

October 4, 2024

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

Re: Dallas City Manager Position

Mr. Williams:

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

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

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

Sincerely,


William M. Johnson

WILLIAM M. JOHNSON

City Manager Candidate

PROFILE INFO

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

EXPERIENCE

2019 - PRESENT

CITY OF FORT WORTH

ASSISTANT CITY MANAGER

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

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

TRANSPORTATION AND PUBLIC WORKS DIRECTOR

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

EDUCATION

UNIVERSITY OF MISSOURI -
Rolla (Missouri S&T)

Masters of Science, Geological Engineering

UNIVERSITY OF MISSISSIPPI

Bachelors of Science, Engineering

HARVARD UNIVERSITY

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

NORTHWESTERN UNIVERSITY -
Kellogg School of Management

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

EXPERIENCE

2016 - 2018

City of Atlanta

DEPUTY CHIEF OPERATING OFFICER AND PUBLIC WORKS COMMISSIONER

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

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

2013 - 2016

City of Baltimore, Baltimore MD

DIRECTOR - BALTIMORE CITY DEPARTMENT OF TRANSPORTATION

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

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

2005 - 2013 & 2018-2019

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

SENIOR MANAGER - CONSULTING SERVICES AND EMERGENCY MANAGEMENT

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

2003-2005

ODYSSEY SERVICES, LLC, Philadelphia, PA

PRESIDENT and CHIEF EXECUTIVE OFFICER

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

EXPERIENCE

2000 to 2003

CITY OF PHILADELPHIA, Philadelphia, PA

STREETS COMMISSIONER

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

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

1998 to 2000

SONY DEVELOPMENT – METREON, San Francisco, CA

DIRECTOR of OPERATIONS

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

1991 to 1998

WASTE MANAGEMENT, INC. Oakland, CA

DIVISION PRESIDENT and GENERAL MANAGER

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

SENIOR PROJECT MANAGER (1989 to 1991)

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

1986 to 1989

CH2M HILL, INC. Los Angeles, California

PROJECT ENGINEER

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

WILLIAM M. JOHNSON

City Manager Candidate

PROFILE INFO

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EXECUTIVE SUMMARY

Leadership

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

Economic Development

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

WILLIAM M. JOHNSON

City Manager Candidate

Operational and Strategic Oversight

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

Community and Public Safety

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

WILLIAM M. JOHNSON

City Manager Candidate

■ Infrastructure

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

■ Community Investment

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

■ Responsible Growth

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

Candidate Questionnaire

Name	William Johnson
Education	Master’s Degree - Engineering

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Assistant City Manager	Managing Director	Deputy COO
Dates of Employment	2019 - Present	2018-2019	2016-2018
Organization & Location	City of Fort Worth	Witt-O’Briens	City of Atlanta
Reason for Separation/Desire to Separate	Dallas City Manager Opportunity	Recruited during 7-month travel assignment	Recruited to come back to Corporate Position
Jurisdiction Population	1,000,000	N/A	500,000
Reports To (Title)	City Manager	CEO	Mayor
# of Org. FTEs	8000	3500	7500
# of Direct Reports	5	8	7
Total Combined Funds Budget	\$2.79B	\$230M	\$2.5B
Explain any Employment Gaps	None		

Instructions:

We designed this questionnaire as an additional method by which we can learn more about each candidate and to secure specific examples each candidate has or would have handling leadership challenges or management initiatives relating to the position. We then share the information we gather with the hiring authorities and others involved in the selection of candidates likely to move forward toward the final process.

Please read each question carefully and prepare a clear, concise, and grammatically correct response. Be sure to include details that highlight your skills, competence, or accomplishments. Whenever possible, you are to succinctly describe your direct involvement in the project or initiative and provide a clear outcome highlighting how your contributions made a difference. Please limit your responses to no more than 350 words per question.

