council, their staff, and the City Manager's staff into the newly renovated City Hall



- Assisted an Assistant City Manager on special projects, the budget process, and administrative items
- Coordinated the Planning and Land Development Council Committee and the Culture and Neighborhood Services Council Committee
- Assisted in the coordination of City Council Committees and boards, serving as a liaison on special projects, committees, and task forces as assigned
- Provided high-level support to the City's Executive Leadership Team and specific core operational departments, including Center City Development and Operations, Neighborhood & Housing Services, San Antonio Public Library, Arts and Culture, Office of Historic Preservation, and Alamo Plan
- Assisted weekly with the preparation of the Council and Committee Agendas

**MANAGEMENT ASSISTANT | CITY OF SUGAR LAND, TX | OCT 2016 – APR 2018**

- Gathered, organized, and analyzed data to conduct a financial analysis of peer cities' sales tax revenues
- Project Leadership Team Member for the Parks, Recreation, and Open Spaces Master Plan
- Created multiple presentations for City Management for the public
- Represent the team, department, and City to external stakeholders as directed
- Assisted Airport Administration in the update of their Master Plan to include economic development opportunities

## Education

**MASTER'S DEGREE | MAY 2016 | TEXAS TECH UNIVERSITY**

- Major: Public Administration

**BACHELOR OF SCIENCE | DECEMBER 2012 | OKLAHOMA STATE UNIVERSITY**

- Major: Economics

# JARED HUNT MILLER

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February 26, 2024

Kirk Watson, Mayor  
City of Austin  
301 W 2<sup>nd</sup> St  
Austin, TX 78701

Dear Mayor Watson:

Please accept this letter as an expression of my interest in the City Manager position with the City of Austin. I have enclosed for your review a copy of my resume.

As City Manager, I will be of great value to both you and the City because I have the ability to, with short notice, take on and lead multiple projects to fruition. Through my management experience with the Cities of Amarillo, San Marcos, North Richland Hills, Snyder, and Crosbyton, I am familiar with the fluid and varied demands placed on the municipal management function. My work with these organizations has also afforded me extensive experience with council / manager relations, emergency management, intergovernmental relations, public relations, water issues ranging from procurement to system installation, oil and natural gas production, economic development, budgeting, redistricting, solid waste management, criminal justice / homeland security issues, public health, airport management, municipal court, community development, grant writing, and grant administration.

I am team oriented, always composed, and believe that quality dialogue will yield workable solutions to most community or organizational issues. I have had the privilege of serving in several leadership positions and have also been active in community and regional affairs. I am a member of the Texas City Management Association (TCMA) and the International City Management Association. I have served as Chair of the TCMA Public Policy Task Force for the past 5 years, as President for TCMA Regions 1 and 2 for a total of 6 years, and on the TCMA Board of Directors for a total of 7 years. I also served as a Naval Intelligence Officer for over 11 years.

I earned a B.A. in Political Science from Abilene Christian University in 1992. I received a Master of Public Administration degree from Texas Tech University in 2001 and have 43 hours toward a Ph.D. in Political Science.

I appreciate your consideration and look forward to meeting with you. I am confident that I will make a strong, positive contribution to the City of Austin. Please feel free to contact me at (817) 602-1388 with any questions or to schedule an interview.

Sincerely,

Jared Miller

# JARED H. MILLER

## Address:



- Texas City Management Association (TCMA), Board of Directors, 2005 - 2008  
2021 - Present
- Past President of the West Texas City Management Association (TCMA Region #2)
- Past President of the Panhandle City Management Association (TCMA Region #1)
- Chair of the TCMA Public Policy Task Force, 2019 - 2023
- International City Management Association
- American Society for Public Administration
- Extensive experience with economic development and growth, emergency management and disaster recovery, acquisition and administration of State and Federal grants, budget preparation and management, community engagement
- Naval Intelligence Officer 2004 - 2015
- Polished and highly experienced public speaker

## **Education:**

Master of Public Administration  
Texas Tech University  
Graduated 2001  
Lubbock, Texas

43 hours toward Ph.D. in Political Science  
Texas Tech University  
Lubbock, Texas

- Fields of Emphasis: Public Administration, American Politics, and Methodology

Bachelor of Arts – Political Science  
Abilene Christian University  
Graduated 1992  
Abilene, Texas

## **Employment:**

CHIEF OPERATING OFFICER  
Texas Division of Emergency Management (TDEM)  
Austin, Texas  
Oct. 2023 – Present

- Responsible for administration and oversight of all TDEM administrative divisions.
- Responsible for design and construction of a \$422 million-dollar TDEM Headquarters / State Emergency Operations Center project.

CITY MANAGER  
City of Amarillo  
Amarillo, Texas  
Feb. 2017 – Sep. 2023

- Responsible for administration and oversight of all City departments, a Fiscal Year 2023 budget of \$490 million dollars, and 2644 employees.
- Responsible for contract negotiation with MLB AA baseball team (Amarillo Sod Poodles), and design, construction, and on time / under budget delivery of a \$46 million dollar stadium that meets MLB standards.
- Managed economic development efforts that resulted in over 5,000 jobs and \$4 billion dollars of investment.

CITY MANAGER  
City of San Marcos

San Marcos, Texas  
Jan. 2014 – Feb. 2017

- Responsible for administration and oversight of all City departments of the fastest growing city in the United States for the last three years, a Fiscal Year 2017 budget of \$193 million dollars, and 656 employees.
- Effectively managed emergency response and recovery efforts for two declared flood disasters in 2015.
- Coordinated and led state and federal lobbying efforts that resulted in over \$25 million dollars of federal disaster recovery funding.
- Successfully coordinated and led constructive Fire and Police meet and confer negotiation processes, resulting in three-year agreements and very productive and professional relationships with both departments.

ASSISTANT CITY MANAGER  
City of North Richland Hills

North Richland Hills, Texas  
Nov. 2007 – Jan. 2014

- Responsible for administration and oversight of the Parks and Recreation, Fleet Services, Facilities and Construction, Economic Development, and Library Departments, as well as Iron Horse Golf Course.
- Negotiate contracts, gas leases and property acquisitions.
- Responsible for administration of 2011-2012 Bond Task Force and successful 2012 bond election to fund a \$70 million dollar Police Station, City Hall, and Municipal Court.
- Responsible for the completion of a \$10 million-dollar Public Library and the land acquisition, design and construction of a \$25 million dollar Recreation Center.

CITY MANAGER  
City of Snyder

Snyder, Texas  
Aug. 2005 – Nov. 2007

- Chief Administrative Officer for the City. Oversee Water, Wastewater, Landfill, Parks, Streets, Sanitation, Finance, Personnel, Environmental Control, Code Enforcement, Police Department, and Fire Department.
- Negotiate contracts.
- Communicate with members of the media and speak to community groups on a regular basis concerning issues of local interest.

INTELLIGENCE OFFICER  
United States Navy Reserve – Lieutenant / O-3

Fort Worth, Texas  
Apr. 2004 – Nov. 2015

- Planned, conducted, and/or managed counter terror and intelligence operations and analysis at numerous domestic locations and in Iraq.
- Served in Iraq from 12/2008 to 11/2009 with the Iraq Threat Finance Cell.
- Served in numerous leadership positions with Joint Intelligence Command Pacific Fleet 0470, including Operations Officer, Administrative Officer, and Training Officer.

CITY MANAGER  
City of Crosbyton

Crosbyton, Texas  
Jan. 2003 – Aug. 2005

- Chief Administrative Officer for the City. Oversee Water, Wastewater, Parks, Library, Streets, Sanitation, Finance, Personnel, Environmental Control, Code Enforcement, Police Department, Fire Department, Economic Development, and EMS Service.

REGIONAL SERVICES SPECIALIST /  
REDISTRICTING COORDINATOR /  
CRIMINAL JUSTICE COORDINATOR

Lubbock, Texas  
Feb. 2000 – Jan. 2003

South Plains Association of Governments (SPAG)

- Perform all aspects of decennial redistricting for various counties and cities. Tasks included extensive data analysis, use of Geographic Information Systems, and numerous presentations and correspondence to state and local elected officials.
- Designated as Emergency Management Coordinator for the 15 county SPAG region.
- Designated to perform various contract city management functions such as budget preparation and personnel evaluations.
- Responsible for preparation and/or administration of Criminal Justice Division, Texas Community Development Program, Texas Department of Economic Development, and Texas Parks and Wildlife Department grants.
- Appointed by the Office of the Governor as one of nine representatives from the State of Texas to attend the Pickens Institute, an information-driven strategic planning initiative sponsored by the Office of Justice Programs: Bureau of Justice Assistance and National Institute of Justice in cooperation with the National Criminal Justice Association.

BUDGET ANALYST

Lubbock, Texas  
Jan. 1999 – Feb. 2000

City of Lubbock

Highly involved in all aspects of budget preparation, analysis, and publication.

YOUTH MINISTER

Fort Worth, Texas  
Aug. 1997 – Jan. 1999

Midtown Church

Speak regularly before congregation of 850. Provide leadership and ministry services to 185 youth. Worked closely with Ministers, Elders, and Parents in service and ministry to youth.

**Personal:**

Interests include public speaking, computers and technology of any kind, current events, reading, skiing, motorcycles, rock crawling and working on cars.

# JOHN J. MURPHY

**To**

Mosaic Public Partners  
c/o Greg Nelson, Founder  
200 Gateway Dr., #1908  
Lincoln, CA 95648

**From**

John J. Murphy, ICMA-CM  
[REDACTED]  
[REDACTED]

Dear Mr. Nelson,

I am writing to express my interest in the City Manager position in Austin, Texas. With over two decades of experience 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 Austin. 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 Austin.

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 and the City Council how my experiences can contribute to the continued success of their 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 Austin. I welcome the opportunity for an interview to discuss further how I can contribute to Austin 's future success.

Sincerely,

[REDACTED]

John J. Murphy, ICMA-CM

# John J. Murphy, ICMA-CM

City Manager

<https://www.linkedin.com/in/j-j-murphy-7b3b491/> · Port Richey, FL

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.
- 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

Recruiter, University of Notre Dame, IN

Consultant, City of Hobbs, New Mexico

## 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

Julie Oliver



February 11, 2024

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

Dear Greg and Bryan,

I am writing to express my sincere interest in the City Manager position for the City of Austin. I have a proven track record of strategic leadership, financial acumen, and stakeholder engagement, and I have called Austin home for nearly three decades. I am confident in my ability to drive positive, transformative change and deliver exceptional results for Austin, while ensuring operational excellence and fiscal responsibility. Over the course of my career, I have consistently demonstrated the capacity to navigate complex challenges, collaborate effectively with diverse teams, and deliver results that positively impact the communities I serve. I am enthusiastic about the opportunity to leverage my expertise and passion for public service in contributing to the continued success and prosperity of your city.

My tenure as Division Controller at HCA/St. David's HealthCare Partnership provided me with invaluable experience in overseeing complex, billion-dollar budgets, ensuring regulatory compliance, and leading strategic initiatives to optimize operational efficiency. I successfully navigated the complexities of healthcare finance, fostering collaborative relationships with stakeholders and delivering measurable impact at scale.

Having spent 29 years in Austin, I possess an intimate understanding of the city's unique challenges, opportunities, and community dynamics. My deep roots in the local community have allowed me to cultivate extensive networks and forge strong connections across diverse constituencies. I am passionate about leveraging my expertise and experience to serve the residents of Austin and lead the city towards a brighter future.

While my background may not include direct municipal executive experience, I firmly believe that my proven track record of managing large budgets, driving strategic initiatives, and fostering community engagement uniquely positions me as a strong candidate for the City Manager role. My commitment to collaborative leadership, fiscal responsibility, and inclusive governance aligns seamlessly with the needs of Austin and its residents.

Thank you for considering my application. I am eager to discuss how my background and qualifications make me the ideal candidate for the City Manager position and am available at your earliest convenience for further conversation.

With gratitude,



Julie Oliver

# JULIE OLIVER, JD

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## EXPERIENCE

### **Ground Game Texas**

#### ***Executive Director***

**Austin, TX**

2021 –

Present

- Spearheaded the establishment and launch of a groundbreaking Texas-based ballot initiative nonprofit aimed at engaging infrequent voters, nonvoters, and young voters through progressive and popular local ballot initiatives
- Led strategic planning, organizational development, and execution of initiatives to drive voter engagement and civic participation
- Orchestrated signature-gathering efforts across 14 different Texas cities, resulting in the collection of over 150,000 signatures to support various ballot initiatives
- Secured victories in seven elections with margins ranging from 64% to 85% of the electorate's support, demonstrating significant public support for our mission and initiatives
- Spearheaded the development of custom productivity management tools, tailored to enhance operational efficiency
- Collaborated closely with local stakeholders, government officials, and community leaders to advance initiatives, foster partnerships, and garner support for our organization's mission
- Ensured the financial sustainability and integrity of the organization through effective budget management, fundraising initiatives, and grant writing efforts
- Represented the organization's interests in various forums, including public meetings, media engagements, and advocacy campaigns, to promote awareness and support for our initiatives

### **JULIE OLIVER FOR CONGRESS**

**Austin, TX**

#### ***Candidate for U.S. House of Representatives, Congressional District 25***

2017 - 2020

- Won Democratic nomination for the 2020 and 2018 cycles in a Congressional district that includes Austin and 13 counties, comprising 800,000 people, covering roughly the same size as the state of New Jersey
- Generated highest Democratic turnout in the district's history and challenged a well-funded, entrenched GOP incumbent in a highly gerrymandered district
- Raised over \$2.2M from over 47,000 contributions for the 2020 cycle; accepted \$0 in funding from political action committees (PACs)
- Mobilized 8 full-time staff members and ~2,500 volunteers to make direct voter contact *via* ~100,000 in-person visits to voter homes (pre-pandemic), 800,000 phone calls, ~1.8 million texts, and 20,000 hand-written letters & postcards
- Secured endorsements of important partners in the progressive movement including the Congressional Progressive Caucus, Sunrise Movement, Senators Bernie Sanders and Elizabeth Warren, President-elect Joe Biden, and many more national, state, and local leaders and organizations.
- Oversaw campaign strategy and execution for all political, data, polling, staffing, field, digital strategy, partnerships, outreach, social media, and paid advertising across digital and traditional broadcast
- Campaign featured in the Texas Tribune, Huffington Post, Austin American-Statesman, Wall Street Journal, and Dallas Morning News, and across the national, local, and grassroots media ecosystem

### **HCA/St. David's HealthCare Partnership**

#### ***Division Controller, Central and West Texas***

**Austin, TX**

2013 - 2018

- Directed all financial operations, budgeting, forecasting, and cash flow projections for a division of HCA encompassing 9 hospitals and 7 surgery centers, ensuring fiscal responsibility and operational efficiency
- Acted as the primary liaison between the division and corporate offices, fostering collaboration and communication across cross-functional teams including Operations, Legal Counsel, Physician Sales, and Executive leadership
- Oversaw the comprehensive preparation and final review of the division's financial statements, including annual, quarterly, and monthly reports submitted to corporate finance, the Board of Directors, and auditors, ensuring accuracy and compliance with regulatory standards
- Managed the division's participation in the 1115 Medicaid Waiver program, strategically driving the generation of tens of millions in additional revenue annually, optimizing financial performance and sustainability
- Led engagements with internal and external auditors, serving as the lead point of contact to ensure successful audits and compliance with regulatory requirements
- Supervised month-end financial statement closing procedures for the division, ensuring timely and accurate financial reporting
- Analyzed variances in financial statements and effectively communicated findings to key stakeholders within the Finance team, facilitating informed decision-making and strategic planning
- Ensured internal controls and processes adhered to legislative requirements and best practices, proactively identifying opportunities for improvement and implementing recommendations to enhance efficiency and compliance
- Played a pivotal role as the point person on all financial and legal matters related to the partnership formation between a tax-exempt entity (St. David's HealthCare) and for-profit entity (HCA), demonstrating expertise in complex financial transactions and legal compliance

***Partnership Controller***

2008-2013

***Director of Audit and Compliance***

2003-2008

- Coordinated financial statement audits across multiple facilities, ensuring smooth execution and compliance
- Prepared and consolidated work papers and financial statements, ensuring accuracy and completeness
- Executed month-end financial statement closing duties, producing timely reports and conducting balance sheet reviews and reconciliations
- Assisted in the annual budget process and prepared tax and cost report workpapers for Medicare and Medicaid
- Ensured legal and financial compliance with partnership agreements and related documents
- Acted as the primary contact for all financial and legal matters regarding partnership formation between tax-exempt and for-profit entities

**PATTERSON & DAVIES LLP**

**Austin, TX**

***Attorney***

2002-2003

Provided planning, transactional advice, and controversy assistance in the following areas:

- Federal, State, and local taxation and business start-ups
- Government relations and tax legislation (including the repeal and re-enactment of the Texas Motor Fuels Tax Act)

**ERNST & YOUNG LLP**

**Austin, TX**

***Tax Consultant***

1998-2001

Provided planning, transactional advice, controversy assistance, and memoranda in the following areas:

- Tax-exempt organization issues
- Franchise and sales and use tax studies
- Taxable and tax-free mergers, acquisitions, and dispositions
- Net operating loss and tax attribute planning
- Compensation planning, including the use of stock options

## EDUCATION

THE UNIVERSITY OF TEXAS AT AUSTIN SCHOOL OF LAW  
*Doctor of Jurisprudence*

Austin, TX  
1995-1998

THE UNIVERSITY OF TEXAS AT ARLINGTON  
*Bachelor of Business Administration, Accounting*

Arlington, TX  
1991-1995

- *Summa Cum Laude*

## ADDITIONAL INFORMATION & QUALIFICATIONS

Texas State Bar  
Board of Managers, Central Health  
Board Member, Common Defense  
Volunteer, Harvest Blessings Food Pantry

Admitted Nov. 1998  
2017 - 2020  
2022 - Present  
2021 - Present

Douglas J. Pascarella

January 22, 2024

Dear Mayor Watson and the Austin City Council,

I was excited to learn that the City of Austin was looking for their next city manager. The city needs an executive who can listen to employees and residents, communicate a clear direction and vision, and make the necessary decisions with common sense and good gut instincts. You need someone who will treat both employees and residents with respect and dignity, get departments the resources they need to deliver services, and remove roadblocks that we find too often in government. You need a city manager who will work for the city council but not be afraid to speak their mind. I am you man to lead the 16,000 hard workers of the City of Austin with the dignity and respect they deserve. My unique experiences, coupled with my MBA and inter-personal skills make me the most qualified candidate to be the next city manager of Austin.