1.	<p>Why are you interested in the City Manager position with the City of Dallas at this specific time?</p>
<p>The City of Dallas is a Tier 1 world class City, known and respected throughout the world as a major economic powerhouse. It is renowned for its industry and innovation, its arts and culture, and its sports and entertainment. As such, the City Manager’s position in the City of Dallas represents a once in a lifetime opportunity. I also believe that I am well positioned in the Metroplex at this particular time with the requisite skillset to bring the level of leadership that this role should command. Many of the issues faced by the City of Dallas and opportunities to elevate the City to an even higher world platform align with the challenges, goals, and opportunities that I have leveraged over my career.</p>	
2.	<p>Describe your current scope of responsibilities and how they prepare you to take on the leadership and management responsibilities of the Dallas City Manager position.</p>
<p>I am currently Assistant City Manager for the City of Fort Worth where I am primarily responsible for public safety, economic development, transportation and public works, the Fort Worth Water Department, Culture and Tourism, including the Convention Center Expansion, the Will Rodgers complex, and the Fort Worth Stockyards. I also have responsibility for the Texas A&M and UTA West Campus Developments, the redevelopment of south downtown and support other major projects throughout the city. In addition to the responsibilities for the day-to-day operational oversight, strategic planning, and crisis management for these functions, I also have a primary function for coordinating annual budget development for each department along with their respective department heads. I believe that the major issues and priorities for most cities begin with public safety, closely followed by transportation infrastructure construction and repair. In my current role, I oversee police and provide leadership through multiple issues, including efforts to continue to reduce crime, promote community engagement and community policing, and hold our Police Department accountable when necessary. I have successfully elevated the rates of project delivery and quality of service delivery for transportation infrastructure design, construction and maintenance, while insuring the equitable distribution of these efforts throughout the city. I have also successfully delivered major economic development through catalytic projects like the UTA West Campus development, our convention center expansion, and the Fort Worth Stockyards Phase 2 development deals. While these are some of the areas of focus for me, they all align with the major roles and responsibilities of the Dallas City Manager’s position.</p>	
3.	<p>How will you maintain fiscal responsibility while developing and managing a multi-billion-dollar budget? Provide an example(s) of how you successfully addressed a major budget and/or financial challenge in a fiscally responsible and transparent way.</p>
<p>I manage and maintain fiscal responsibility by projecting quarterly and anticipating tax revenue generation effectively managing spending. Fiscal stewardship is directly impacted by prudent utilization of existing resources. As such, the first element of good financial stewardship is to have a good handle on what we are spending resources on and how we can deliver services more efficiently (fewer people, better technology, different processes, etc.) This would include an assessment of how our expenditures align with City priorities. Changes in policies or operational practices must be preceded by a thorough understanding of financial impacts. As City Manager, it would be my</p>	

responsibility to make certain that the Mayor and Council have this information, along with our team’s analyses and recommendations related to policy decisions prior to deliberations and policy making by Council. These quarterly projections also allow us to make adjustments to expenses and adjust operations throughout the course of the year as we prepare for the next budget cycle.

One recent example is when the budget was being discussed prior to final Council approval, there were negotiations among Councilmembers that resulted in a demand that the tax rate be ultimately set below the No New Revenue (NNR) rate while increasing funding for transportation maintenance and establishing a minimum pay rate of \$18/hour among City of Fort Worth employees. Collectively, these directives resulted in a \$19M annual impact on the budget. We were able to go through every “stale” position on the payroll and prioritize elimination of vacant positions to produce \$6M in savings. We re-evaluated a prior year’s program that had been doubled to focus investments in multiple areas of the city and re-scoped down to the prior year’s level, saving an additional \$7M. We looked at what securities and contingencies had been placed in non-departmental CMO funds to cover unanticipated overtime and other historically unbalanced areas and were slightly less conservative in those assumptions, and ultimately balanced the budget with all Council required challenges covered.

On the revenue side, the primary sources are property taxes and sales taxes for the General fund, with service fees making up the majority of the balance. In Dallas and across the State, residents have demanded property tax relief. Tax relief should be part of our long-range plan to continue to reduce the tax rate as we build and maintain reserves for future and unanticipated downturns in the economy, effects of inflation, and maintenance of City bond ratings allowing us to issue debt at favorable rates and continue to accommodate growth.

For these reasons it is extremely important to have a fiscal plan and generally stick to it. Principles such as protecting the General Fund, management of special revenue funds, capital plans and their future implications on operating expenses, and strategies to help grow the tax base should provide a firm foundation for considering existing and new plans, proposals, programs, or policies, while balancing the desires and demands of our communities.

4.	Describe your approach to public outreach, stakeholder engagement, and seeking community input on issues of importance. What methods have you found to be most effective in measuring both the quality and level of satisfaction with city services?
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It is essential to allow public input and engage key community leaders to gain buy-in and solicit opinions regarding important issues. In addressing major issues I like to assemble Advisory committees consisting of major stakeholders and affected community leaders to work with departments and leadership staff in developing plans, strategies, and programs to address city needs. It is also required that the work of advisory committees, task forces, and sub-committees be conduct as part of a public forum so that the work is open and transparent to all. Beyond committee work, community outreach and engagement are
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necessary to ensure that all members of the community have an opportunity to voice their opinions, ask questions, and provide reactions to major issues affecting their communities. This occurs through multiple platforms. In person meeting are always popular within community centers, churches, libraries, and other community-based facilities. In addition, all social media platforms and the City/Departmental websites and effective means of providing public education and facilitating 2-way communications between the public and the City regarding issues. I have also utilized tools like an APP that allows the public to communicate service needs, complaints, comments, and provide input to major projects, zoning cases, planned investments, or incidents within their communities. In terms of measuring the public's level of satisfaction with services delivered, I first require that we, as a city, inspect and confirm that the quality of services that we are paying for and expecting from our employees and vendors, meets or exceeds our standards for timeliness and overall performance. I also like to conduct annual citizen surveys to allow citizens to provide their overall ratings on various services received, and provides the management team data for targeting areas for improvement, recognition, and additional investments. These surveys are usually done via computer or smart phone so that most any member of the public can participate.