Working for the Nassau County Executive's Office has helped prepare me for this leadership position. I've handled many inter-municipal issues, constituent matters and even lead the development of a Nassau County mobile application called Nassau Now that enables the public to directly report any sort of issue directly to the government. It is truly one of the most unique government tools in the country. Working for Nassau County, serving a population greater than 11 states, requires me to work on multiple projects, on various issues, simultaneously. During my time with the administration, I excelled at that and built a lifelong network of great people in local government. Currently, my role in Nassau County brings me to the Nassau County Clerk's Office, where I handle purchase planning and community outreach.

At 18 years old, I ran for a seat on my local board of education and won. Being a trustee taught me many things about policy making and budget creation at an early age. I worked to ensure the organization had enough of the proper resources and tools to get the job done properly. At the end of my 12-year tenure my district was better off financially, with healthy levels of fund balance and the facilities were also in impeccable shape. I plan to bring that eye for detail to Austin.

In conclusion, I believe my experiences as a top official in the Nassau County government and as a board of education trustee have given me the skills I would need to effectively lead the City of Austin as its next city manager. I look forward to meeting with you to discuss my qualifications and answer any questions you might have. Thank you for your consideration.

Sincerely,

Douglas J. Pascarella

# Douglas J. Pascarella

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◆ c: [REDACTED] ◆ email: [REDACTED]

## **Objective:**

To obtain the position of City Manager in the City of Austin, Texas. Looking to be a detail-oriented and thorough executive in this position, and work with the city council and employees to help bring efficiencies and accountability to city government in an effort to better serve its residents.

## **Education:**

**Pace University**, New York, NY

*M.B.A. in Business Management* (December 2021)

**Adelphi University**, Garden City, NY

*B.B.A. in Accounting* (May 2008)

## **Experience:**

**Nassau County – Office of the County Clerk**, Mineola, NY

*Accountant II* (February 2018 – Present)

- Plan purchases for department with management and making sure the purchase gets deployed to proper staff
- Deployed brand new pay-per-use photocopy machines, with credit card capabilities, in County Office Building and three Nassau County courthouses, requiring inter-agency coordination
- Collect revenue from pay-per-use copy machines weekly, and reconcile credit card charges from each machine
- Perform daily transfers between County Clerk bank accounts
- Balance cash collected by entire department, nightly
- Perform the department's daily deposit of checks
- Cut monthly checks to the State and County for fee collection and mortgage taxes
- Pay monthly invoices using in Nassau Integrated Financial System (NIFS) County Financial System
- Secure quotes from registered vendors for office supplies, and services
- Process requisitions in NIFS County Financial System in order to purchase services and equipment for office
- Put in for Direct Purchase Orders off Blanket Orders through NIFS
- Maintain our own department log of purchase orders and requisitions to properly monitor approval status, encumbrances and remaining balance on budget
- Research returned checks and pursue the issuer for payment plus associated fees
- Perform monthly reconciliations of credit card payments from New York State Court E-Filing system
- Submit and monitor status of service calls for vendor maintained equipment
- Assist constituents with signing up for the County Clerk's Property Fraud Alert System
- Run the Nassau County Clerk's Office's Facebook page and post relevant updates for public consumption
- Keep the Nassau County Clerk's webpage updated with seasonal, up to date content, and Covid related updates
- Coordinate monthly County Clerk Mobile Offices at libraries across Nassau County
- Coordinate the department's printing of informational brochures with Nassau County Printing & Graphics
- Represent the County Clerk's Office at County-wide events and provide residents information about our office and answer any questions concerning County government

**Nassau County – Office of the County Executive**, Mineola, NY

*Executive Staff* (February 2010 – December 2017)

- Advised the County Executive of constituent issues received through social media, calls, mail, & office visits
- Reviewed and investigated constituent concerns thoroughly and in a timely matter
- Served as the County Executive's liaison to the Department of Public Works
- Investigated and directed corrective action on all Public Works complaints that cross the County Executive's desk
- Lead project on development of Nassau Now Mobile Application
- Managed the Constituent Relationship Management system through Nassau Now

- Developed content for and monitored the county's social media
- Helped maintain the nassaucountyny.gov website
- Helped develop new homepage for nassaucountyny.gov
- Worked with Information Technology Department to meta-tag website for search engine optimization (SEO)
- Managed Google AdWords, content and keywords, for special initiatives put forth by the administration
- Ran and coordinated the county-wide internship program year round
- Coordinated and run annual LI Technology Day expo to promote local tech companies' accomplishments
- Conducted surplus inventory auctions of police vehicles, public works vehicles, and equipment
- Helped the administration resolve inter-municipal problems with cities, towns, villages and special districts
- Served as acting Hardship Review Board member, evaluating applications for tax lien payment plans
- Developed and wrote congressional appropriations requests
- Investigated and reported on environmental bond properties purchased by prior administration
- Coordinated county-wide signage project with sign shop for environmental bond properties

**Plainedge Union Free School District, Plainedge, NY**

*Board of Education Trustee*, four terms (July 2004 – June 2016)

*Board of Education Vice President* (July 2013 - June 2015)

- Elected to set and improve district policy
- Worked collaboratively with other board trustees to create annual multi-million dollar budget
- Worked with other trustees to hire a new Superintendent with skills that the organization requires
- Analyzed and approved Superintendent staffing recommendations
- Provided Superintendent of Schools with direction and evaluate his performance annually
- Negotiated contracts with collective bargaining units



January 28th, 2024

Mr. Greg Nelson  
Mosaic Public Partners

Dear Mr. Nelson:

I am applying for the opportunity of City Manager with the City of Austin, TX.

I have proven abilities as a leader which has been shaped by almost 20 years of senior leadership experience in eastern Canada. **Much of this experience is rooted in senior government roles in finance, public policy and municipal government.** This includes my former role as VP Administration and Finance with Memorial University of Newfoundland, with the previous 10 years initially as a CFO and then CAO of the City of Summerside, PEI (\$53 million operating budget) and includes prior service as the CEO of a \$115 million provincial health organization with 1100 staff, and senior roles in the Newfoundland and Nova Scotia public sectors, managing teams/departments of up to 300 people and budgets of up to \$1 billion.

My governance experience included my former role where I provided financial policy advice and decision support to the board of Memorial University, on a \$480 million operating budget. I performed a similar role while serving Summerside City Council for almost 10 years, **including advice to City Council on all policy and operational matters.** I have also served on and worked with various boards at the local, regional and national levels, including the Board of the Canadian Museum for Human Rights (Chair of Governance and Equity Committee, former Chair of Finance Committee).

I have a strong passion for public service, along with **expert knowledge of the “machinery of government” through my working in and with central agencies of government.** This includes experiences ranging from advice on public policy, finance and risk matters to elected provincial and municipal officials in Newfoundland, Nova Scotia and PEI; to leading a committee of Nova Scotia Associate Deputy Ministers and senior staff in capital planning; and overseeing and/or participating in expenditure management reviews in three government jurisdictions as a CFO or senior Treasury Board advisor.

**In my previous role with the City of Summerside, I took great pride in the City’s strong partnerships with other levels of government and the private sector, which has resulted in \$80 million in infrastructure funding for the City over the last eight years for key capital priorities. Residential and commercial development continues on an upward trajectory, particularly within the last five years.**

I have been cited for my ability to lead and navigate difficult conversations, and to foster a more customer-focused team and a respectful and inclusive environment and workplace.

Finally, I am thrilled to share with others the knowledge acquired in these experiences, by speaking at national and international conferences on the topics of accountability, transparency, performance management and staff engagement.

**What attracts me to this role?**

This is an opportunity for me to play a lead role in helping shape Council’s agenda in growing this great community. Utilizing my prior experience in finance, municipal government, and public policy, I would provide leadership in helping Council make the difficult choices that lie ahead in addressing the City’s priorities, and to build confidence in the municipal public service. I believe strongly in excellence in leadership, for a responsive and professional public service which all Austin residents can rely on.

Sincerely,

Rob Philpott

# ROB PHILPOTT

(home)

(cell/text)

*Experienced senior executive who has led large complex organizations and worked closely with appointed and elected officials. Prior leadership in public policy, municipal government, and HR. Speaker at national and international conferences on topics such as accountability. Former municipal role involved executive responsibility for corporate services, municipal services, utilities (electric, water, wastewater and stormwater), and protective services.*

## Experience Profile/Highlights

- Led and managed two provincial hospitals (PEI) with a \$115 million operating budget and a workforce of approximately 1,100 employees covered by three collective agreements
- CAO (formerly CFO) of a municipality and electric utility which experienced a 100% increase in permit development value in 8 years, while overseeing a \$53 million operating budget and leading the organization through the COVID-19 pandemic
- More customer-focused team and a respectful workplace at the City of Summerside, along with improved communications with City Council
- CFO of a university with a \$480 million operating budget and 3300 staff and faculty
- Member of the Board of Trustees of a federal Crown Corporation (the Canadian Museum for Human Rights); good understanding of “machinery of government”
- Senior advisor to the Nova Scotia Treasury Board, where I led the development of a \$500 million capital public infrastructure plan for Nova Scotia
- Oversaw the restructuring of the internal audit function for the Province of Nova Scotia (five departments combined into one)
- CFO for a \$150 million health authority in western Newfoundland
- Have worked successfully with unions, media and all levels of government throughout my career

## EDUCATION/PROFESSIONAL ACCREDITATION

- Chartered Professional Accountant, Certified General Accountant
- Leadership Development for Executives (Government of Nova Scotia)
- Master of Business Administration (Labor Relations/Human Resources) – Dalhousie University
- Bachelor of Commerce (Accounting/Finance) – Memorial University of Newfoundland

## WORK EXPERIENCE

2022 – March 2023

**VICE-PRESIDENT, ADMINISTRATION AND FINANCE**  
MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
St. John's, NL

Reporting to the President, this role was responsible for executive oversight of finance, HR, IT, facilities, and a **\$480 million operating budget. Key accomplishments include taking steps to impart process changes and more of a service-oriented culture across the portfolio; senior lead on the planning and development of new 2025 Canada Games facilities and infrastructure on the University's campus.**

2020 - 2022

**CHIEF ADMINISTRATIVE OFFICER**  
CITY OF SUMMERSIDE  
Summerside, PE

Reporting to City Council, this role oversees all municipal departments, programs and services. **Accomplishments include an increase in affordable housing stock in the City, a 100% increase in**

development permit value over the last eight years as well as an additional \$80 million in infrastructure funding during that time frame, and a more open communication relationship between City Council and staff, while leading the organization's response to the COVID-19 pandemic.

2013 - 2019

**CHIEF FINANCIAL OFFICER**  
CITY OF SUMMERSIDE  
Summerside, PE

Reporting to the Chief Administrative Officer, this role oversees a total operating budget of \$53 million and a capital budget of \$10 million. Accomplishments include **five consecutive years of balanced budgets, development of a 10-year \$122 million infrastructure renewal strategy for the City, effected improved accountability and reporting processes for senior management and City Council, led pre-budget public engagement processes for the last five years, served on the employer negotiating team for collective bargaining, and developed a more respectful workplace and positive labor relations environment while overseeing improvements in customer service.**

2012 – 2013

**REGIONAL DIRECTOR, BUSINESS DEVELOPMENT  
CONFEDERATION GROUP/ISLAND RECRUITING**  
HUMAN RESOURCES CONSULTANTS  
Halifax, NS

Identified and followed up on new business opportunities for the organization, and provided management consulting services in the areas of human resources, financial management, and public sector services.

2010 – 2011

**SENIOR CORPORATE FINANCIAL ANALYST**  
NOVA SCOTIA TREASURY BOARD OFFICE  
Halifax, NS

Reporting to the Executive Director of Treasury Board, I chaired a committee of senior government officials that led the \$500 million annual capital planning process for the Province, provided advice to Ministers on requests from a portfolio of government departments with a combined total operating budget of \$2.6 billion, and provided leadership to a team of corporate analysts.

2008 – 2009

**DIRECTOR OF STRATEGIC PLANNING**  
PEI DEPARTMENT OF HEALTH  
Charlottetown, PE

2006 – 2008

**EXECUTIVE DIRECTOR**  
QUEEN ELIZABETH HOSPITAL AND HILLSBOROUGH HOSPITAL  
Charlottetown, PE

2003 – 2006

**VICE-PRESIDENT, NEWFOUNDLAND HEALTH BOARDS –  
western region (CFO from 2003 to 2005)**  
Corner Brook, NL

1999 – 2003

**DIRECTOR, INTERNAL AUDIT  
OFFICE OF THE PROVINCIAL CONTROLLER**  
GOVERNMENT OF NOVA SCOTIA  
Halifax, NS

#### **PRESENTATIONS, ACTIVITIES AND INTERESTS**

- Presented “**Raising the Bar on Accountability, Transparency and Citizen Engagement**” at the annual conferences of the Municipal Finance Officers Association of Ontario (MFOA) and the International City/County Managers Association (ICMA) in September 2016, and the Public Consultation Summit in December 2017.

- Presented “**HR Renewal: using Performance Management to improve Staff Engagement and Customer Service**” at the Conference Board in November 2017, and Smart Customer Service in April 2018, and the Midwest Public Affairs conferences in June 2018 and September 2019.
- Presented to a Senate Committee on the implications of carbon taxation (May 2017).
- Past-President, Association of Municipal Administrators of Prince Edward Island (AMAPEI).
- Former member, Board of Trustees, Canadian Museum for Human Rights, Winnipeg.

# Brian David Platt

[www.BrianDavidPlatt.com](http://www.BrianDavidPlatt.com) - [REDACTED]

February 26, 2024

To Whom It May Concern:

I am proudly applying for the position of City Manager of Austin, TX. I am currently the City Manager for Kansas City, MO, a municipality of over 500,000 people with a budget of \$2.1 billion and 4,500 employees. My previous roles during my 10+ years in municipal government include City Manager/Business Administrator of Jersey City, NJ and the Chief Innovation Officer for Jersey City, NJ. I also have a Masters in Public Administration from Columbia University.

My passion and focus throughout my career in municipal government has been improving the quality of life for my neighbors. To do this, I've worked hard to dramatically improve delivery of basic services, right size municipal government organizations and spending, better leverage technology, and create innovative new initiatives and solutions to longstanding challenges and issues. These positive improvements and successes are only possible through collaboration with residents and neighbors, the mayor and council members, and other community stakeholders and thought leaders.

My strongest skills include data analysis, problem solving, research, strategic planning, organizational management, and communication, all of which have been developed through my experiences at Teach For America, McKinsey & Company, as a volunteer firefighter, my masters degree in Public Administration at Columbia University, and of course as City Manager of both Kansas City, MO and Jersey City, NJ.

Although Austin has enjoyed tremendous successes and progress over the last decade and beyond, I am confident that I can help deliver the next level of improvements that the City's most vulnerable groups most desperately need: additional solutions to reduce and prevent homelessness, new transportation services and initiatives, creative ideas to proliferate affordable housing, and new economic development that reflects the current and urgent needs of Austin's diverse communities.

I care deeply about the residents of Kansas City and improving the quality of life for all of our communities, and I look forward to bringing this same passion to Austin. I look forward to discussing this opportunity further.

Sincerely,

A black rectangular redaction box covering the signature of Brian Platt.