5. How would you collaborate with the Dallas Mayor and City Council to update and reaffirm current priorities -- and develop / implement a strategic plan to address new priorities?

I collaborating with the Dallas Mayor and Council, in addition to one-on-one meetings with each Councilmember and their community outreach staff, I would conduct an annual Council retreat with a facilitator designed to provide the Mayor and Council with data and information from citizen surveys, historic and current trends in economic development, crime statistics, homelessness, transportation, congestion, education, growth, and other key statistics to help measure the overall health of the city as perceived by our residents and guests. We would also drill down on Councils updated vision for the city, priorities for the city, and major projects and challenges facing us in the coming 3 to 5 years. This retreat would be strategically held after the beginning of each calendar year to allow the outcomes to inform the kick-off of the budget cycle as the basis for a priority-based budget.

6. Economic development is crucial for large cities. How would you support business growth, attract investment, and create jobs while ensuring equitable opportunities for all residents?

In my experience, the key elements in supporting business growth include establishing and maintaining a “business friendly” environment when it comes to government policies, permitting, and investment incentives. I have been successful by partnering with site selection firms, leveraging relationships with existing business leaders who often have relationships through corporate board participation with outside firms, and establishing a robust marketing campaign to let the world know that the city is open for business and we encourage new investment in Dallas! Marketing may include print and video materials that highlight our transportation advantages, leverages the world's greatest airport (s), and provides details on workforce, education, public transit, walkable communities, strength in our diversity, and all of the amenities that come with viable businesses located in Dallas. I would also partner with the Chamber(s), educational institutions, industry leaders and key stakeholders to review and revise the economic development strategic plan at least every 4 to 5 years, and share that information with the world through all social media platforms and City websites. I would also utilize that committee to review and update, in coordination with the economic development department, all incentive and economic development policies to ensure effective and strategic application of the tools available to support businesses and

growth. Finally, we would review targeted investment areas, the ability and need to establish TIFs, support PIDs, and other specialized incentive zones to encourage the types of development desired in the areas prioritized by the city or necessary to support and facilitate major developments.

7. **Effective communication with the public and City Council is key to the role of city manager. How would you ensure transparency, particularly in handling sensitive or controversial issues?**

In handling sensitive or controversial matters, the Mayor and Council must be briefed and provided detail and a safe space to discuss concerns, ask questions and seek additional data to allow them to address anticipated questions from the public and the media. I would provide that opportunity whenever possible in executive session coordinated with the City Attorney. This also allows staff to get a clear indication of Council’s opinion and preferences ahead of moving forward as a management team with executing on critical and sensitive matters. In addition to utilizing executive sessions for sensitive matters, I would have staff provide Informal Reports (mini white papers) to Council as part of weekly agenda packets which would advise and inform Council of pending matters to come before Council for a full briefing, discussion, and future Council action. This also served as a means of sharing the same information with members of the public and the media, and may be followed by a full Council Presentation in public forum, and/or a proposed ordinance for council action.

8. **Use the space below to make a clear, concise, and convincing argument that would support your candidacy for the Dallas City Manager Career Opportunity.**

I believe that I am the ideal candidate for the position of City Manager for the City of Dallas. Dallas is one of the premier cities on the world stage, and it deserves the kind of strong leadership, advocacy, and professional management that I possess. I will continue to promote and reinforce Dallas’ exceptional reputation as a place to live, raise a family, own a business, and enjoy the overall quality of life that it has to offer. That quality of life will be supported by our management team being energized and motivated to deliver the highest quality of services and infrastructure enhancements while supporting public safety, a strong workforce, and the equitable execution of economic development investment practices in an open and transparent environment. I have successfully taken on challenges of public safety, transportation, culture and tourism, infrastructure, water utilities, economic development, and other major challenges currently facing the city, and stand ready to build teams and partnerships to achieve success on behalf of the Mayor, Council, businesses, and residents of Dallas. I believe that with extensive strategic planning, ongoing engagement and collaboration with the public, and frequent updates with the Mayor and Council, we will establish and maintain strong fiscal stewardship and be prepared for the annual budget challenges, unexpected economic downturns or major business opportunities that require public investments. As a transformative and collaborative leader, I look forward to taking on this role as more than the leader of one of the world’s top tier cities. This role would lead a broader team of stakeholders, internally across Departments, with the Mayor and Council, and across all external stakeholder groups finding common ground and collaborating to improve all aspects of our city for all who call Dallas home. I would be excited and honored to be granted such an opportunity, and I appreciate your consideration.

Due Diligence Form

Name: William Johnson

1. Do you have any concerns about the posted salary range for this position? Yes No I assume it will be competitive with other major cities in Texas and the USA.
2. If selected for the City Manager position, what is the length of notice you must give to your current employer and when will you be available to start employment with the City of Dallas? In my capacity, I should allow for 30 days.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career through your employer, a professional association, or a licensing agency? If so, please explain. Yes No
4. Have you been dismissed, asked to resign, or accepted a mutual separation agreement and/or severance? Are you currently negotiating a separation agreement? If yes to any, please explain the circumstances. Yes No
5. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain. Yes No
6. If requested, are you able to provide written performance evaluations or performance reviews for the past two years? Yes No
7. Do you know of any leadership or management issues with your performance including letters of discipline in your personnel file and/or have you ever been the subject of a performance improvement plan? If so, please explain. Yes No
8. Have you been in your current, or most recent, organization for less than two years? If yes, please explain why you are interested in a career move at this time. Yes No
9. Is there anything in your professional or personal background, conduct, or history that a past or future employer or constituent may find concerning or questionable, or that could impair your ability to perform your work, if said information emerged later, including past or current litigation? If yes, please explain.
Yes No Around May of 2004, as part of a long running FBI investigation into the Mayor of Philadelphia, and about 2 years after I had left the administration, I was wrongfully accused of and indicted for misappropriating federal funds. Because of my long standing moral standards, my good professional reputation, and the fact that I had not committed any unethical or illegal acts, I elected to take the case to trial in lieu of making any false statements to avoid further prosecution. Despite the fact that the FBI maintains a 98% conviction rating, I stood trial and was acquitted of all charges by a jury. I have since continued with my professional career in public service in Baltimore, Atlanta, and Fort Worth with great success. I also retained an electronic copy of the Court Order documenting my acquittal in the event that any future potential employer should have any questions or concerns regarding this very difficult time.
10. Have you ever been the subject of media reports, social media postings, or blogs in the communities where you have worked that make adverse statements about your work? (We encourage applicants to disclose all information and allow us the opportunity to discuss any issues that may be a concern.) Yes No Please see question 9 above.



**CITY OF DALLAS, TEXAS
EXECUTIVE RECRUITMENT – CITY MANAGER**

I understand that if reliable information arises contrary to my above responses it could result in the disqualification of my current application or any future searches.

Typed Signature William Johnson

Date 10/21/24

KIMBERLY BIZOR TOLBERT

TRANSFORMATIONAL LEADER | STRATEGIC PARTNER | COMMUNITY CHAMPION

October 14, 2024

Baker Tilly US, LLP
Attn: Art Davis and Edward Williams
17 Cowboys Way, Suite 800
Frisco, TX 75034

Dear Mr. Williams and Mr. Davis,

As a transformational leader with 30+ years of dedication to the public sector, and a more than 40-year resident in the North Texas region, please accept this letter and resume as my application for the Dallas City Manager position.

During my tenure as Dallas' Interim City Manager, I have worked to tackle pressing challenges, drive economic growth and social vibrancy to create positive change in local government. Together, we are challenging ourselves, as a 13,000+ strong team, to be more transparent, accountable, and responsive to build trust, so we can deliver Service First, with the urgency of Now!

Under my leadership, and in alignment with resident needs and City Council priorities, I am championing our organization to become more customer-centric, to build on a safe, vibrant and growing Dallas to become a more livable, sustainable, and fiscally sound city with strong, aligned systems at its core. I have remained steadfast in my resolve to accelerate fiscal responsibility and collaborative governance. The unanimous approval of the \$5.2 billion FY 2024-25 budget with a historic property tax reduction, preservation of essential services, demonstrates my ability to steer the 9th largest city in the United States.

In less than 100 days, I have led the consolidation of multiple departments to enhance operational efficiency, resulting \$13 million in savings in FY 2025. Launching innovative, cross-departmental initiatives such as the City Action Strike Team (CAST) and public right of way program, Clean Sweep! are based on my knowledge of the needs and expectations of our residents, visitors, and businesses. This of quality-of-life practical problem-solving mindset is at the heart of my leadership style.

Identifying permitting as an urgent challenge, I swiftly broke down silos that resulted in an almost 54% reduction in commercial addition permit issuance times. Securing the Dallas Wings for their 2026 season, and bringing the first professional female soccer team, Dallas Trinity FC, to the City, are just a few examples reflecting my entrepreneurial business acumen. As a champion of public / private partnerships, over the course of my career, I have established unparalleled relationships with key leaders across the public and private sectors. This has uniquely positioned me to achieve immediate results.

I am committed to building upon the momentum we have created during my interim role. By leveraging our three principles, Connect, Collaborate, and Communicate, we will position Dallas as a global leader in economic growth, social vibrancy, equity, and a higher quality of life for all.

Thank you in advance for your consideration of my qualifications and my interest in this role. I look forward to discussing with you how I can continue to serve the City of Dallas, as its next City Manager.

Warm regards,



Kimberly Bizer Tolbert

KIMBERLY BIZOR TOLBERT

TRANSFORMATIONAL LEADER | STRATEGIC PARTNER | COMMUNITY CHAMPION

SUMMARY OF QUALIFICATIONS

Nationally recognized municipal leader with 30+ years of delivering results in the public sector. Strong, thoughtful, decisive, strategic thinker and impactful communicator. Proven track record in fiscal management, driving economic growth, social vibrancy, and stability to drive positive change in local government. Adept at collaborating with policy makers, community, and other stakeholders to advance long-range goals, capital investments, and innovative initiatives. Committed to equitable and inclusive program design, implementation, and evaluation. Skilled at navigating complex challenges, under financial constraints and in high-pressure environments. Successfully champions operational enhancement in alignment with resident needs and City Council priorities. Having served under seven City of Dallas Mayors and five City Managers, uniquely qualified in steering competing priorities and managing changing landscapes.