Brian Platt

# Brian David Platt

[www.BrianDavidPlatt.com](http://www.BrianDavidPlatt.com) ■■■■■■■■■■

## Work Experience

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**City Manager, Kansas City, MO**

*(December 2020-Present)*

- Managing municipal government operations with \$2.1 billion annual municipal budget, 4,500 employees, 14 Departments, and over 500,000 residents
- Opened a new **\$1.5 billion single terminal airport** 1 week early and under budget
- Record high street resurfacing: 469 miles last fiscal year, 3.3x the historical average, and over 1,100 miles completed over the last 3 fiscal years
- Building **one of the largest solar arrays in the United States** at the Kansas City airport that could power up to one third of the homes in Kansas City
- Variety of **other sustainability efforts** include an LED streetlight conversion that will save \$5 million a year and reduce CO2 output by the equivalent of taking 6,000 cars off the road every day; a zero emissions 100% battery electric municipal fleet policy; creating the first ever municipal composting program; planting 10,000 trees over 3 years
- Created an **aggressive snow removal plan** with aggressive pre treating of roads, 24 hour a day operations, adding 50 vehicles and 100 drivers from existing resources, curb to curb plowing, and new technology and tools such as different salt (ice ban) that works at lower temperatures and is less corrosive and destructive to the environment
- **Vision zero** launched with 100+ intersection improvements and 30+ miles of personal mobility lanes completed in first 18 months
- Reducing spending and right sizing the organization while allowing for growth led to record high cash reserves while maintaining and expanding city services
- New **homelessness prevention** initiatives including hiring the first homelessness prevention coordinator, converting a hotel into transitional supportive housing, a jobs program for people living in shelters, enhanced coordination with service providers, and a ZeroKC plan to end homelessness
- Building the most **supportive and inclusive city government** in Kansas City's history by hiring the most diverse leadership in history, creating the City's first Chief Equity Officer position, restructuring a "Civil Rights and Equal Opportunity" department to better support MWBE entities, 3 straight years of perfect scores on the Human Rights Campaign's "Municipal Equality Index", and new community engagement and language access efforts to communicate in native languages and at the community level
- Better supporting city employees with better benefits including doubling paid parental leave, reducing pension vesting time, lowering healthcare costs, and **average employee salary increases of 24% over the last 3 years** with every single employee in the organization getting a salary increase

**City Manager/Business Administrator, Jersey City, NJ**

*(March 2018-December 2020)*

- Managing municipal government operations with over \$600 million annual municipal budget, 3,500 employees, 10 Departments, and nearly 300,000 residents
- Implementing structural changes to Jersey City government operations to reduce spending and increase revenues including the creation of a new Department of Finance,

# Brian David Platt

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a comprehensive fiscal management policy, and audits of all operations, purchases, and bond issuances

- Primary steward of legislative agenda and other policies for the Mayor, the Municipal Council, and the entire administration (includes local, county, and statewide efforts)
- Leveraging and implementing new technologies to improve quality of life for residents and operational efficiency for employees, including a fully digital council agenda system, CityPost digital kiosks, the ParkMobile parking app, and sensors in the sewer system to generate data around overflow events
- Expanding and improving transit options across the city, particularly for underserved neighborhoods, including a new City run ride share service powered by Via targeting transit deserts and also the first protected bike lanes built in the City
- Became one of the first U.S. cities to adopt “Vision Zero” traffic safety initiative to eliminate deaths and serious injuries on roads and to make roads safer for all users
- Launching a variety of aggressive sustainability initiatives, including a plan to transition the Municipal Fleet to electric vehicles, purchasing some of the first EV garbage trucks in the country, a new solar array that powers the entire public works facility, a ban on retail use of plastic bags, construction of green infrastructure in public areas, and a backyard and community drop off composting program
- Developing new policies to improve employee retention, morale, talent, and output

## **Director, Jersey City Office of Innovation**

*(April 2015- March 2018)*

- Founding director of newly formed office within City Hall addressing a variety of complex challenges faced by the city through unique approaches to problem solving
- Modernized city government using new approaches and processes
- Catalyzed revitalization of neighborhood small business districts through a variety of small business support initiatives
- Reduced local flooding and water pollution through policy changes, expanding use of green infrastructure, building widespread awareness of challenges, and partnering with local communities and property developers

## **Jersey City Mayor’s Office**

*(July 2013- April 2015)*

- Managed multiple ongoing key initiatives and projects addressing public safety, economic expansion, data analysis of municipal operations, open public space improvement, policy implementation, and budget management and fiscal prudence
- Created Jersey City’s first pedestrian plaza utilizing research of best practices, public forums and feedback, and partnerships with elected officials and department directors
- Established \$400 million lawsuit against the Port Authority for unpaid taxes
- Led first steps of anticipated \$40 million revitalization of the historic Loew’s Jersey Theatre involving a variety of public and private funding sources, community groups, future theatre operators, and city officials

# Brian David Platt

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- Built operational data recording and analysis systems for municipal departments and a public facing open data portal to foster government transparency
- Analyzed police call data to reallocate police manpower resulting in crime reductions
- Successfully awarded 4 municipal credit rating upgrade by Moody's, S&P, and Fitch
- Forged strong relationships with key Jersey City stakeholders, including community leaders, Department Directors, business owners, and neighborhood associations

## **Analyst, McKinsey & Company**

*(January 2011-July 2013)*

- Provided leadership, guidance, and management for many of the 25 largest global pharmaceutical corporations through the creation of strategic operational plans
- Data driven decision making involved dissection and analysis of multiple complex, large data sets in order to identify trends and uncover insights
- Conducted primary and secondary research using a variety of proprietary and public tools and sources
- Developed robust knowledge base and strong expertise in the pharmaceutical industry, providing direction to both colleagues and client service teams

## **Teach For America Corps, Kindergarten Teacher, Newark NJ**

*(May 2007-June 2009)*

- Independently managed and guided an urban public school kindergarten classroom
- Constructed and implemented customized curriculum and discipline programs
- Innovative and customized teaching methods resulted in average student academic progress of over 1.5 grade levels
- Half of class reached second grade or third grade reading levels, and two-thirds of class achieved proficiency in addition, subtraction, multiplication, and division (second and third grade levels)
- Mentored and supervised first year Corps members

## **Captain, Mountain Lakes Volunteer Fire Dept.**

*(June 2001-December 2011)*

- Elected Captain *(January 2009-December 2011)*
- Elected Treasurer *(January 2008-December 2009)*
- 2008 Mountain Lakes Firefighter of the Year
- New Jersey State Certified Firefighter, Level 1 and 2



# Brian David Platt

[www.BrianDavidPlatt.com](http://www.BrianDavidPlatt.com) ■ [REDACTED] ■ [REDACTED]

## Education

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### **Columbia University School of International and Public Affairs** *(Graduated December 2016)*

- Master's in Public Administration

### **Emory University, B.A. Philosophy**

*(May 2007)*

- Emory University Most Outstanding Fraternity Chapter President
- Alpha Epsilon Pi National Fraternity President of the Year
- Emory University 100 Senior Honorary Award *(100 Most Influential Graduating Seniors)*
- Omicron Delta Kappa National Leadership Honor Society
- Order of Omega Greek Honor Society for community service, fraternity leadership
- National Dean's List
- 3-Time Emory Dean's List
- National Society of Collegiate Scholars
- 2-time National Collegiate Olympic Weightlifting Championship qualifier
- 3 years Emory Track and Field Team

## Awards and Recognition

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- Top 100 local government leaders in the United States (2017, 2018, 2019, and 2020)
- Co Authoring of the International City Manager Association (ICMA) guide to "Effective Supervisory Practices" (6th Edition) in local government management (going to print soon)
- Government innovator of the week by Bloomberg Cities
- 2023 CityLab Innovation Studio instructor/session leader
- Kansas City voted top 3 Places to Work in Local Government
- Kansas City designated an All-America City
- Kansas City listed as one of the 10 must visit cities by Lonely Planet
- Kansas City listed top 10 places to visit in the world in 2024 by Wall Street Journal
- Kansas City listed as top 50 places to visit in 2024 by New York Times
- GOFA award for excellence in fiscal management
- Diversity award from Jackson County Bar Association
- National inclusion award from Variety KC (personal to City Manager)

# MICHAEL D. REESE

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February 11, 2024

Austin City Council Members  
Austin City Hall  
301 W Second St., Second Floor  
Austin, TX 78701

Dear Mayor and City Council Members,

It is with considerable interest that I submit my resume in response to the City Manager position. I worked for 18.5 years for the City of Columbus in Ohio in a variety of key positions including Chief of Staff for nine years where I handled many of the administrative and day-to-day operating issues. Columbus is the 14<sup>th</sup> largest city in the country with nearly one million in population, the state capital, 9,000 city employees, and an economic engine with diverse neighborhoods. I focused on managing 14 departments, economic development, downtown redevelopment, affordable housing, environmental stewardship, tourism/convention business, public safety, infrastructure projects (roads, sidewalks, facilities, parks, and utilities), regional planning, neighborhood services, relationships with four public sector unions, and the operating and capital budget. I just finished being the City Manager for Maplewood, Missouri where customer service, economic development, a thriving downtown commercial district, public safety, infrastructure, and the operating and capital budget were the most important responsibilities with my job.

With a rich background in supervising personnel; project management; strategic plan implementation; operating and capital budget alignment; government operations; community partnerships; and engaging with a diverse workforce, City Council, and community stakeholders, I am prepared to make a meaningful impact within the City of Austin. I have over 20 years of experience in leadership positions where I have demonstrated a strong ability to enact change and drive initiatives:

- ✓ Managed \$28M total annual budget in the City of Maplewood, Missouri and oversaw \$2.57B total annual budget as a team in the City of Columbus, Ohio securing a Triple-A Bond rating.
- ✓ Held 14 department directors (Mayor's Cabinet representing 9,000 city employees) and three Deputy Chiefs of Staff accountable in the City of Columbus through our performance evaluation system.
- ✓ Partnered with the Maplewood Mayor, City Council, City Attorney, department heads, and the community to enact impactful legislation including the Affordable Housing Set Aside Ordinance and Tenant Bill of Rights Resolution.
- ✓ Initiated the Social Services Coordinator role and Emergency Social Services Fund in Maplewood in partnership with Richmond Heights, to address the unhoused and other vulnerable populations.
- ✓ Restructured Maplewood Police and Fire Departments, improving service delivery and accountability.
- ✓ Spearheaded the 'Welcome Maplewood' Diversity, Equity, Inclusion, and Belonging (DEIB) 5-Year Plan during 2023-2023 which included employee, department director, and community engagement.
- ✓ Established and implemented the 2022 Maplewood Strategic Plan based on a retreat with the Maplewood City Council through direction, consensus, and proper alignment of staff and resources.
- ✓ Worked closely with the Mid-County Chamber of Commerce to spur economic development, create opportunities for small businesses, and drive residents and visitors to shop and eat in Maplewood.
- ✓ Completed the Manchester Road Overlay project in downtown Maplewood requiring coordination with federal, state, and county government representatives.

- ✓ Created a physical One-Stop-Shop for plan review, inspections, and permitting in Columbus by co-locating several departments under one roof.
- ✓ Led the historic Big Darby Accord, uniting 10 governments in a landmark plan to protect the Big Darby Creek and set aside open space for current and future generations in Franklin County and Central Ohio and provide for balanced growth.
- ✓ Directed the internal (collaborating with 14 city departments) and external communications/campaign dealing with a distinct set of stakeholders during the successful passage of the City Income Tax in Columbus in 2009.
- ✓ Formulated a forward-thinking growth policy for the City of Columbus, introducing the "Pay As We Grow" approach for developers, ensuring sustainable development with a focus on land-use, urban and suburban growth corridors, and a balance of housing and commercial development.
- ✓ Participated in the Columbus Operations Review which led to innovations in how code enforcement was delivered, new pedestrian safety measures to make neighborhoods safer, and a reformed plan review and permit process.
- ✓ Provided strategic guidance during negotiations with four Columbus unions.
- ✓ Partnered with The Ohio State University on the University Medical Center expansion, Columbus State Community College on the Creative Campus Infrastructure Project, and Nationwide Children's Hospital on their expansion and community development initiatives.
- ✓ Served on the Experience Columbus Board and Greater Columbus Sports Commission as we directed more city resources to both of these organizations and became more aggressive and tactical in the convention and tourism sectors.
- ✓ Transformed downtown Columbus (and implemented the Columbus Downtown Development Corporation Master Plan) with innovative park, recreation, housing, infrastructure, and economic development projects.

Enclosed is my resume, which provides a more in-depth view of my qualifications and accomplishments. I am eager to discuss how my experiences align with your vision for this position and to explore how I can partner with the Austin Mayor and City Council, department directors, city employees, residents, businesses, and community stakeholders to get things done. Thank you for your time and consideration. I look forward to the opportunity to discuss this exciting role with you.

Sincerely,

Michael D. Reese

# MICHAEL D. REESE

## Government Operations | Strategic Budgeting & Partnerships

**Dedicated Public Servant with 20+ years' experience in leadership positions** managing budgets and driving meaningful public policy and community development initiatives, including the pioneering 'Welcome Maplewood' DEIB program; and impactful city ordinances. Managed a \$2.57B budget as a team, achieving a Triple-A bond rating, and fostered key partnerships with major institutions for redevelopment projects. Led strategic financial, housing and infrastructure projects, including Nationwide Children's Hospital, The Ohio State University, Arena District, and the relocation of the Columbus Clippers Triple-A minor league baseball team. Engaged in national, state, and local mayoral and city manager conferences, leveraging these platforms to enhance economic development, nurture partnerships, and provide government affairs consulting.

### CORE COMPETENCIES

City Council Collaboration | Innovative Public Policy | Diversity, Equity, Inclusion, and Belonging (DEIB) Leadership | Employee Engagement/Retention | Financial Management: Strategic Operating and Capital Budgeting | Environmental Sustainability | Economic Development/Community Partnerships/Housing | Strategic Plan Development and Implementation | Public and Government Affairs | Collective Bargaining/Labor Negotiations | Project Management | Community Engagement and Collaborator | Infrastructure | Government Operations | Convention & Tourism Background

### PROFESSIONAL EXPERIENCE

#### CITY MANAGER, CITY OF MAPLEWOOD

2021 – 2023

Managed \$28M annual total budget where city received the GFOA Distinguished Budget Award in 2022-2023 and S&P Bond Credit Rating improvement in 2022 (from "outlook negative" to "outlook stable"). Led initiatives in diversity, equity, and inclusion, while managing six city departments, demonstrating strong leadership in public service. Restructured Police and Fire Departments, improving service delivery and accountability. Invested in critical infrastructure projects to advance economic development, safe neighborhoods, environmental sustainability, and improve the quality of life in Maplewood.

- Directed six department heads representing six city departments (Police, Fire, Public Works/Parks, Finance/Human Resources, Community Development, and Social Services) and nine total staff members with strong leadership and management skills.
- Collaborated with Mayor, City Council, and City Attorney to enact impactful legislation with Affordable Housing Set Aside Ordinance and Tenant Bill of Rights Resolution to advance economic opportunities and strong neighborhoods.
- Spearheaded the 5-year 'Welcome Maplewood' **Diversity, Equity, Inclusion, and Belonging Plan** and annual Juneteenth celebration, to foster a more inclusive city and diverse workforce.
- Prioritized funding to complete the Manchester Road Overlay Project, Sewer Lateral Repair Program, Maplewood Public Library Roof, St. Louis Green Business City Challenge, Police City Hall Renovations, and Deer Creek Park Project.
- Initiated the Social Services Coordinator role and Emergency Social Services Fund in partnership with Richmond Heights, streamlining resource allocation for the unhoused and vulnerable populations.
- Orchestrated employee events, wellness programs, and a monthly newsletter, while ensuring domestic partner benefits and competitive compensation, boosting staff morale and retention.
- Established and implemented the 2022 Maplewood Strategic Plan and encouraged the 2023 Parks Master Plan.

- Received the Leading the Way Award in 2022 for Outstanding Service Delivery, ranking Maplewood in top 10% of all local governments in the U.S. in three core service delivery areas.

**BOARD MEMBER, OHIO WATER DEVELOPMENT AUTHORITY**

**2017 – 2021**

Approved \$900M in loans and financial assistance on an annual basis for projects in Ohio, focusing on clean water, sewer infrastructure, and brownfield redevelopment.

- Conducted comprehensive oversight of the Executive Director's performance, ensuring optimal leadership effectiveness and alignment with organizational goals.

**DIRECTOR OF LOCAL GOVERNMENT AFFAIRS, ICE MILLER LLP**

**2016 – 2020**

Advocated for clients in Ohio in economic development and procurement, provided government affairs consulting, and engaged in business development to secure new clients.

- Focused on engaging city and county governments, State of Ohio agencies, US Conference of Mayors, higher educational institutions, airports, and nonprofits, securing opportunities for clients and fostering robust partnerships.
- Advocated for clients across Ohio in economic development and procurement opportunities, navigating policies and regulations, and delivering government affairs consulting to enhance success for clients.
- Led Ohio Political Action Committee, crafting the annual budget and spending plan, diligently tracking financial contributions, and optimizing the strategic allocation of firm resources.

**CITY OF COLUMBUS**

**1997 – 2015**

**CHIEF OF STAFF, OFFICE OF MAYOR MICHAEL B. COLEMAN, (2007 – 2015)**

Managed \$2.57B annual total budget as a team, securing a Triple-A bond rating and investing in economic development projects and essential city services. Fostered partnerships with Nationwide Children's Hospital and The Ohio State University for community development initiatives, including education, housing, and urban redevelopment. Negotiated job creation deals with Nationwide Insurance and Ohio Health. Transformed downtown Columbus with innovative park, housing, infrastructure, and economic development projects like the Main Street Bridge, Scioto Mile, Columbus Commons, Gay Street Redevelopment, Lazarus Building Redevelopment, River South Neighborhood, and Arena District.