EXECUTIVE LEADERSHIP COMPETENCIES and STRENGTHS

- **Visionary Strategic Leadership:** Driving long-term organizational success through forward-thinking strategies.
- **Transformational Change Leadership:** Expertise in leading large-scale change initiatives and fostering a culture of innovation and adaptability.
- **Fiscal Leadership:** Proven ability to guide financial decision-making, ensuring sustainable resource allocation and operational efficiency.
- **Stakeholder Engagement & Partnership Building:** Strong ability to cultivate trust and align diverse interests.
- **Crisis Management & Executive Presence:** Credible, poised leadership delivering decisive action.
- **Inclusive Leadership:** Champion of diversity and equity, with a deep commitment to fostering inclusion.
- **Strategic Negotiator:** Expertise in negotiating complex contracts with favorable outcomes.
- **Executive Communication:** Skilled in articulating vision and building consensus through high-level communication and emotional insight.
- **Innovative Solutions & Operational Excellence:** Proven track record of driving organizational improvements through creative problem-solving and strategic innovation.

PROFESSIONAL EXPERIENCE

CITY OF DALLAS / Dallas, TX | 2017–present

Entrusted as the Interim City Manager of the City of Dallas, following a progression through the three highest-ranking leadership positions. Each role brought increasing strategic responsibility and organizational impact, culminating in this appointment to lead the organization during a critical period of transition.

Interim City Manager (May 1, 2024 - Present)

- Delivered a balanced \$5.2 billion FY 2024-25 Total Annual Operating Budget, which included the largest single year property tax reduction in modern history, while closing a \$38+ million budget gap, supported with unanimous approval by the City Council.
- Reorganized the foundational structure to strengthen interdepartmental collaboration, reduce duplication, create cohesive synergy, and realize efficiencies across all programs and service delivery models, resulting in initial savings of over \$13.1M for FY 2025.
- Provided executive oversight for high-level deliberations and fiscal planning to achieve Funding Soundness Restoration Plans for the Dallas Police & Fire Pension System (DPFPS) and the Employee Retirement Fund (ERF) to fully fund each in thirty years, with a \$337,632,261 contribution for FY 2024-25.
- Championed new initiatives and revised departmental policies to address recruitment and retention efforts for first responders by changing grooming and educational standards, meeting 7.3% market pay adjustment, and piloting incentive programs.

- Championed the implementation of innovative, cross-departmental solutions by establishing the City's inaugural City Action Strike Team (C.A.S.T.), a proactive initiative designed to address and enhance quality of life citywide and the creation of the *Clean Sweep!* initiative, a transformative, citywide program that now serves as the central hub for coordinating public right-of-way maintenance and cleaning efforts.
- Collaborated with local Continuum of Care lead agency to develop Street-to-Home, a public/private initiative designed to target key zones in the Central Business District and expedite housing and recovery pathways for unsheltered residents. Over a 90-day period, 107 individuals have been housed.
- Championed the City's comprehensive citywide communications strategy to carve out a brand identity, crisis management strategy, and overall cohesive messaging. This has resulted in refreshed branding, unified outreach and immediate, accountable and transparent responsiveness. Citywide rollout is underway.
- Provided executive guidance for final staff discussions and presentations, public engagement, City Council deliberations, and the amendment process for ForwardDallas 2.0.
- Championed efforts to create economic development initiatives to attract catalytic projects, incentivize affordable housing, and create living-wage jobs. Key achievements include, securing the Dallas Wings 2026 season relocation to downtown Dallas (\$23.25 million over 15 years), bringing the Dallas Trinity FC professional women's soccer team to the Cotton Bowl (\$4 million annually over the next 5 years), the \$40 million Southern Dallas mixed-use development, the Adeline, and the \$83.5 million Dallas Power and Light Building's conversion to residential units.
- Merged small business services into the Office of Economic Development, and under new structure, \$65,000 in microgrants have been made with more on the horizon.
- Directed new Housing Needs Assessment to accelerate affordable housing development, proactively allocating the first of multiple \$10 million tranches of 2024 bond funding, with housing development applicants under review in first quarter FY 2024-25.
- Championed the construction of a 36-unit mixed-income, multifamily development in the Bonton Community vis-à-vis the Land Bank Transfer Program leveraging \$1.6 million in Federal Home Loan Bank grant funding in April 2024. Construction slated to begin in December 2024, with completion anticipated by June 2026.

Deputy City Manager (January 2022 – April 30, 2024)

Serving in a top executive role, provided strategic oversight to assist the City Manager in the conduct of city operations and policy development for effective and efficient delivery of services. Indirectly provided oversight for 13,000 + employees with direct oversight of 2,646 employees.

- Provided executive leadership including policy recommendations, programs, strategic initiatives and the oversight for the annual development, planning, and implementation of total annual combined budgets of \$1.4 billion, for:
 - The City's two largest enterprise funds Dallas Water Utilities & Storm/Drainage Management (\$954 million) & Aviation/Transportation Regulation (\$208 million),
 - The Health Benefits Fund (\$213 million),
 - A portfolio of General Fund departments totaling \$60.4 million (Communications/Outreach & Marketing, Office of Government Affairs, Human Resources, Office of Community Care, Office of Homeless Solutions, Office of Police Community Oversight, Mayor/City Council Office, & Small Business Center), and
 - The City's Risk Management Internal Services Fund (\$6.5 million).
- Provided executive-level leadership for Dallas Water Utilities, including long-term planning efforts to enhance water, wastewater, and storm drainage security for over 2.6 million combined retail and wholesale customers. DWU is the ninth largest water and wastewater utility in the United States and the largest storm drainage and flood control system in the United States owned by a municipality.
- Guided the advancement of equity through infrastructure improvements by awarding \$34.5 million towards 43 locations to bring water and wastewater services to occupied, unserved areas.
- Oversaw the update of the Dallas Love Field Voluntary Noise Abatement Program, including robust engagement with stakeholders and revamped goals to address current and future growth. Dallas Love Field is the largest medium hub airport in the country with forecasted enplanements projected to reach \$10.1 million by 2025.

KIMBERLY BIZOR TOLBERT

TRANSFORMATIONAL LEADER | STRATEGIC PARTNER | COMMUNITY CHAMPION

- As the City Manager's designee, supported the cross-partnership collaboration and development of the Kay Bailey Hutchison Convention Center (KBHCC) \$3.25 billion masterplan.
 - Transformed prime contracting requirements to reward minority and women-owned business (M/WBE) self-performance participation toward subcontracting diversity goals and developed the Dallas Accelerator Program (DAP) to advance economic opportunities for Dallas M/WBE's. To date, M/WBE participation exceeds ~59 percent.
 - Developed an Owner/Rolling Controlled Insurance program to eliminate barriers and provide opportunities for minority and women-owned businesses to have access to large scale projects.
- Continued strategic, executive leadership for homeless solutions leveraging partnerships, resulting in system funding increase of 44% since 2021:
 - Working in collaboration with external partners brought online an estimated 2,000 permanent supportive housing placements with wraparound services and case management through the utilization of vouchers and private market units, and project-based units since 2021.
 - Initiated the creation of Homeless Action Response Teams (H.A.R.T.) to provide quick response to immediate safety concerns around encampments and hot spots.
 - Created formal framework for Inclement Weather Shelter (IWS) operations to proactively deploy resources and leverage partnerships during extreme weather events.
- Increased Women Infant and Children (WIC) client enrollment by 4 percent year-over-year, reaching a total of 78,000 clients in FY23-24, utilizing data analytics to identify service gaps, optimize resource allocation, and measure program effectiveness.
- Operationalized first Financial Empowerment Centers to narrow the wealth gap in targeted communities, helping over 1,000 residents improve their financial stability, resulting in \$10 million in tax refunds claimed.
- Achieved the prestigious "Best Place for Working Parents" designation, enhancing the City's reputation as a family-friendly employer by implementing supportive benefits and programs.

Chief of Staff (February 2017-January 2022)

- Chief operating officer to the City Manager and responsible for organizational-wide performance-based strategies and comprehensive change management processes designed to achieve the mission and goals of the organization. Indirect oversight of 13,000 + direct oversight of 770 employees across a diverse portfolio of departments with a total combined \$450 million annual budget.
- Provided visionary leadership for the launch of Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) initiative, a historical and collaborative public/partnership to address homelessness in the Dallas area. The DRTRR aimed to house 2,700 unsheltered residents by December 2023 leveraging federal dollars and private funding, totaling a \$72 million. Partners included City of Dallas, Dallas County, Dallas Housing Solutions of North Texas, and Housing Forward, the lead agency for the local Continuum of Care. Successfully reached the goal early in October, housing 3,000+ by December 2023.
- Spearheaded inaugural Language Access Center to enhance multicultural engagements, and develop standards for city-wide written translations and oral interpretation services for public meetings, resulting in improved access for more than 43% Spanish, Chinese, Korean, Amharic, and Vietnamese speaking residents.
- Provided strategic executive leadership for critical citywide initiatives during the COVID-19 pandemic including:
 - Census 2020 collaborative partnership with Dallas County for outreach and engagement.
 - The return-to-work plan for over 13,000+ employees.
 - The distribution of \$120+ million for rental assistance and to prevent widespread evictions.
- Led the comprehensive transformation of the Health Benefit program focused on cost stabilization, expanded plan options, wellness incentives, long-term disability coverage, stop-loss insurance, and premium payment tiers for low-income employees. Achieved \$20 million in total savings to the city over three years through:
 - Strategic contract negotiations.
 - Recovery of \$6 million+ in unclaimed credits.
 - Audits yielding \$1.2 million+ from deceased retiree payments.