Directed key plans that were announced within Mayor's annual State of the City address.

- Supervised 14 department directors (representing 9,000 employees) and three deputy chiefs of staff, participated in key hiring decisions/disciplinary action, and conducted performance evaluation plans of the management team.
- Participated in every significant economic development and housing project, joining with the Mayor, City Council, Development Director, local developers and builders, and the community.
- Provided guidance during collective bargaining process with four major unions.
- Created a physical One-Stop-Shop for plan review, inspections, and permitting by co-locating several departments under one roof, establishing strict timelines for turnaround via a memorandum of understanding with the industry, streamlining the process and expediting reviews for certain projects, allowing customers to submit their information online and investing in technology for the workforce to use, and driving down the cost of housing so that it became more affordable.
- Partnered with The Ohio State University on the University Medical Center expansion and Olentangy River restoration.
- Collaborated with Columbus State Community College and Columbus College of Art and Design to fund the Creative Campus Infrastructure Project to invest in streetscape and pedestrian improvements for students and faculty.
- Allocated capital/operating funds to support cultural/social service institutions, such as the Columbus Museum of Art, Franklin Park Conservatory, Columbus Metropolitan Library, The King Arts Complex, and Community Shelter Board.
- Negotiated with Penn National Gaming to relocate a casino with brownfield resources and annexation/utility services.

**DEPUTY CHIEF OF STAFF, OFFICE OF MAYOR MICHAEL B. COLEMAN (2005 – 2006)**

- Identified \$10M in infrastructure enhancements around Huntington Park, relocating the Columbus Clippers Triple-A minor league baseball team to the Arena District downtown, to drive local entertainment and economic vitality.
- Led the historic Big Darby Accord, uniting 10 governments in a landmark plan to protect the Big Darby Creek and provide for balanced regional development as property owners, developers, the Building Industry Association, and environmental stakeholders were all brought to the table.

**DEPARTMENT OF DEVELOPMENT DEPUTY DIRECTOR, (2004 – 2005)**

- Formulated a forward-thinking growth policy for the City of Columbus, introducing the "Pay As We Grow" approach for developers, ensuring sustainable development with a focus on urban and suburban growth corridors and economic development.

**POLICY ADVISOR/ASSISTANT POLICY DIRECTOR, OFFICE OF MAYOR MICHAEL B. COLEMAN (2000 – 2004)**

- Launched 'Neighborhood Pride', a collaborative initiative where city services, residents, and businesses joined forces for neighborhood clean-up and beautification.
- Joined with a community developer and builders to produce an Urban Festival of Homes.
- Participated in an Operations Review that led to efficiencies, streamlining of services, and continuous improvement.
- Assisted in creating the Affordable Housing Trust Corporation, a nonprofit lender that develops affordable housing opportunities.

**LEGISLATIVE ANALYST, COLUMBUS CITY COUNCIL, (1997 – 1999)**

- Evaluated proposed legislation for City Council and prepared amendments as needed.

**BOARDS/COMMITTEES**

ICMA, Missouri City Managers Association, St. Louis Area City Managers Association, **2021-2023**  
East Central Dispatch Center Board (ECDC), **2021 – 2023**  
Mid-County Chamber of Commerce Board (Ex Officio), **2021 – 2023**  
House of Hope, **2017 – 2021**  
Columbus Chamber Government Affairs Steering Committee, **2017 – 2020**  
Experience Columbus and Greater Columbus Sports Commission, **2007-2015**  
Mid-Ohio Regional Planning Commission, **2005-2011** and Executive Committee, **2007-2011**

**VOLUNTEER EFFORTS**

Maplewood Police Warm Clothing Drive, **2021 – 2022**  
LifeCare Alliance Day of Service & Meals-on-Wheels, **2017 – 2020**  
House of Hope Capital Campaign Committee Co-Chair, **2018 – 2019**  
Yoga Teacher, **2016 – 2019**

**HIGHER EDUCATION PARTNERSHIPS & ENDEAVORS**

Harvard Kennedy School Urban Policy Impact Forums in Cambridge, Massachusetts, **2008 – 2015**  
Liaison to The Ohio State University President's Office, **2007 – 2015**  
Worked with leadership of Columbus State Community College and Columbus College of Art and Design on Creative Campus Infrastructure Project, **2007 – 2015**  
Columbus State Community College Adjunct Instructor, **1995 – 2001**

**EDUCATION**

**Bowling Green State University**, Bowling Green, OH, **MA in Political Science**  
**Ohio Wesleyan University**, Delaware, OH, **BA in Politics & Government; Economics Mgmt Minor**

Experienced Project Manager with 17+ years of experience in the Finance industry. Adept in mentoring and leading teams spread across geographies, client relationship management and delivering innovative and cost-efficient business solutions and strategies, in a fast-paced environment while maintaining a keen attention to detail, accomplishing high client satisfaction.

I possess expert skills in problem resolution, planning, monitoring, reporting, resource management, quality, and risk management. Consistently delivering technology integration projects on time and on budget, I have a strong background leading teams with a track record of high client satisfaction. I offer proven success identifying and resolving project constraints, resulting in 100% on-time and on-budget delivery.

My leadership style focuses on engaging team members to communicate, dynamically solve problems and deliver the highest quality solutions.

Sincerely,  
Deepak Singh

# Deepak Singh

Certified Project Manager Professional/Certified Scrum Professional



<https://www.linkedin.com/in/2deepaksingh/>

Experienced in leading program-management efforts for finance domain projects with focus on achieving the company's strategic and financial goals along with increasing operational efficiency.

- Over 17 years of experience in the Finance domain
- Create a work breakdown structure to plan budget and routinely reassess, Strong understanding of business concepts such as pricing, costs, margins, ROI & KPIs
- Experience in Proposal Documentation and Repository, and maintain a comprehensive repository of proposal templates, boilerplate content, and other relevant documentation
- Experience in project planning by listing tasks, resources, target dates, and mitigating risk
- Cross-functional experience in the areas of Project Management (Planning, Scheduling, Risk, Scope Management), Software Development Life cycle (SDLC), Data Warehouse / BI Solution, and Application Support with an impactful contribution to presales / RFE (Request for Efforts) and RFP (Request for Proposals) securing the deals
- Proven track record of taking ownership of projects through successful completion
- Hands-on experience in software development processes that entail Waterfall, Iterative, and Agile (SCRUM) Methodologies strong business and technical qualifications with proficiency in Strategic Planning, Business Unit Development, Enterprise Data Warehouse and Business Intelligence, People Development, and Change Management processes

## CERTIFICATION

- Professional Scrum Product Owner (Scrum.org)
- Salesforce Admin Certified(ADM201)
- Certified Scrum Master, Advance Certified ScrumMaster, Certified Scrum Professional ScrumMaster (Scrum.org)
- Project Management Professional - PMP (Project Management Institute)

## SKILLS

Functional			
	<ul style="list-style-type: none"><li>● Project Lifecycle Management</li><li>● Requirements Definition and Analysis</li><li>● Project Budgeting and Cost Controls</li><li>● Risk Management</li><li>● Change Management</li><li>● Release Management</li><li>● Agile Ceremonies</li></ul>	<ul style="list-style-type: none"><li>● Data and Analytics</li><li>● Business Intelligence</li><li>● Data Mining</li><li>● Scope Management</li><li>● Quality Assurance</li><li>● Production Support &amp; Maintenance-ITSM</li><li>● Escalation/Communication Management</li><li>● RFE</li></ul>	<ul style="list-style-type: none"><li>● Information Management</li><li>● People Development</li><li>● Client Management</li><li>● Engagement Management</li><li>● DevOps - Continuous Integration</li><li>● PMO Activities</li><li>● PMP Role</li><li>● Data Warehouse</li><li>● Release Manager</li></ul>



	<ul style="list-style-type: none"> <li>● SOX compliance</li> </ul>	<ul style="list-style-type: none"> <li>● Risk Management and Mitigation Planning</li> </ul>	<ul style="list-style-type: none"> <li>● Gantt Chart</li> <li>● Waterfall model</li> </ul>
<b>Technical</b>	<ul style="list-style-type: none"> <li>● Swift, Cobol, Apex</li> <li>● SAP IBP, SAP APO</li> <li>● Oracle, SQL Server, MS Access, Teradata, SAS</li> <li>● DB2, FLEXCUBE</li> <li>● Abintio, QTP, Mulesoft</li> <li>● Smartsheets, MS Azure DevOps</li> </ul>	<ul style="list-style-type: none"> <li>● EPIC</li> <li>● Excel, PowerPoint, Word, MS Project, Visio, SharePoint</li> <li>● Hadoop - Hive</li> <li>● Analytics - Tableau</li> <li>● ETL - Ab Initio</li> </ul>	<ul style="list-style-type: none"> <li>● Web services, Test Driven Development, Pair Programming</li> <li>● Service Now, HP Service</li> <li>● Manager, Jira/Confluence, SmartSheet, Rally, Power BI</li> <li>● Endeavor, Change Management</li> </ul>

## EXPERIENCE

**Company Name** City of Austin  
**Program Name** Aviation Department  
**IT Systems Architect** Austin, TX - Dec 2023 – Current  
**Tools Used** PowerBI, Powerpoint, Excel, SharePoint, ServiceNow, Workday

### Description:

Provide vision and leadership for developing and implementing information technology initiatives, developing innovation strategies, directing the implementation of enterprise IT systems in support of business operations to improve cost effectiveness, service quality and business development.

Determines the organization's long-term technology needs needed to accomplish the airport's goals and manage all aspects of the day-to-day functions. Plays an integral role in the airport's strategic direction, development, and future growth. Accountable for managing the overall technology functions for the airport and works with airport management to monitor and validate the airport's compliance with the security policies and regulations. Helps define leading-edge technologies to promote business development, spur revenue enhancement, and assist in meeting the needs of our stakeholders.

**Company Name** AMD  
**Program Name** AXCENT  
**Program Manager** Austin, TX - Nov 2021 – Mar 2023  
**Tools Used** JIRA, Smartsheets, Qtest, Powerpoint, Excel, Sharepoint, ServiceNow

### Description:

Managing large-scale client programs focus on business growth, technology advancement, and process improvement across the value chain such as reporting, licenses, inventory, travel, and budgeting. Demonstrated excellence in business process improvement and helped business executives to improve their decision-making in line with best practices. Proven ability to improve operations, impact business growth, and maximize profits through achievement in business process automation, and technology improvements/IT Advisory.

### Roles and Responsibilities:

- Concurrently managed 13 custom development projects spread globally with \$13M in revenue
- Lead and manage the end-to-end RFP process, ensuring timely completion and submission of proposals
- Experience with machine learning algorithms including classification, clustering algorithms and anomaly detection
- Proficiency in SAP concur focus areas, including Travel Management, Expense Management, Invoice

Management, Vendor Payment, and Reconciliation

- Experience contemporary open-source and market offerings around DevOps and DevSecOps
- Experience in semiconductor high-volume production defect inspection line management
- Worked with procurement, vendors, and vendor management teams throughout project execution
- Experience in financial, investment, and asset management reports
- Responsible for the business aspects of the product, project, and service, ensuring the right product is delivered, in the right order, within budget and by the deadline
- Built and maintained successful relationships with the senior stakeholders to develop S/4HANA business cases, project plan and deployment roadmap
- Negotiates resources, communicates to stakeholders and project sponsor Identifies, tracks, and ensures resolution of issues and removal of barriers

<b>Company Name</b>	TD Bank
<b>Program Name</b>	Data Modernization
<b>Project Manager</b>	Austin, TX - Oct 2021 - Nov 2021
<b>Tools Used</b>	Confluence, Smartsheets, Powerpoint, Excel, Sharepoint, ServiceNow

**Description:**

Managing project progress throughout the data migration from Oracle to Salesforce, data definition and mapping. Ability to navigate in customer System Of Record to confirm and research transactions.

<b>Company Name</b>	Wells Fargo
<b>Project Name</b>	FTIA
<b>Project Manager</b>	Austin, TX - Jan 2021 - Jun 2021
<b>Tools Used</b>	JIRA, Smartsheets, Powerpoint, Excel, Sharepoint, ServiceNow

**Description:**

Managing project progress throughout the SDLC process by tracking activity, resolving problems, publishing status reports, recommending actions, and escalating appropriately to guarantee the successful implementation of ETL and distributed systems.

Architect, design, and envision high-performance large-volume data injection processes to the scalable big data lake. Worked on the complete approach and implementation strategy for the migration of the data ingestion from 13 different channels on Teradata, which will minimize the ETL process layers and latency.

Working closely with legacy system subject matter experts to migrate the complex data process and transformation engines to the big data ecosystem.

**Roles and Responsibilities:**

- Concurrently managed multiple custom development projects and client migrations to a new platform
- Experience with Consumer (card/deposit) and Small Business products including types of fees, payment applications, interest calculation, rewards and deals
- Managed to plan and effectively identify & clarify risks, issues and creatively mitigate with paths to actions
- Responsible for the business aspects of the product, project, and service, ensuring the right product is delivered, in the right order, within budget, and by the deadline.
- Regularly created an improvement plan - in terms of people, processes, and technology
- Gather and interpret credit card data for predictive analysis
- Manages routine updates to the detailed information supporting the Business Continuity procedures
- Develop and implement plans for assessing the quality of new data sources
- Maintains knowledge of applicable rules, regulations, policies, laws and guidelines
- Helps Product Owner in the creation of the Prioritized Product Backlog and in the definition of the Done Criteria, Facilitates Prioritized Product Backlog Review Meetings
- Worked on process automation
- Experience in modernizing a business outbound sales, inbound customer service systems and processes

- Review the data model with the functional and technical team
- Negotiates resources, and communicates to stakeholders and project sponsor Identifies, tracks, and ensures resolution of issues and removal of barriers.
- Single point of liaison between the client, technical team, and various stakeholders

**Company Name** IBM  
**Project Name** New York Life  
**Project Manager** Austin, TX– Jul 2011- Jan 2021  
**Tools Used** RALLY, JIRA, Powerpoint, Excel, Sharepoint, ServiceNow, Tableau

**Description:**

I worked as a project manager and managed releases for the New York Life projects, one of the largest insurance providers in the Finance sector. This application supports Property & Casualty, retirement solutions, life insurance, whole life insurance, term life, investment management, mutual funds, stocks, bonds, and 401K. This system interacts with various applications like Billing, claims and statistics. I have managed areas like underwriting rules, downstream flow, upstream communication, and product migration.

**Roles and Responsibilities:**

- Experience in payment, deposits and Wealth Management
- Facilitates creation of the collaboration Plan for insurance products
- Work with key Stakeholders and synthesizing those requirements into deliverables to be recorded in an actionable Work Breakdown Structure and Project charter
- Adaptive and Transformational changes were used to address organizational changes
- Develop and implement plans for assessing the quality of new data source
- Experience in the installation of database software and with analyzing, designing, and implementing databases
- Identifying patterns and trends within data that enable different business functions to make a probabilistic determination about future events
- Develop recommendations for optimal approaches to resolve data quality issues
- Project Proposal, Prizing, financial, estimations, SOW and Project Plan
- Negotiates resources, communicates to stakeholders and project sponsor Identifies, tracks, and ensures resolution of issues and removal of barriers
- Create a detailed timeline and project plan for each RFP, outlining key milestones, deliverables, and responsibilities
- Ensure that proposals are well-structured, accurate, and aligned with the RFP's guidelines and requirements
- Ensure compliance with external business continuity requirements are met
- Data Integration, Data transformation and creating Data Marts used as a inputs for concluding the machine language analytics
- Collecting, researching, and analyzing program and risk-related information from a 10 different sources to build out actionable plans, templates and guides for response and recovery
- Design review, project coordination, Solution review
- Worked on process automation, and value adds

**Company Name** Accenture  
**Project Name** Telenor  
**Programmer** Oslo, Norway– May 2008- Jul 2011  
**Tools Used** RALLY, Powerpoint, Excel, Sharepoint, ServiceNow, Endeavor

**Description:**

I worked as a programmer and was involved in managing the application dealing with the mobile number allocation

for Norwegian Telenor users.

### **Roles and Responsibilities:**

- Worked as one point of contact for the Stakeholder
- Facilitates creation of the Collaboration Plan and the Team Building Plan
- Involved in managing the mobile number allocation for Norwegian Telenor users.
- Gathered User and Business level Requirements for SMEs and designed the business requirement collection approach
- Capture testing outcomes and implement remediation strategies to address gaps and risks
- Participate in daily meetings and engage with the development team(s) to communicate requirements, coordinate plans and progress, and assist in developing prototypes to validate user requirements
- Coordinated the upgrade of Telenor landline and allocation of numbers to different sets of devices.
- Analysis of the billing process system of Telenor.
- Completed Data Mapping for Group and detailed Product analysis and report writing
- Supported all phases of designing, developing, and implementing an Enrolment Resolution and Reconciliation process for mobile numbers.
- Writing functional test cases for the new products.
- Analysis and Design of the Facets data model to ensure optimal system performance and tuning
- Performed requirement gathering & analysis by actively soliciting, analyzing, and negotiating customer requirements and prepared the requirements specification document for the application using MSWord.
- Hosted weekly status meetings, demos, and presentations for the stakeholders and other team members
- Extensively involved in the Waterfall model and specialized in verification & Validation and the entire SDLC model

<b>Company Name</b>	Accenture
<b>Project Name</b>	Axa Life
<b>Programmer</b>	Bangalore, India – Mar 2006- May 2008
<b>Tools Used</b>	RALLY, Powerpoint, Excel, Sharepoint, ServiceNow, Endeavor

### **Description:**

I worked as a programmer and was involved in managing the application dealing with Property & Casualty, Life, term life, universal, and whole life insurance products for Axa Life Insurance Company.