- Led a multi-year compensation study, resulting in the redesign of a new structure, including the revision of 90% of job descriptions and developed a clear Meet and Confer market pay compensation strategy for over 5,000 uniformed police and fire employees.
- Provided strategic leadership for a \$10 million state-of-the-art multimedia facility at Fair Park to produce real-time content and live broadcasts tailored to inform residents about city services, programs, and information.
- Provided executive oversight for the \$146 million planning, construction and opening of Parking Garage C at Dallas Love Field. Total parking revenues have increased by 41 percent since the opening in 2018.
- Secured a solution for the School Crossing Guard Program after the 2017 dissolution of Dallas County Schools, including negotiations with stakeholders, identification of funding, and third-party management of the program.

NORTH TEXAS TOLLWAY AUTHORITY/ Plano, TX | 2008–2016

Held various executive level positions with the North Texas Tollway Authority, a political subdivision of the State of Texas serving more than 14 million drivers through the acquisition, construction, operation, and maintenance of tollway projects in north Texas. The service area includes the Tarrant, Denton, Dallas & Collin Counties.

Chief Strategic Officer (2012-2016)

- Collaborated closely with executive leadership to administer the Authority's strategic plan, monitor progress toward initiatives and projects, establish communication channels, and report organizational-wide performance achievement towards mission and objectives.
- Planned and facilitated executive team annual goal setting strategy sessions and alignment of 20 administrative and operational services departmental annual operating budgets with 5-year strategic goals and objectives. The total budget estimated \$137 million.
- Facilitated the creation of the County Review Action Plan to execute and monitor completion of the 82 recommendations resulting from an Independent Financial Performance Review of the Authority commissioned by the four service area counties (Dallas, Fort Worth, Denton and Tarrant).
- Developed innovative business plans and leveraged external partnerships, including outreach with area universities and businesses to increase the value of TollTags.
- Negotiated direct agreements with key state department of motor vehicles for toll collections processing.

Assistant Executive Director, Administration (2009-2012)

- Reporting directly to the executive director, provided strategic leadership and oversight of 3 senior level department directors and oversaw operations, organizational performance and reporting, strategic planning, budget and policy development for the Administration, Human Resources, Communications/Marketing, and Business Diversity departments. Total combined budgets of \$8 million.
- Spearheaded the development and implementation of the Cooperative Inclusion Plan in collaboration with minority contractor associations and external stakeholders, creating a forward-looking model to expand the pool of D/M/W/SBEs and HUBs in horizontal construction. Concurrently, revamped diversity policies and procedures, resulting in a comprehensive action plan that drove a significant 45% increase in spending with disadvantaged, minority, and women-owned businesses over three years.
- Provided executive oversight on various special projects and organizational-wide initiatives, including the implementation of a change management program, pay-for-performance system, internal communications strategy, and NTTA-U, an in-house staff training, recruitment, and career development program.
- Initiated the development and implementation of multicultural marketing plan and focus groups to improve outreach and accessibility for Spanish speaking customers, including the launch of bilingual traffic advisories and informational pages on nttta.org.

Chief of Staff, Administration (2008-2009)

- Reported to the Executive Director, directed the administrative activities of the executive office. Served as executive liaison to the Board's Administration Committee, coordinated budget development activities, staff and consultant presentations, developed agenda items, facilitated special briefings to Board and external stakeholders, and monitored completion of projects assigned to senior-level staff.
- Streamlined the Board's business agenda process and implemented internal procedures with executive leadership.
- Developed Board-level policies and represented the Authority at speaking engagements and on various special projects with regional leadership.
- Facilitated the execution of community involvement initiatives to build and strengthen the Authority's brand and image within the North Texas region.
- Led the implementation of the Authority's strategic visioning process with Board leadership, executive and senior staff that served as the framework for its five-year strategic plan.

CITY OF DALLAS/ Dallas, TX | 1998–2008

Assistant Director, Finance and Administration, Dallas Love Field (2004-2008)

- Led the administrative and fiscal affairs of the Department, which includes Dallas Love Field, municipal-owned commercial airport, Dallas Executive, the city's general aviation airport, and downtown Vertiport.
- Responsible for developing and managing the department's annual operating, capital, and grant program budgets totaling approximately \$39 million, while effectively controlling expenses, generating revenue, and projecting finances to optimize growth and minimize total cost per enplanement.
- Oversaw the concession program at Dallas Love Field, optimizing locations for visibility, fostering a diverse mix of brands, managing contract modifications, and negotiating agreements in advertising, parking, food and beverage, and retail to maximize non-airline revenue.
- Worked with airlines and concessionaires to build an award-winning customer service program, recognized by J.D. Powers and Associates as #1 midsize in airport customer service, for two consecutive years.
- Led the preplanning and phased approach to the development of the Love Field Modernization Program, which was completed in 2014. Since 2014, Dallas Love Field has experienced 125 percent increase in enplanements.
- Served as negotiator for an Interlocal Agreement with the North Texas Tollway Authority of the city's first-ever TollTag partnership at Dallas Love Field to provide innovative customer experience. Today, TollTag use at DAL represents over 60% of all parking garage transactions.