### **Roles and Responsibilities:**

- Involved in gathering and documenting the requirements that were critical to the business process and using those requirements to design applications using a Use Case approach.
- Wrote end-to-end test cases and quality control.
- Worked closely to prioritize and coordinate individual project tasks and assess time-sensitive constraints on development tasks.
- Design and conduct complex analysis to identify and remediate data quality or integrity issues and to identify and remediate process
- Worked on MicroStrategy by thoroughly understanding the structure and developing in Answers.
- Experienced in interacting with business users and executives to identify their needs, gathering requirements, and authoring Business Requirement Documents (BRD), Project Charter and Project Approach Documents
- Integrated the SOAP and Rest-based Web Services for extracting the data from external systems to display in the pages of Salesforce.com.
- Working extensively in health care services offered by Axa Life.
- Created scripts that ran every day to process data from SQL tables

- Hands on experience monitoring/troubleshooting and fine tuning SQL
- Develop and update the accounting operating procedures.
- Involved in claims submission and payment (remittance) retrievals for Healthcare Claim Payments.
- Worked with the management for improving and giving new ideas for designing future processes of the HIPPA
- Experience with Medicare and Medicaid: Claim's processing, Medicaid billing, Membership, and Eligibility Verification and Care management.
- Wrote complex SQL queries to extract and validate the data from the Oracle database.

#### **QUALIFICATION**

**Bachelor of Engineering in Electronics and Communication:** Kumaon University, 2005

[REDACTED]  
February 11, 2024

Greg Nelson  
Mosaic Public Partners  
200 Gateway Dr., Suite 1908  
Lincoln, California 95648

VIA ELECTRONIC MAIL

Re: City Manager - City of Austin, Texas

Dear Mr. Nelson:

I am writing to make application for the position of City Manager for the City of Austin, 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 Austin's 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]

[REDACTED]

[REDACTED]

[linkedin.com/in/robert-j-sivick-53347491](https://www.linkedin.com/in/robert-j-sivick-53347491)

## WORK ADDRESS

County of Whitfield

201 South Hamilton Street, 5th Floor

Post Office Box 248

Dalton, Georgia 30722-0248

(706) 275-7500

[rsivick@whitfieldcountyga.com](mailto:rsivick@whitfieldcountyga.com)

## Employment

**COUNTY OF WHITFIELD** (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  
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  
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  
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

# Lorenzo R. Torres



## Skills Summary

Energetic, organized, and detail-oriented technician with 10+ years of mechanical tech experience in the oil and gas industry. A dedicated problem solver seeking to provide excellent service, maintain quality control, and exceed all safety standards.

## Experience

September 2018-August 2021

### **Leak Sealers** - *Valve Technician*

- Responded to emergency call outs to repair valves. Gave root cause analyses/consultations. Repaired live and offline valves.

December 2016-September 2018

### **CB&I** - *Rigger*

- Rigged piping for demo/support/installation
- Gave hand signals and verbal instructions to crane operators

January 2016-December 2016

### **JV Industrial** - *Mechanical Tech*

- Rigging
- Torque and tensioning
- Cut/ISO/Test
- Valve repair

2013-2014

### **Team Industrial** - *Mechanical Tech*

- Torque and tensioning
- Cut/ISO/Test
- Valve repair

2012-2013

### **Admiral** - *Mechanical Tech*

### **Car-Ber** - *Mechanical Tech*

- Torque and tensioning
- Cut/ISO/Test
- Valve repair

## **Education**

Graduated 1993

**Herbert Hoover High School** - *High School Diploma*

## **Certification**

- Valid Texas Driver's License
- Industrial Safety Council Card
- Basic Rigging (NCCER)
- TWIC registered (expires 2025)

My name is James Trent and I'm respectfully presenting my credentials and candidacy for the above referenced assignment. This is particularly attractive opportunity that is unquestionably a "Perfect-Match" for, and commensurate, with my extensive Senior Managerial experiences and expertise.

I am a seasoned, entrepreneurially spirited, "Bottom-Line-Results-Action-Oriented", fully engaged Principal Senior Manager Providing "Fiscally-Responsible-Comprehensive-Risk-Avoidance", "Day-To-Day-Direct-Hands-On" Senior Operational Leadership expertise across an all-encompassing spectrum of "Vertically-integrated-Energy-Natural-Gas-Electric-Generation-Water-Utilities" core competencies portfolios and disciplines.

Delivering Operational supervision and oversight for all engineering personnel, direction, planning, work schedules, substations design platforms, energy Management, power generation transmission distribution, construction, "T&D" & "M&O" infrastructure policies and in depth asset management. Along with fiscally responsible expertise as a pragmatic, common sense grounded Senior Leader with well established Industry credentials. Together with an absolute and unwavering commitment to the principles of a "Safety-First-Business-Culture", including Personal Ethics, individual integrity, professionalism and Honesty.

- 1. PRIMARY/PRINCIPAL SENIOR CONTACT FOR RESPONSIBLY MANAGING AND DIRECTLY INTERFACING WITH REGULATORY STATE, FEDERAL LEGISLATIVE AGENDAS.**
- 2. PROVIDING EXPERT TESTIMONY, TECHNICAL MANAGEMENT SUPPORT ALONG WITH "BEST-IN-CLASS-COST-EFFECTIVE-CUSTOMER-CENTRIC" RATES & TARIFF STRATEGIES.**
- 3. ACTIVELY PROMOTING OPEN COMMUNICATIVE DIALOGUES AND STRONG COLLABORATIVE INTERPERSONAL LIAISONS' WITH LEGISLATIVE AND REGULATORY ASSEMBLAGES, CHAMBERS OF COMMERCE, CITY COUNCILS, BOARDS OF DIRECTORS, EMPLOYEES, STAKEHOLDERS AND RATE PAYERS.**

Expertly advancing an interactive, transparent, collegially flexible senior management style. Fostering individual initiatives, empowerment and personal growth, while exemplifying, "Straight-Forward-Open-Communications", teamwork and timely corporate goals attainment. Dedicated to providing safe, quality, reliable and "Best-In-Class" commodity services. Aggressively managing and delivering comprehensive "Vertically-Integrated-Energy-Utilities-Industry" portfolio expertise that reflects a technologically accomplished, "Pragmatically-Common-Sensed-Based", solidly anchored, Senior Executive, with an adept "No-Nonsense-Cut-To-The-Chase-Modus-Operandi-Managerial-For'te", combined with eclectically sophisticated "Multi-Tasking" skills.

What my CV/Résumé doesn't reveal is my executive presence and professional demeanor. I fully appreciate the need to prioritize assignments, while providing a calm and composed environment. In my previous management assignments, as an innovative, Senior Managerial Operational and Administrative Executive, I've negotiated and managed numerous challenging contracts and compliance issues and decisively faced many "Vertically-Integrated-Energy-Natural-Gas-Electric-Power-Water-Utilities" complex business decisions that needed to be handled delicately, judiciously, diplomatically and expeditiously.

I've attached a current and copy of my personal credentials (Entitled "James Trent 2018-CV-Resume") for your review and consideration. Please don't hesitate to contact me directly; if you have any questions, or need any additional information to support, augment or further clarify my candidacy.

*"Carpe Diem"*

J.A. Trent

My name is "James Trent"! And, respectfully, I'm formally presenting my candidacy for the above-referenced assignment.

This is a particularly attractive opportunity that is unquestionably a "Perfect-Match" for & directly Commensurate with my extensive Energy-Utility-Industry Senior Management Operational & Administrative Expertise, professional experiences. I am highly resourceful in expeditiously meeting complex objectives, anticipating problems "Cost-Effectively" organizing comprehensive long & short-term transactional infrastructure programs. I am also well-established as a fully engaged, professionally experienced & an academically well-credentialed, action-oriented, fully approachable, Senior Executive Managerial Team Leader.

With a proven track record of fiscally responsibly optimizing all manner of the planned execution of all administrative & operational administrative operational, cross-Functional Energy-Utilities-Industries day-to-day-hands-on-in-the-trenches commercial operations, working environments. Including clear & concise communications Consistently building "Cost-Effective", collaborative links with cross-functional, stakeholders. Reliably delivering, Senior Executive motivating Leadership, as an innovative, fiscally responsible, Energy-Utility-Industry Forward-thinking, Executive Senior Manager! Directly managing complex, rate-based Energy-Utility Industry Administrative & operational infrastructures organizations. Solidly, robustly anchored with a proven track record, Expertly, navigating complex {"Energy-Utility-Industry-Rate-Based-Safety-First-21st-Century-State-Of-The-Art-Excellent-Best-In-Class-{24x7x365)-Seamless-Optimal-Construction-Engineering-Infrastructure -agenda's!"}

Reliably advancing an open, transparent, collaboratively credible {"Lead-By Example"} collegial Senior Management Leadership style. Actively encouraging individual initiatives, empowerment & personal growth. While personifying straight-forward-frank-Communications, Teamwork. (i.e.) Solidly anchored with a deliberate & practiced, {"No-Nonsense-cut-to-the-chase-simply-getting things done modus-operandi-Senior-Managerial-forte-skill-set!"} Along With eclectically sophisticated multi-tasking Expertise. While consistently emphasizing the highest level of personal ethics, Individual Integrity, professionalism, Honesty & Loyalty!

I fully appreciate the need to prioritize projects, while constantly maintaining a professional, calm & a professional attentive, composed demeanor. Given the scope & depth of my Energy & Utility Industry Expertise & Senior managerial experiences, I'm certain that I can be an Immediately productive asset to your organization!

Please don't hesitate to contact me directly; if you have any questions, or need any additional information to support, augment or further clarify my candidacy.

**"Carpe Diem"**

**J.A. Trent**

**"ENERGY-UTILITIES-INDUSTRY-ORGANIZATIONAL-EXECUTIVE-SENIOR-MANAGEMENT"**

I am a self-motivated, Senior Managerial Team Leader, Stake-holder"! Exceptionally well-versed in all-manner Of multi-dimensional Energy Utility industries Organizational Senior Administrative & Operational best Practices! Including sensitive political Interaction issues. Together with extensive multi-tasking & "Cost Effectively" Handling all manner of multi-disciplinary cross-functional programs. As the common-sense based Operational Driving force & Entrepreneurially "Up-Front" ("Out-Of-The-Box-Strategic-Thinking-Senior Creative-Change Agent") Solidly & Robustly anchored with (30+years as an excellent people Senior Manager, With a Sophisticated "Deep-Rooted" forte', ("Cutting-to-the-chase-timely-Simply-Getting-Things-Done Interactive Ultimate-Hands-On-In-The-Trenches-Senior-Management-Style & Managerial Jack-Of-All-Trades"!

(E.G.) Most recently serving as the city of Anchorage, Alaska's Municipal Light & Power, (ML&P) Energy Utility Industries Organizational ("GENERAL MANAGER & CHIEF OPERATING OFFICER") for it's {"Vertically-Integrated-Rate Based-"SAFETY-FIRST!" "No Job is so important & no service is so urgent that we can't take time to perform Our work-safely-within-all-encompassing-("21<sup>st</sup>/22<sup>nd</sup>Century)-Energy-Utility-Industries-(24-7-365)-cross-Functional-day-to-day-hands-on-in-the-trenches-detailed-Engineering-design-Oversite-Predictive-Preventative-"M&O-"T&D"-Operating-systems-construction-excellent-best-In-class-customer-centric-Commodities-services-(Amr-Ami-Metering-(+/- \$540mm-annual-revenue)-P&L-legal-regulated-utilities-Liaisons-Electric-power-Generation-economic-dispatch-multifaceted-"SCADA" systems-programming!"} Reliably managing-Critical game changing-Initiatives, with a measured penchant, aimed at reliably Expertly Handling all manner of Energy Utility Industries Infrastructure Programs. Including Responsively emphasizing The critical importance of judiciously pinpointing problematical minutiae-based Administrative & Operational & risks/issues nuances, by carefully simplifying solutions,

1. (E.G.) CATEGORICALLY SERVING AS "EVERY CLIENT'S "TRUSTED" ENERGY UTILITY INDUSTRIES PARTNER"! COMBINED WITH FISCALLY RESPONSIBLE ADMINISTRATIVE & OPERATIONAL DIRECTION, TOGETHER WITH CONSISTENTLY "ON-SCHEDULE & ON-BUDGET" PROJECTS DELIVERY, INCLUDING MULTI-DISCIPLINED ENGINEERING DESIGN DETAILS OVERSITE, EPC PROJECTS "COST-EFFECTIVELY" MANAGING CROSS-FUNCTIONAL TEAMS THROUGH COLLABORATIVE, OPEN, STRAIGHTFORWARD, CLEAR, CONCISE, COMMUNICATIONS. AS WELL AS COMPLETE FISCAL ACCOUNTABILITY FOR (ML&P'S) \$157MM") BALANCED ANNUAL OPERATING BUDGET! TOGETHER WITH SYSTEMATICALLY ALLOCATING AN ANNUAL MULTI-MILLION DOLLAR DIVIDEND TO THE CITY OF ANCHORAGE'S GENERAL FUND. DIRECTLY "COST-EFFECTIVELY" MANAGING "STATE- OF-THE-ART" ELECTRIC POWER GENERATION ENGINEERING SYSTEMS OPERATIONS!

Including optimal administrative & working Operational agendas, as a completely approachable & openly Collaborative Principal Senior Manager! Fostering AN {"ESPRIT-DE-CORP"}, Team-Oriented, working Environment while Adopting unifying accords of Trust, Loyalty & empowerment! Together with timely, Equitable conflict Resolutions Expertise. Consistently Providing "EXCELLENT-BEST-IN CLASS-CUSTOMER CENTRIC COMMODITIES-SERVICES", AS A PRACTICED, "DOWN-TO-EARTH-REAL-WORLD-COMMON-SENSE-BASED", EXECUTIVE MANAGERIAL SENIOR TEAM LEADER! PROMOTING A FAIR & BALANCED WORKPLACE ENVIRONMENT! SYSTEMATICALLY CONVEYING "COST-EFFECTIVE" FISCALLY Responsible, Independent Judgment, discretion, initiative, & pragmatic Bottom-line Focused fiscally responsible objectivity as a fully dedicated, perceptive, sophisticated Energy-Utilities-Industries "SHREWD-OUT-OF-THE-BOX-THINKING" Senior Management Visionary & highly accomplished "Multi-Tasking", "ACTION-ORIENTED-NO-NONSENSE-CUT-TO-THE-CHASE", "Senior Operational Team-Leader. Together With a well-defined "ROCK-SOLID WORK ETHIC".

Together with "Deep-Rooted" fiscally responsible Expertise as an openly transparent & collaborative, Completely engaged partner with "Constituents", "Boards-Of-Directors", "Stakeholders", "Rate Payers", "Regulatory Agencies" & "Employees"! "Cost-Effectively" driving results to achieve "best-in-Class," state-of-The-Art" administrative & operational programs. Together with long & short-term budgetary preparations! Combine with "Direct-Hands On", Engineering Supervision (E.G.) (I ALSO SPEAK FLUENT ENGINEER)



**"PROFESSIONAL WORK HISTORY"**

**"ANCHORAGE ("ML&P") MUNICIPAL LIGHT & POWER: GENERAL MANAGER & CHIEF OPERATING OFFICER"**

**2012-2018**

Principal Energy-Utilities industry organizations transformational, innovative, "strategic game-changing" Senior Team Leader! Completely accountable FOR, (ML&P'S), Energy-Utilities-Industries {\$540MM annual Revenue stream) Along with quantifiable performance responsibilities! Together with Expertly exemplifying The simple principles of Integrity, Honesty, Discretion & "forward-thinking-"Cost-Effective "objectivity" As the City of Anchorage Alaska's Municipal Light & Power, Primary Senior Visionary & forward-thinking "OUT-OF-THE BOX" Managerial Executive Team LEADER FOR (ML&P), Energy-Utilities-Industries COMPLEX-Energy Utilities Industries-{"21<sup>ST</sup>/22<sup>ND</sup>-Century) Vertically-Integrated-Rate-Based-Safety-First Action-Oriented Energy Utilities-industries-Day-To-Day-Hands-On-In-the-Trenches-Administrative & Operational Infrastructures.

- 1.** Strategically 'Cost-Effectively" managing "STATE- OF-THE-ART" ELECTRIC power generation engineering systems operations! Together with pioneering computerized economic dispatch protocols & complex SCADA systems Operations
- 2.** RESPONSIVELY MANAGING "SAFETY-FIRST" ELECTRIC UTILITY TRANSMISSION & DISTRIBUTION CROSS-FUNCTIONAL PROFESSIONALS, FISCALLY & OPERATIONALLY OPTIMIZING MULTIPLE ELECTRIC POWER GENERATION PLATFORMS, ALL-INCLUSIVE ENGINEERING SERVICES, LONG & SHORT TERM CONSTRUCTION TIMETABLES, PREDICTIVE & PREVENTATIVE "M&O-T&D" OPERATING PRACTICES INCLUDING 492+MEGAWATTS OF MULTIPLE (ML&P) ELECTRIC POWER GENERATION PORTFOLIOS, FOSSIL FUEL, HYDROELECTRIC, WIND & SOLAR!
- 3.** CONSISTENTLY IMPLEMENTING POLICIES, OBJECTIVES, STANDARDS, & GUIDELINES FOR OPTIMAL ENERGY REGULATORY COMPLIANCE. TOGETHER WITH STRICT ADHERENCE TO "F.E.R.C., GO 95 & OSHA" APPLICATIONS.
- 4.** (E.G.) DIRECT "HANDS-ON" SENIOR, EPC" OPERATIONAL CONSTRUCTION PROJECT MANAGEMENT OVERSIGHT FOR A **\$341MM, 120MW** AERO DERIVATIVE, COMBINED CYCLE, GE-LM-2500 FOSSIL-FUELED "CHP" ELECTRIC POWER GENERATION PLANT. BUDGETARY COMPLIANCE, TECHNICAL INITIATIVES, CONTRACTOR EVALUATIONS, "EPC" CONSTRUCTION SCHEDULES, CONSTRUCTABILITY REVIEWS, PROJECT COSTS **(#1)** RESULTING IN {- \$17+MILLION) UNDER BUDGET & **(#2)** (DELIVERING 7.7 TRILLION BTU'S OF ANNUAL THERMAL ENERGY SAVINGS &, **(#3)** (-\$41+MILLION IN REDUCED RATE PAYERS POTABLE HOT WATER HEATING COSTS & **(#4)** ON-SCHEDULE PROJECT COMPLETION!
- 5.** MANAGING GENERAL PARTNER WITH "CONOCO-PHILIPS", & "BP", FOR THE ALASKA COOK INLET NATURAL GAS WELL PRODUCTION & STORAGE OPERATIONS, INCLUDING INTERNATIONAL "LNG" PRODUCTION

Motivating, & managing multi-dimensional Energy-Utilities-Industries cross-functional personnel. Consistently Fostering a solid working culture of Empowerment, Individual Integrity, Honesty, and Frankness & Trust. Resulting In a high-performing {"ESPRIT-DE-CORP"}, TEAM-ORIENTED, "SAFETY-FIRST" productive working comradery across a multi-disciplined cross-Functional Staff of 279 multi-disciplined Exempt, & Non-Exempt, Technicians, Engineers, Managers, Contractors & Outside Consultants, Together with direct "HANDS-ON" {BEW}, Collective bargaining Environment, & Labor Relations acumen!

**SENIOR ENERGY-POWER GENERATION CONSULTANT: Rockwell automation**

**2010-2012**

Senior Strategist/Advocate/Consultant for change management renewable energy programs and 86 megawatts Of "TRASH-TO-ENERGY" distributed utility-scale Power Generation projects in Puerto Rico, Idaho, and Texas.

**GENERAL MANAGER/CEO: SOUTHERN MISSOURI ("SMNG") NATURAL GAS**

**2005-2008**

Senior Principal Executive exercising comprehensive P&L, safety, Operations, & Senior Executive Administrative Management responsibilities for this Missouri-based Energy-Utilities-Industries ("Rate-Based-IOU-LDC-Natural-Gas-Energy-Utilities-Industry-Safety-First-Vertically Integrated-(24x7x365)-Optimal-Systems-Operations") Cost-Effectively Managing state-wide natural Gas, distribution systems deployment, performance, reliability. Including "Cost-Effective" long & short-term gas commodities capacity resources Together with Energy Utility Industry Infrastructure programs. Along With "LDC" Natural Gas Pipeline expansion strategies to Branson & Lebanon MO. Systematically promoting State-Wide, "Turn-Key", "CHP", Micro-Grid-Inside-The-Fence", and Electric Power Generation programs.

PRINCIPAL SENIOR ADVISOR: PALAU PUBLIC UTILITIES

2003-2004

Strategically counseled with the Palau Board of Directors on {"M&O"&"T&D"}, safe, efficient Electric power Generation, Transmission, distribution systems operations, and resources planning strategies. Together with long-Term Diesel Fuel procurement for Palau & Peleliu Island's, electric power generation stability programs.

DIRECTOR: YANKEE ("YESCO") GAS SERVICES

1997-2003

Operational organizational & administrative primary Senior Leadership. Together with, P&L, safety, operations, And administrative accountability For This Connecticut-based Energy-Utilities-Industries {"IOU-LDC-Rate-Based-Vertically-Integrated-Complex-Energy-Utilities-Industry-Natural-Gas-Daily-Operations!"} Including optimizing Natural gas Distribution, System development, reliability, & safety. Together with actively promoting Interstate Natural Gas Transportation Expansion, pricing, & "CPUC" regulations oversight. Directly Managing Engineering Pipeline Construction expansion programs, & environmental regulatory compliance issues, & strategies, Along With State-Wide Energy-Utilities-Gas-Services-Industry marketing campaigns, combined with direct engineering Oversight, Regulatory, & commodity Resource programs

6. DIRECTLY MANAGED \$38+MM IN ANNUAL CAPITAL GAS PIPELINE EXPANSION PROGRAMS

PRESIDENT/CEO: PACIFIC UTILITIES MANAGEMENT

1983-1997

SPECIFICALLY, ORIGINATED & STRUCTURED PACIFIC UTILITIES MANAGEMENT'S OPERATING BUSINESS PLAN (CIRCA 1983-1997) CALIFORNIA CORPORATION LAUNCH, AS A "MICRO-UTILITY<sup>TM</sup>", "MICRO-GRID", INSIDE THE FENCE, POWER GENERATION, ENERGY-UTILITIES-INDUSTRY! "ESCO" IS EXPLICITLY DEDICATED TO "DEVELOPING, DESIGNING, CONSTRUCTING & "COST-EFFECTIVELY" MANAGING MULTIPLE (26) INDIVIDUAL MICRO-UTILITY<sup>TM</sup>, ELECTRIC POWER GENERATION SITES. TOTALING 1,756-MEGAWATTS OF ELECTRIC POWER GENERATION PROGRAMS

7. EXTENSIVE EXPERIENCES IN ELECTRIC POWER GENERATION SYSTEM OPERATIONS, PLANNING, CONCEPTS. PREPARATION, DESIGN ORGANIZING, & CONSTRUCTING COMPLEX MICRO-UTILITY COMPLEX MICRO-UTILITY <sup>TM</sup> MICRO-GRID, INSIDE-THE-FENCE" ELECTRIC POWER GENERATION, CONSTRUCTION.

EXECUTIVE VICE PRESIDENT: CALIFORNIA EDISON UTILITIES

1980-1983

"COST-EFFECTIVELY" managing all day-to-day-to-day administrative Senior Managerial activities for business Operations, Construction, Sales, and marketing campaigns for this unregulated {SUB-METERING-ESCO"} Including Numerous solar Hot-Water-Heating Installations, complex Energy/Utility Industry commercial Portfolios. Solidly anchored supporting {"400,000+ACTIVE"}, sub-meter Installations throughout California, Arizona, and Georgia.

8. PERSONALLY STRUCTURED \$3.5MM DOLLAR ACQUISITION NEGOTIATIONS WITH A FORTUNE 500 COMPANY.

SENIOR MANAGER CONSTRUCTION OPERATIONS: PACIFIC TELEPHONE

1960-1980

Outside-telco Plant Hands-On-Day-To-"Day-Senior-Operations Construction Management for this California Rate-Based, {"TELCO-IOU-BABY-BELL-SYSTEM-UTILITY"}. Integrating outside plant engineering & telco construction Operations. Including 300+million sq. ft. Operating facilities, buildings, and grounds, Along with telco outside Plant construction & Senior Management of Multiple Engineering Projects', through a diverse staff of 3,700+, MULTI-DISCIPLINED Technicians, Engineers, contractors & Managerial personnel!

"ACADEMIC CREDENTIALS =SAN DIEGO STATE UNIVERSITY- "BS"- PUBLIC ADMINISTRATION"

# San Diego State College

The Trustees of the California State Colleges  
on recommendation of the Faculty  
have conferred upon

**James A. Trent**

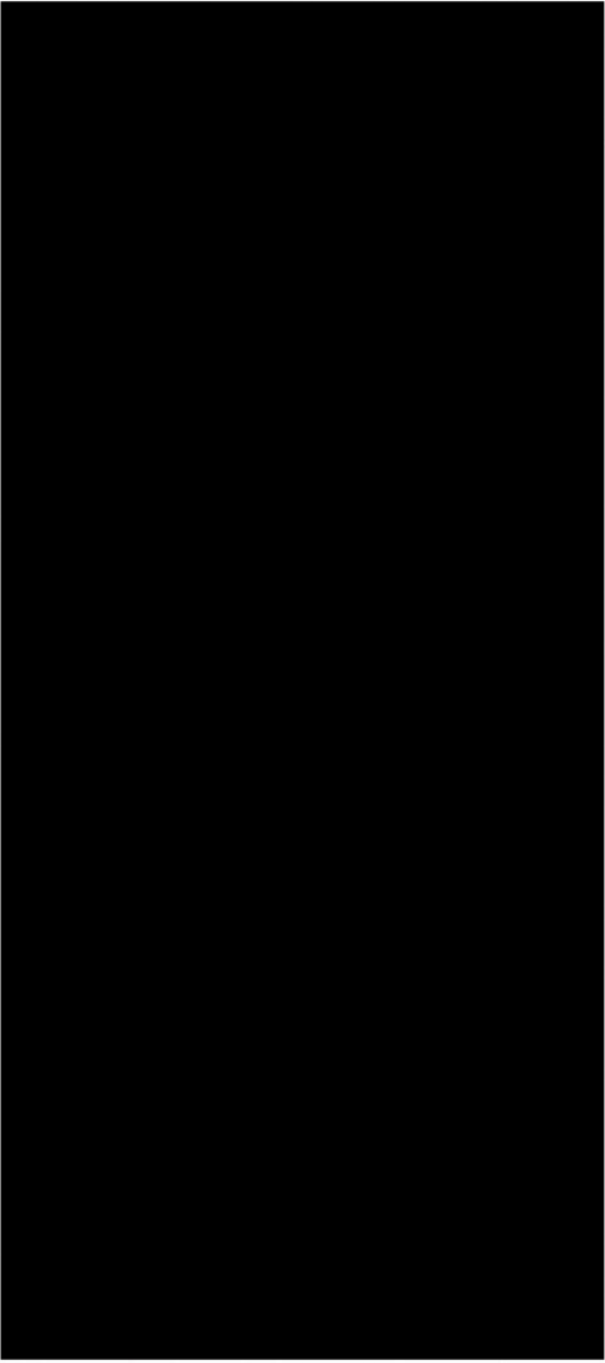
The Degree of  
**Bachelor of Science**  
in **Public Safety Administration**

with all rights, privileges and honors thereto appertaining.

Given at San Diego State College on this  
seventh day of August, Nineteen hundred and Seventy.



PERSONAL & PROFESSIONAL REFERENCES FOR:  
JAMES A. TRENT



Dear Hiring Manager,

I am writing to express interest in the City Manager position with the City of Austin. This position caught my eye as I feel that it is a very good fit for my skills and experience. I am detail-oriented and come with a great deal of experience working in fast-paced environments where collaboration is the key to successfully accomplishing goals and expectations. I believe that my experience in working diverse groups along with my ability to review and understand public policy and policy development alongside a wide range of diverse individuals will prove valuable to you and the staff. I have highlighted some of my qualifications below:

<b>Your needs</b>	<b>My Qualifications</b>
Demonstrated experience leading and implementing strategies and resolving complex escalations in a business environment.	I have led strategic planning and implementation efforts within nonprofit and business environments. My history includes experience serving on and leading committees that included council members, department heads and individuals charged with developing and monitoring the execution of long-range plans across multiple departments.
Results Driven – Ability to achieve citywide goals and objectives.	I am mission oriented, and team driven to accomplishing goals and objectives for assigned tasks while keeping an eye down the road for issues that may pop up and drive the need to adjust. I am particularly skilled at analyzing problems and finding solutions to support goals and objectives.
Skilled in management techniques, including reporting, budgeting, internal controls, personnel, and performance measures.	I understand managerial techniques that include evaluating staff, volunteer leaders, board members to develop control systems and strengthen performance standards. I have experience with the principals and practices of implementing municipal finances, annual budgeting, and its administration.
Ability to establish and maintain cooperative working relationships with City Council, government officials, community groups, and the general public and media representatives.	I have strong interpersonal skills and understanding of working in a fast-paced environment with different groups and ideas. I bring a high level of ethics and a strong moral compass developed throughout my career. I am very approachable, enjoy meeting new people, and networking. I am driven by a mission to accomplish the goals and vision of a board, key stakeholders, and the people I serve. I am passionate about promoting inclusiveness and growth within the fabric of my community.

<b>Your needs</b>	<b>My Qualifications</b>
Experience working directly with state, county, or local government and /or commissions and boards. Ability to interpret and apply Federal, State, and local policy, procedure, law, and regulation.	I have 25 years of experience working with Federal, State, county, and local officials. Experience with interpreting and applying policies, procedure, laws, and regulations. My experience includes serving at the pleasure of elected officials, executives, and organizations to oversee policy/law implementation, hear issues, and develop educational programs.

I would welcome the opportunity to discuss your current needs at greater length, and the value I can offer once you've had the time to look at my attached resume. I will contact you in a few days to set up an appointment.

Sincerely,

Jody L Urquhart

# JODY URQUHART

Austin, TX ▪ [REDACTED] ▪ [REDACTED] ▪ [www.linkedin.com/in/jody-urquhart](http://www.linkedin.com/in/jody-urquhart)

## CITY MANAGER

Project Management ▪ Budget Management ▪ Legislation ▪ Government Affairs ▪ Public Policy Development ▪ Non-Profit

Highly Accomplished Operations Professional with extensive experience across complex non-profit, government, and commercial organizations. Adept in planning, developing, and implementing evaluation programs, policies, legislation, and convention events. Strong focus on promoting comprehensive laws, regulations, and grassroots activism. Skilled in analyzing the elected official, organizational needs, and channeling public concerns into a singularly focused goal to foster and promote strategic relationships to drive mutual efficacy and collaborative community relations.

Leadership	Strategic Planning	Program Management
Continuous Process Improvement	Lobbying	Program Development
Client Relationship Management	Forecasting & Budgets	Fundraising
Leadership Assessment / Development	Project Management	Community & Public Relations
Government / Legislative Affairs	Contract Negotiation / Management	Nonprofit Management

## SELECTED ACHIEVEMENTS

### Policies & Procedures

- Authored board training manual for non-profit agency. Reviewed original manual and updated duties, responsibilities, committee assignments, etc. **Result:** Standardized expectations, allowing new board members to assume duties more quickly and serving as a refresher to continuing board members.
- Created/established/executed a fluid system allowing boards to carry out business during the pandemic. **Results:** Increased board members' comfort in video and teleconferencing to conduct ultimately resulting in the largest statewide participation of voting delegates in 20 years.

### Program Development & Management

- Established award winning Gold Star Program including Ag in the Classroom, Women in Agriculture, Value-Plus membership activities, etc. **Result:** Participation in programs ensured organizations were meeting requirements of 501C5 organizations.
- Established an online leadership portal for county leaders, staff and key stakeholders to public policy access information, statewide meeting dates, resources, and Legislative activities. **Result:** Created the opportunity to for leadership to be better engage and informed on the goings on within the organization on a state and national level.

### Leadership & Staff Development

- Identified, recruited, and trained volunteer leaders and staff. Mentored volunteers and staff members through the political process. Results: Individual growth and identity within organizations. **Result:** Many have gone on to run for office, serve on state and national boards, and lead their organization.
- Mentored new and senior staff members. Empowered them to succeed and except additional rolls and responsibilities. **Result:** Several are now serving in Senior management positions, leading state commissions, and others have gone on to leadership with entities in non-profit, corporate, or government.
- Managed/Appointed/Evaluated staff in developing educational and informative conventions/conferences. Developed stronger working relationships, trust, and respect with staff, Senior Management, Board members and Officers. **Results:** A more cohesive and focused team.

### Continuous Process Improvement

- Reorganized/Implemented the planning process for construction company. **Results:** decreased build cost by 15% and increased revenue by cutting build times 20% and getting homes to the market sooner.
- Analyzed current relationships with subcontractors, city inspectors and supply vendors. **Results:** Opened avenues for better communication and understanding to keep projects moving efficiently.

...Continued

Contract Negotiation & Management

- Prepared/Analyzed/Managed contracts for land purchase and land management. **Results:** initiating in-house real estate contracting saved the company the 6% agent fee resulting in an average savings of \$30-\$45K in closing fees on lots and sped up the contracting process.
- Negotiated/managed multi-year contracts with hotels and convention centers for food and beverage, rooming, conference space, trade shows, and various other needs. **Results:** Contracts protected the organization against major shifts in pricing, ultimately saving money for attendees/staff on room rates, convention fees, and food & beverage.

Membership & Fundraising Campaigns

- Developed/Identified strategies to encourage increased involvement in memberships campaigns/drives. **Results:** Grew membership across an area of 35,000 members, increased new membership by 7% and decreased backdoor loss by 5%.
- Chaired/led/directed multiple fundraising campaigns for non-profit organizations as well as candidates running for office. **Results:** Built strong relationships with candidates on the local, state, and national level.
- Non-profit fundraising helped secure the future for the local Boys and Girls Club, Lions, Shriners, Chamber of Commerce, The Crohn's and Colitis Foundation and many other groups. **Results:** Serving as chairman of each of these organizations at different times we increased funding between 10-20% ensuring the organizations could continue to meet the needs of individuals they were charged with serving.

Marketing

- Provided current/relevant content to increase interest and participation in state convention, leadership conferences, division meetings and the policy development process. **Result:** Increased attendance each year by 10-12%.
- Encouraged/increased marketing efforts around the district to drive membership promotion, value added services and ballot initiatives. **Results:** Increased the awareness of benefits available to members, grew members to cover back-door-loos and ensure positive membership growth, drew attention to ballot items through education and information, and increase overall visibility of the individual organization.

## PROFESSIONAL EXPERIENCE

**Jack Boothe Construction, Austin, TX (January 2021-Present)**

***Director of Operations***

Serve as a Project Manager in partnership with Executives and Subcontractors to select sub-contractors, develop and spearhead building project timelines, procurement, resources, and budgets to ensure projects are completed on-time and within allocated funds. Develop comprehensive and strategic short-term and long-term financial plans for profitable growth. Decisively review project budget management reviews up to \$25M and ensure the strict adherence within revenue margins.

**Arkansas Farm Bureau Federation, Little Rock, AR (June 2007 – January 2021)**

***Senior District Director, North Central (June 2007 – January 2021)***

Provides for the effective coordination and implementation of all Farm Bureau programs such as membership acquisition and maintenance, policy development, service-to-member programs, commodity programs, leadership development and training, and county program development through the county Farm Bureau organizations. Also, as a registered lobbyist, provides for effective legislative lobbying activities in the assigned Organization and Member Programs districts.

- ▶ Subject matter expert in developing and presenting legislative, policy, and organizational initiative content for state conventions, leadership conferences, county boards and outside groups.
- ▶ Supported the Organization and Member Programs department to curate and implement award-winning training and leadership development content and programs across 13 counties with a strong focus on elected leadership's overall vision and individualized training to drive preparedness, efficiency, organizational understanding, and job preview.
- ▶ Foster and promote cross-functional collaboration through the management of 250+ volunteers and board members.

...Continued



- ▶ Provided a white glove service to key stakeholders through the development of a recall system to streamline and prioritize organizational and legislative information adopted by peer Directors, resulting in a 98% satisfaction rating.
- ▶ Mitigate communication shortfalls in the current climate by proactively initiating innovative solutions via technology training, troubleshooting, and continuous process improvement efforts.

*Prior Positions at Arkansas Farm Bureau: District Coordinator / Safety Coordinator / Purchasing & Supply Agent*

#### **Military Experience**

Chemical Operations Specialist (54B) ▪ United States Army, 489th Engineer Battalion  
Army Achievement Medal

## EDUCATION & PROFESSIONAL TRAINING

Masters, Public Administration (MPA) ▪ Arkansas State University ▪ Jonesboro, AR

Bachelors, Science in Agriculture/Animal Science ▪ University of Arkansas ▪ Monticello, AR

## COMMUNITY/PROFESSIONAL INVOLVEMENT

**Staff Chairman**, Arkansas Farm Bureau State Convention

**Physical Arrangements Chairman**, ARFB State Convention

**Vice Chairman**, Jacksonville Housing Authority

**Chairman of the Board**, Jacksonville Chamber of Commerce

**President**, Boys and Girls Club of Jacksonville

**President**/, Jacksonville Rotary Club

**Secretary**, Jacksonville Sewer Commissioner

Dear Mayor and City Council,

I am excited at the opportunity to serve you as the City Manager for the City of Austin. I am an experienced local government leader having spent the last fifteen years in government, with the last five years leading two organizations as City Manager and Chief Administrative Officer. While serving as City Manager in Gresham, Oregon and Chief Administrative Officer in Pueblo West, Colorado, I successfully tackled complex and challenging community and organizational problems.

During the last three years, I reduced police officer vacancies from 13% to 6% while simultaneously hiring a new Police Chief and negotiating a new three-year contract with our police union. I negotiated with the County to successfully receive funding for our innovative homeless outreach program and launched an entirely state-funded youth violence prevention program, which resulted in reduced youth-involved homicides in just one year. While at Pueblo West, I partnered with the County to jointly move our development review processes online on a shared program, significantly improving the development process and I launched our first Diversity, Equity, and Inclusion program.

In my early years in local government, I was often tasked with managing the politically sensitive and difficult projects of the organization. From creating the organization's first Strategic Plan to implementing an economic redevelopment plan for an aging corridor, I refined my skills in stakeholder and community engagement, economic development, and planning, as well as finance and budgeting.

While I have gained critical technical experience over my career, I know that a successful City Manager needs to focus on relationship building and communication. I am confident that my years and experience in the leadership role, ensuring that the organization is following through on key Council priorities, and that I am maintaining clear and consistent communication with both elected officials and the City staff team, will serve me well in this position.

I have had the opportunity to work and live in three states over my career for communities of all sizes, from communities of 30,000 people to nearly 500,000. This has given me a breadth of experience, but I have reached a point in my life and career where we would like to be in a place we love. I have family in the Austin area, I have visited Austin several times and love the community. I am eager to join the community as much as I am eager to serve you as City Manager. I am truly excited at the opportunity to serve you as the City Manager of Austin and I know that my skills and experience position me well to be successful in this position. I appreciate your consideration of my application.

Sincerely,

Nina Vetter

# NINA VETTER

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## EDUCATION

**Northern Illinois University**  
Master's of Public Administration

**George Washington University**  
Bachelor's of Business  
Administration

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## SKILLS

- ★ Visionary and empowering leadership
  - ★ Solving large and complex community problems
  - ★ Fostering organizational collaboration and innovation
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## SERVICE

**Center for the Arts Foundation**  
Board Member

**Gresham Chamber of Commerce**  
Board Member

**Northwest Women's Leadership Academy**  
Steering Committee Member

**Oregon City/County Management Association**  
Professional Development  
Committee Member

**International City/County Management Association**  
Conference Planning Committee  
Member & ICMA Coach

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## CERTIFICATIONS

**Oxford Executive Leadership Program**  
Graduate

**Denver Peak Academy**  
Process Improvement Black Belt

## EXPERIENCE

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### **City Manager**

City of Gresham, OR | Population 113,000  
*Jul. 2021 – Dec. 2023*

- Oversaw day to day operations of the organization, responsible for a \$725 million budget, serving a diverse community of 113,000 residents.
- Improved the City's ability to respond to community needs through developing the City's first Financial Roadmap and launching "Safe Gresham", a holistic safety initiative.
- Led development of the City's first strategic plan and performance management program.
- Transformed the City's organizational culture through collaborative leadership principles, improving the City's labor relations, and embedding innovation in the organization.
- Fostered regional and community partnerships, positioning the City to receive over \$15 million in Federal, State and County grant funds in two years, including \$3 million in federal funding for a major transportation project and State funding for the Youth Violence Prevention Program.

### **Chief Administrative Officer/District Manager**

Pueblo West Metropolitan District, CO | Population 35,000  
*Jan. 2019 – Jun. 2021*

- Led the long-term financial sustainability of a \$43M local government district through the passage of Pueblo West's first District sales tax for fire services and creation of Pueblo West's first Capital Improvement Program.
- Demonstrated crisis management and communications skills, and trauma-informed leadership during the COVID-19 public health crisis as well as two local emergencies
- Worked regionally to create a comprehensive approach to housing and homelessness challenges, and created the County's first regional Comprehensive Plan  
Exercised inclusive and collaborative management style in leading an executive team of nine responsible for fire, public works, parks & recreation, community development & water & wastewater utilities.
- Cultivated strong, productive relationships with a five-person governing body, including successful adoption of a District Strategic Plan and District Performance Measures.

## PUBLICATIONS

### **Pivot Like a Pro**

ELGL Guest Blog, 2019

### **Want to Change a Culture? Ride a Road Grader**

Public Management Magazine, 2019

### **Run the World: Women in Leadership**

Public Management Magazine, 2020

### **Employee Engagement Through Giving**

Public Management Magazine, 2021

### **Give: How Giving in Small Ways Every Day Can Change Your Life and the World**

Independently Published

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## AWARDS

### **Trager 'Top Influencer' Award**

Engaging Local Government Leaders

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## CONTACT

Nina Vetter

[REDACTED]  
[REDACTED]

### **Strategy, Performance & Contract Compliance Manager**

*Oct. 2016 – Dec. 2018*

### **Senior Budget Management Analyst**

*Apr. 2013 – Aug. 2016*

City of Colorado Springs, CO | Population 465,000

- Managed a \$23M department responsible for strategic planning, performance management, and innovation.
- Led key economic development projects and plans with community involvement, including the Renew North Nevada Avenue Initiative and Community Master Plan.
- Developed the Façade Improvement Program, a partnership between the Urban Renewal Authority and Community Development to launch \$100K in matching grants for eligible commercial building frontages.
- Served as point person for cable franchise agreements, energy efficiency projects, and 5G negotiations.
- Co-created pathways for residents to learn more about the City through the Citizen's Academy and Youth Ambassador Program.
- Facilitated development of the City's annual \$300M Operating Budget and conducted fiscal impact analysis for annexations including revenue analysis and departmental expenditure projections.

### **Financial & Administrative Services Associate**

USAID-State Department | Country of Georgia

*Aug. 2011- Mar. 2013*

- Managed USAID Georgia's \$4M operating expense budget and Azerbaijan's \$2M operating expense budget.
- Led consolidation of USAID and State Department Administrative Services teams.
- Worked with the Regional Controller to ensure Office of Financial Management compliance with Agency regulations.

### **Graduate Management Intern**

Village of Wilmette, IL | Population 28,000

*Aug. 2009 - May 2011*

- Assisted in the development of the annual \$60M Village Budget and Capital Improvement Program.
- Facilitated analysis, risk mitigation and policy development across all departments to align organizational practices with Intergovernmental Risk Management Agency requirements, resulting in the first-ever 100% score.

### **Senior Analyst**

HVS Global Hospitality Services | Chicago, IL

*Aug. 2007 – Aug. 2009*

- Conducted feasibility and economic impact studies for public facilities, including convention centers, sports arenas and performing arts centers.
- Managed partnerships between public agencies and private development firms for facility construction, including creative financing and long-term asset management planning.

# OTIS E. WILLIAMS, MBA, CTCM

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(C)

February 11, 2024

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

Dear Mr. Nelson:

I am writing to express an interest in the position of City Manager for the City of Austin, Texas.

I have a progressive career working in both municipal and state government with recent professional work experience providing executive leadership and direction for a variety of services and programs. This includes extensive knowledge and leadership skills in balancing competing demands and ensuring successful outcomes within a large enterprise. I have a proven track record as being a skilled relationship builder, and the ability to work collaboratively and effectively across departmental boundaries. I also embrace the appreciation for teamwork, diversity, and have a unique understanding for the multitude of communities, perspectives and values that exist in Austin. This includes having personal access to a network of business, community, and political stakeholders who share an interest in keeping the city of Austin one of the most livable and innovative cities in the country. I bring exceptional knowledge, skills, and abilities in the following areas:

- A strong leader with excellent interpersonal skills who brings enthusiasm and passion; highly ethical, collaborative and results driven.
- Serve as a key resource for budgetary/financial matters, data analysis, and other strategic information to help guide management decisions and maximize operational efficiencies.
- A self-starter with a high energy level and strong sense of urgency who takes the initiative.
- Multi-task oriented and handle competing priorities, can analyze problems, complaints, and complex issues; resolve situations quickly and recommend alternative solutions.
- Represent the City by effectively communicating and interacting with internal and external stakeholders; build and maintain effective working relationships and serve as an advisor to the City Manager and other City officials.

I am a visionary and inspiring leader with a passion for public service and have a strong commitment for delivering high quality customer service in a most cost-effective manner. My executive leadership experience, financial and business acumen will be an asset to your enterprise. I am excited about an opportunity to meet with you to discuss how my background and experience match your requirements, and how we can work together to make Austin, Texas the best-managed city in America.

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

Sincerely,

Otis E. Williams

# OTIS E. WILLIAMS, MBA, CTCM

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## SUMMARY OF QUALIFICATIONS

Senior executive with over 30 years work experience in federal, state, and local government. A results-oriented leader with a proven track record of being organized, effective in managing work processes, and making sound decisions on complex issues. Excellent ability in analyzing an organization's business operations and financial requirements, identifying deficiencies and opportunities for improvement, controlling costs, increasing revenues, and improving customer service. Core competencies include:

- Executive Leadership
- Financial Management
- Effective Communicator
- Cultural Awareness and Competency
- Strategic Thinker
- Collaboration and Influence
- Customer Focused
- Politically Astute

## PROFESSIONAL EXPERIENCE

**Texas Health and Human Services Commission (HHSC) – Austin, TX. 2020 – Present**  
**Associate Commissioner for Business and Regional Services (BRS)**

Oversees the daily operations of Health and Human Services Commission (HHSC) System Business and Regional Services. Directs infrastructure support services programs and activities, which includes 405 FTEs performing facilities planning and leasing, regional administrative services, asset management, facility and warehouse services, and printing services across the state. Coordinates development of the Annual Operating Budget and Legislative Appropriations Request in conjunction with HHSC executive leadership. Advises the Deputy Executive Commissioner for System Support Services on the status and progress of support services programs and recommends new methods for effective and efficient utilization of resources.

**Texas Health and Human Services Commission (HHSC) – Austin, TX. 2019 – 20**  
**Deputy Director for Regional Administrative Services (RAS)**

Oversaw the day-to-day operations for Regional Administrative Services (RAS). Provided leadership for complex administrative management, direction and guidance for strategic facility operations and planning of regional and field offices (268 FTEs) across the state. Coordinated the division's operating budget (\$142 million), business and financial services, contract management, purchasing, information technology, asset management, and human resource/personnel actions. defined key performance expectations and assisted in evaluating the performance of RAS Regional Directors.

**Texas Department of State Health Services (DSHS) - Austin, TX. 2012 - 19**  
**Business Services Manager**

Directed financial and business operations for the Division for Regional and Local Health Operations, which includes budgeting, accounting, contracting, grants management, IT purchases, fleet management, and facilities management for approximately 1,300 FTEs. Oversaw the development and administration of the operating budget (\$125 million), monitored expenditures, and prepared reports that reflected the financial status of the division.

*Accomplishments:*

- o Implemented Zero-Based Budgeting for ground-up development of annual operating budget requests.
- o Prepared budget, financial, and administrative policies and procedures; and established business plans, sets goals and objectives that supported the overall business strategy of the division.

**Texas Water Development Board - Austin, TX.**

**2003 - 11**

**Program Manager/Acting Deputy Executive Administrator**

Provided executive leadership and oversight of daily operations and management of water-related infrastructure projects and financing programs. Directed human resources management activities, budget, performance reporting, and compliance requirements for local, state, and federal rules and regulations.

*Accomplishments:*

- Managed teams responsible for implementing successful marketing strategies for programs, priority initiatives, project management of water infrastructure capital improvement projects; Conducted impact analysis of state and federal legislation; and developed long-range/short-range strategic plans.
- Assisted with negotiations for a Six-Party Agreement to finance and construct a water supply project for the Northridge Acres Subdivision.

**Chief Financial Officer**

Served as chief fiscal officer responsible for overseeing financial and business operations, including a \$4.5 billion portfolio, and \$136.8 million in appropriated funds. Provided executive direction and leadership in the planning and execution of all financial management activities, including strategic planning, budgeting, accounting, revenue forecasting, debt portfolio management, financial and performance reporting, purchasing, and contract administration.

*Accomplishments:*

- Advised executive leadership on potential legislative bills and issues affecting agency resources.
- Ensured credibility of internal financial activities by providing timely and accurate analysis of budgets, financial trends and forecasts to executive leadership and oversight agencies.

**City of Austin Watershed Protection/Infrastructure Support Services**

**2001 - 03**

**Financial Manager**

Directed and managed financial and administrative support functions for 6 city departments with budgeted funds totaling over \$170 million and 1,200 employees. Managed financial functions, including accounting, budgeting, purchasing, contracts, A/P, A/R, and revenue collection. Oversaw strategic planning, resource planning, and facilities management; prepared financial/budget reports, financial forecasts, and other financial projections that reflected the financial status of city departments. Assisted client departments with administering the Recommendations for Council Action (RCA) process.

*Accomplishments:*

- Prepared annual operating and capital budgets, strategic business plans, and financial forecasts for 6 departments; presented budget and operational information to city executive leadership team.
- Assisted client departments with designing automated business systems, implementing internal controls, and establishing financial reporting procedures.
- Conducted operational analyses, prepared management reports and recommended corrective actions to the City's executive leadership team and Budget Office staff.

**District of Columbia Government - Washington, D.C.**

**1999 - 00**

**Office of the Chief Financial Officer**

**Deputy Chief Financial Officer for Budget and Planning**

Served as the District's Budget Director responsible for the development and preparation of annual operating budget (\$5 billion) and capital improvement plan (\$900 million). Represented the District of Columbia in the local/federal appropriations processes, monitored and reported on budget performance for the fiscal year. Provided financial advice to the Mayor, City Councilmembers, and other strategic stakeholders.

*Accomplishments:*

- Prepared the District's first operating budget using Performance-Based Budgeting methods; presented complex budget expenditure projections (spending pressures) with corrective-action solutions to the Mayor and City Councilmembers within first 60 days of hire. Restructured the Capital Improvement Projects (CIP) planning process. Eliminated over \$60 million in CIP overspending through implementation of new budget planning tools and best practices.
- Worked closely with the Mayor and City Councilmembers, Financial Control Board, and 72 city department heads to resolve critical spending pressures and provided frequent updates on the District's financial status.
- Achieved the GFOA Distinguished Budget Presentation Award for both the Annual Operating Budget and Capital Improvement Plans.

*Other Professional Experience:*

- State Director, Texas Department of Family and Protective Services
- Interim Executive Director, Texas Commission on Alcohol and Drug Abuse
- Director, Financial Analysis Department, Resolution Trust Corporation
- Manager, Operating Budgets, Dallas Area Rapid Transit
- Financial Manager, Information Technology Department, City of Austin
- Budget Analyst, Financial Services Department/Budget Office, City of Austin
- Supervisor PARD Programs, Parks and Recreation Department, City of Austin

**EDUCATION**

Master of Business Administration in Management, Dallas Baptist University - Dallas, TX.  
Bachelor of Arts in Business Administration, Huston-Tillotson University - Austin, TX.

**ADVANCED TRAINING & CAREER DEVELOPMENT**

- Six Sigma/Lean Green Belt – University of Texas at Austin, Engineering Executive Education
- Executive Leadership Academy – Texas Health and Human Services Commission
- Certified Texas Contracts Manager (CTCM) – State of Texas Comptroller of Public Accounts
- Project Management - The Governor's Center for Management Development
- Speaking in Front of People - University of Texas at Austin, Professional Development Center
- Governor's Executive Development Program XXII - Univ. of Texas, LBJ School of Public Affairs
- Managing for Results Using Performance Measurements - Univ. of Texas, LBJ School of Public Affairs
- Performance-Based Budgeting for State and Local Government - American Conference Institute
- Executive Leadership Institute (ELI'94) - National Forum for Black Public Administrators
- Public Finance and Budget Seminar - The Maxwell School of Public Affairs, Syracuse University
- Senior Management Development Training - The Governor's Center for Management Development
- Advanced Governmental Budgeting - Government Finance Officers Association
- Deming's Total Quality Management for Public Sector Services - Southern Methodist University
- EEO and Affirmative Action Training - Texas Human Rights Commission



Dear Hiring Team,

As a Governor Appointed Human Relations Commissioner, I am excited to be applying for your *City Manager* role. I am passionate about city government and its ability to improve the quality of life for all residents. I have a track record of successfully leading complex nonprofit and for-profit organizations, as well as working collaboratively with a variety of stakeholders. I am also experienced in financial management, budgeting, and contract negotiations. I am committed to transparency and accountability in city government, and I believe that my skills and 15+ years leadership experience in this space will be valuable to the entire community.

Additionally, I've held key positions in the Fortune 100, been a CEO in the for-profit and nonprofit space, held two politically appointed positions, and served as a Congressional Intern for both the United States House of Representatives and the U.S. Senate. And having served as *Chief People & Inclusion Officer & President of CAW Cares* for the largest water utility in the state of Arkansas, I feel uniquely qualified to serve in this role.

As a young girl, I had the pleasure of meeting some of the greatest "Servant Leaders" of our time; *Ms. Coretta Scott King, Congresswoman Shirley Chisolm, Gordon Parks, President Jimmy Carter, Rev. Dr. Joseph Lowery, and Ms. Rosa Parks*, to name just a few. Connecting with such amazing people, (*at such a young age*), combined with my innate desire to improve the Human Condition, has helped me make a positive difference in the world. My track record demonstrates continued success in conceptualizing, developing, and implementing innovative practices to create outstanding results. Colleagues know me as a dedicated influential leader & collaborator who defines and achieves organizational objectives through a "people focused" approach. And if given the opportunity, I am confident I'd make a great addition to your team! With this in mind, please see my attached resume, Professional Portfolio and synopsis below. The following represents a sample of some of my work in *Public Service*:

- North Carolina Governor Appointed Human Relations Commissioner
- CPIO & President – CAW Cares, Central Arkansas Water
- A 2023 Public Sector Justice Fellow
- Executive Director: Georgia Legislative Black Caucus
- Congressional Affairs Lead: Shaw University
- Governmental Affairs Lead: Winston Salem Urban League
- NC Congressional Affairs Lead: American Dental Association
- Public Affairs Director: Our Kids of Miami-Dade County
- Congressional Intern: U.S. House of Representatives & U.S. Senate
- White House Office of Public Engagement & Governmental Affairs Council Youth Development
- Founded: Government Relations Taskforce of Deep East Texas
- Founded: Social Determinants of Health Taskforce of Deep East Texas
- Member: American Water Works Association
- Member: Government Alliance on Race & Equity
- Member: National Forum for Black Public Administrators
- Member: National Black Caucus of State Legislators
- National Advocate: Association of American Indian Farmers
- Co-Founder: Black Americans of American Indian Descent
- Member: Chief

Please see my attached resume & **Portfolio**. Presented in Google Slides, my portfolio includes writing samples, interviews, analytics & more! May I have an interview to discuss my qualifications more fully? Thank you.

Sincerely,

*Janine Kaye Woods*

M: [REDACTED]

E: [REDACTED]; LinkedIn: <http://www.linkedin.com/in/janinewoods>

PORTFOLIO



Highly accomplished Fortune 100 Leader & Nonprofit executive creating innovative opportunities for people & business. Able to draw upon multi-faceted background which includes key roles with the public sector, nonprofit organizations, healthcare, media, government, the music & entertainment industry. Former Congressional intern & Governor Appointed Human Relations Commissioner. Visionary organizational leader with a track record of successfully building & stewarding external partnerships to address the world’s most pressing issues. Recognized for strengths in designing effective strategies to create Shared Value. Superb coalition-builder. Skilled at forming alliances across multiple verticals. Passionate about the role organizations can play in improving the Human Condition. Exemplary educational qualifications include a Master’s degree in Human Resources, Professional Certifications in Nonprofit Management, Project Management, Automotive Technology, Public Affairs & more.

**AREAS of EXPERTISE**

- Social Determinants of Health
- Human Resource Management
- Community Impact Strategies
- Diversity, Equity & Inclusion
- Environmental Sustainability
- Public Affairs/Public Policy
- Economic Development
- Nonprofit Management
- Resource Development
- Public Administration
- Project Management
- Government Affairs
- Integrated Giving
- External Affairs

**HIGHLIGHTS**

- ❖ Nearly 20,000 LinkedIn followers. LinkedIn Top Expert Contributor Influencer.
- ❖ National Fellow for **Public Sector Leaders**.
- ❖ **Kansas Health Foundation Fellow**.
- ❖ **Founded international Think Tank; “Help Us Save Haiti”.**
- ❖ **Global Reporter - KBTV & Member of National Association of Black Journalists**
- ❖ **Organized the world’s first Million Woman March, (Philadelphia, PA).**
- ❖ **Selected to join Chief, the largest community of executive women in the world.**
- ❖ **Chief was recently recognized as one of TIME’s 100 Most Influential Companies.**

**CPIO 2022 - Present**

Central Arkansas Water, AR

- ❖ Chief People & Inclusion Officer for largest water utility in the state of Arkansas. Also, serve as President of CAW Cares; organization's Employee Giving Fund. Said fund supports employees facing difficult life events, and the community at-large. Named a 2023 National Fellow for Public Sector Leaders. Oversee multi-million-dollar budget. Ensure clean, safe drinking water, and equitable workforce for all. Partner with community leaders & members of Congress to eliminate PFAS; aka “Forever Chemicals” from nation’s water supply. Created groundbreaking “Wastewater Epidemiology Project” (aka WEP) to help combat the Opioid Crisis & track future Pandemics. Address workforce shortages & social disparities by creating “Water Arkansas Equity Utility Prison Pipeline Program” aka WAE-UPPP. Both WAE-UPPP & WEP are the first initiatives of their kind. Additional responsibilities include Public Affairs, Public Policy, Communications, Government Relations, Human Resources, Inclusion, Health & Safety. Primary point of contact for Arkansas Legislature, city & county government. First woman, (and person of color), to hold a C-Suite position since organization’s founding in the 1800’s.

**EXECUTIVE 2017 – Present**

The Women’s Impact Fund, NC

- ❖ Executive Member of the Women’s Impact Fund; a volunteer led nonprofit organization founded in 2004 & comprised of some of the most philanthropic women in the world. W.I.F. has grown from a special initiative to a leading nonprofit. Grants once totaling \$158,000 annually, now total nearly \$10M. Thus, leading the region in philanthropy & community impact.

**CEO 2019 – 2023**

Building Capacity, NC

- ❖ Founder & CEO of global consulting firm dedicated to helping clients become Purpose Driven. Specialized in Integrated Giving, Public Affairs, Community Impact, Health Disparities, Resource Development, Board Relations, Inclusion and ESG. Cultivated relationships with key stakeholders to create opportunities for growth, impact & sustainability. Created Shared Value for clients. Thus, positively impacting the Triple Bottom Line, i.e. People, Profit & the Planet.

**CEO****2017 – 2019**Brown Family Health Center, Inc., TX

- ❖ As CEO of the largest Rural Healthcare Provider in Deep East Texas, championed health & wellness of over 1.2M underserved/underrepresented people, living in generational, abject rural poverty, across a 12-county region. Majority of patient population were HIV Positive & suffered from multiple co-morbidities. Founded the Social Determinants of Health Council of Deep East Texas and the Government Relations Taskforce. Oversaw multi-million-dollar budget. Set record for largest donation ever received - by raising \$500,000 in year one, and \$75,000 a month, every month thereafter, via the 340 B. Expanded services to include specialized dentistry, eldercare initiatives, smoking cessation, behavioral health & Integrative Health & Wellness. Negotiated community partnerships with NFL Players Association & NBA Dads to support "Adjudicated Youth Initiative". Said initiative, decreased Juvenile re-entry rates by 90% and provided mentors to 100% of participants. Proving that "Food is Medicine", established the first 100% Organic Farm ever created by a Rural Healthcare provider in the United States. Thus, exponentially decreasing dependency on pharmaceuticals.

**DIRECTOR****2012 – 2016**North Carolina Dental Society Foundation, NC

- ❖ As Director of Community Impact, addressed crisis facing low-income communities via NC Missions of Mercy (NCMOM), Give Kids a Smile (GKAS), the Children's-Oral Health Initiative (COHI) and The Elder Care Initiative (TECI). COHI & TECI, (*which I created*), revolutionized the way in which low-income children & the elderly received oral health care services. Raised nearly \$1M to support oral health initiatives. Negotiated historic partnership between the North Carolina Dental Society & Old North State Dental Society; the latter founded by African American dentists. Thus, bridging the racial divide that existed between these two organizations for over 100 years. Created groundbreaking/internationally recognized oral healthcare clinic for children living 200% or below, federal poverty guidelines. Served as NCDSF Director 2012-2014, and Executive on Loan to diverse dental associations 2012-2016.

**DIRECTOR****2009 – 2011**Shaw University, NC

- ❖ Served as Director of Sponsored Programs & Assistant Director of Title III. Appointed by president of the university to serve on the Executive Leadership Council. Shaw is the first Historically Black Institution of Higher Learning in the south. It's also the campus where the "Student Nonviolent Coordinating Committee", (SNCC) was founded in 1960 by the late Congressman John Lewis & Georgia State Representative - Julian Bond. Served as university's primary Congressional Lead. Traveled regularly to Capitol Hill to advocate for HBCU funding. Led campaign to raise \$30M. Thus, keeping Shaw University from closing. Collaborated with community leaders to address educational & socio-economic disparities facing low-income students of color. Honored to be on Capitol Hill the day the Affordable Care Act (ACA), was signed into law. Received outstanding Grants Management reviews from the Department of Agriculture, National Science Foundation & Department of Education, to name just a few.

**DIRECTOR****2004 – 2009**Our Kids of Miami-Dade County, FL

- ❖ As Founding Director of Community Relations & Public Affairs, wrote Community Relations, Crisis Communications, Diversity & Inclusion Plans, as well as Legislative Agendas for organization. Worked alongside community leaders & elected officials to pass the Independent Living Initiative. Addressed housing & social disparities. Found supportive housing for nearly 6,000 underserved & undocumented children living in foster care. Awarded multi-year grants to local nonprofits & developed methodologies to accurately measure their impact. Hosted the Miami Premier of the critically acclaimed PBS Documentary Film "The Beatdown Club". Said documentary revolutionized the way people viewed Foster Care.

## PUBLIC AFFAIRS, COMMUNITY IMPACT & SPECIAL APPOINTMENTS

Governor Appointed Human Relations Commissioner| White House Office of Public Engagement & Intergovernmental Affairs National Youth Initiative| Executive Director, Georgia Legislative Black Caucus |Congressional Intern U.S. House of Representatives & United States Senate| American Water Works Association| Women’s Impact Fund | Sant La | Help Us Save Haiti| Doctors Without Borders | Mid-America All Indian Center | Chicanos Por La Causa| Black Americans of American Indian Descent | Jayhawk Audubon Society| Association of American Indian Farmers |Dress for Success| Indo Chinese Refugee Center | Campaign to End Homelessness| Diversity in Sustainability | Chief | National CARES Mentoring Movement| Alpha Kappa Alpha Sorority, Inc.| National Forum for Black Public Administrators.

## LANGUAGES, HONORS & AWARDS

Public Sector Fellow| LinkedIn Top Expert Contributor | Kansas Health Foundation Leadership Institute Fellow | YMCA of the USA Outstanding Youth Programs Award| JCPenney National Grant Awards Committee| YWCA of the USA National Leadership Award| Pittsburgh Post Gazette Op-Ed| WTAE Community Champion| National Award-Winning Essayist & Orator | Outstanding Flautist | Ms. Ebony; The University of Kansas | Languages: Haitian Creole: Conversational French: Conversational English: Native Speaker.

## EDUCATION

**Master of Arts:** Human Resources Development  
Webster University, St. Louis, MO

**Bachelor of Arts:** Personnel Administration  
The University of Kansas, Lawrence, KS

**Professional Certification:** Nonprofit Management  
Duke University, Durham, NC

**Professional Certification:** Diversity, Equity & Inclusion in the Workplace  
University of South Florida - Muma School of Business, Tampa, FL

## PORTFOLIO

[https://docs.google.com/presentation/d/1ftABHLP6ZDV9YNFCH-3NasZa0z5FJAzGZR\\_VRZGl1Y/edit#slide=id.gecc57421bc\\_3\\_56](https://docs.google.com/presentation/d/1ftABHLP6ZDV9YNFCH-3NasZa0z5FJAzGZR_VRZGl1Y/edit#slide=id.gecc57421bc_3_56)

## EARLY CAREER - THE FORTUNE 100

**Ford Motor Company:** *Community Impact, Diverse Markets, Owner Relations Analyst*

Created the company’s first support group for single mothers working in the Parts & Service Division. Designed the “Ford HBCU Initiative”. Created “Come Ride with Us” a program to mentor kids living in poverty. Chaired Community Relations Committee. Resolved conflict between dealers & customers. Represented Ford at trade shows. Led HBCU recruitment. Certified in Automotive Technology.

**Eastman Kodak Company:** *Public Affairs, Corporate Giving, Social Responsibility Manager*

Global Reporter for KBTV; Kodak’s Global News Network. Led Social Responsibility & Community Outreach per southeast region. Managed community grants programs. Regional contact for Global Community Relations division. Design team for Kodak’s Executive on Loan initiative. Founding member of Kodak’s Employee Resource Group; “Network NorthStar”. Said group was the first ERG in the Fortune 100. Represented Kodak on the American Indian Science & Engineering Counsel.

**Bristol Myers Squibb Pharmaceuticals:** *Vulnerable Populations Pharma Representative*

Lobbied at the state level for discounted/free medication programs for underserved communities. Created health equity initiatives for vulnerable populations. Mentored children from underrepresented markets. Organized local food drives. Coordinated academic tutorial sessions for local/inner-city schools. Awarded mini grants to local nonprofit organizations.

**Additional Leadership Experience:** Director, Urban Initiatives: YMCA| Program Officer: Foundation for The Carolinas | Southeast Regional Director: Save the Children| Executive Director: GLBC