Assistant to the City Manager (1998-2004)

- Managed the day-to-day operations of the City Manager and Mayor/City Council offices, including budget preparation, internal controls, community, and special events.
- Led professional development, coaching and mentoring activities for thirty-eight (38) direct reports.
- Project director for several high-profile events, including the Mayor and City Council Inaugural celebrations, as well as fundraising for the Annual Mayor's Back to School Fair, which achieved a historic attendance of 60,000 and successfully distributed over 20,000 school supplies to low-income children.

CITY OF DENTON/ Denton, TX | 1996–1998

Economic Development Coordinator

- Served as business development liaison to developers, real estate brokers, and corporate leaders and represented the city on corporate site visits at local, state, national, and international levels on economic development issues and strategies.

KIMBERLY BIZOR TOLBERT

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- Worked with chambers of commerce to develop prospectus and collateral materials for new business recruitment.
- Collaborated with planning and zoning department on projects to support commercial, office and industrial development, including cost benefit analysis, management reports on rezoning, design and use permit requests.
- Facilitated project development of the largest industrial company (United Copper Industries) to locate in the City of Denton in 19 years; valued at \$50 million, with the creation of 208 jobs.

PARTNERSHIPS & ALLIANCES

Cultivated an extensive network of strategic partnerships and alliances working with local, state, and national leaders over a distinguished 32-year career. This list represents a sample of enduring relationships, built on a foundation of trust and mutual respect, which have consistently facilitated innovative, collaborative problem-solving, and best practices resource sharing.

- Private entities, including local sports franchises
- Non-profit organizations and foundations
- Chambers of commerce and minority organizations
- Community advocacy groups
- Educational institutions
- Healthcare institutions
- Arts and cultural institutions
- International bodies

PROFESSIONAL AFFILIATIONS

- Dallas Convention Center Hotel Development Corporation – President (2018 – 2024)
- Executive Women’s Roundtable – Dallas Regional Chamber of Commerce (2022 – Present)
- Dallas Summitt – Member (2022 – Present)
- International Women’s Forum (2021 - Present)
- International City Management Association (2017- Present)
- National Forum for Black Public Administrators (1992 – Present)
- Public Administration Alumni Advisory Board, University of North Texas (2002 – 2022)

AWARDS & ACHIEVEMENTS

- President’s “Soar Award” (Alpha, Kappa, Alpha Sorority, Inc.) 2024
- Women of Influence (Cheryl Magazine) 2023
- “Making Black History in Dallas” (OutFront Media) 2022
- “Sisters with Superpowers” (Rolling Out Magazine) 2019
- Luna Award for Outstanding Executive (Regional Hispanic Contractors Association) 2012
- Rosa Parks Diversity Leadership Award (Women in Transportation) 2011

EDUCATION

University of North Texas, Denton, TX

Master of Public Administration, 1993

Bachelor of Arts – Political Science, 1991

CONTINUING EDUCATION

- Credentialed Manager International City Management Association (2022)
- Bloomberg Harvard City Leadership Initiative (2019)
- Senior Executive Institute, Weldon Cooper Center for Public Service (2018)
- National Forum for Black Public Administrators, Executive Leadership Institute (2000)

Candidate Questionnaire

Name	Kimberly Bizer Tolbert
Education	Master of Public Administration

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Interim City Manager	Deputy City Manager	Chief of Staff
Dates of Employment	5/2024-Present	01/2022-4/30/2024	02/2017-01/2022
Organization & Location	City of Dallas, Dallas, Texas	City of Dallas, Dallas, Texas	City of Dallas, Dallas, Texas
Reason for Separation/Desire to Separate	Appointed	Promoted	Promoted
Jurisdiction Population	1.3 million	1.3 million	1.3 million
Reports To (Title)	City Council	City Manager	City Manager
# of Org. FTEs	13,000+	13,000+	13,000+
# of Direct Reports	10	2646	770
Total Combined Funds Budget	\$5.2 Billion	\$4.63 Billion	\$3.81 Billion
Explain any Employment Gaps	None		

Instructions:

We designed this questionnaire as an additional method by which we can learn more about each candidate and to secure specific examples each candidate has or would have handling leadership challenges or management initiatives relating to the position. We then share the information we gather with the hiring authorities and others involved in the selection of candidates likely to move forward toward the final process.

Please read each question carefully and prepare a clear, concise, and grammatically correct response. Be sure to include details that highlight your skills, competence, or accomplishments. Whenever possible, you are to succinctly describe your direct involvement in the project or initiative and provide a clear outcome highlighting how your contributions made a difference. Please limit your responses to no more than 350 words per question.

1.	<p>Why are you interested in the City Manager position with the City of Dallas at this specific time?</p>
<p>The City of Dallas is my home. I am excited about this opportunity. I started as an intern at the City of Dallas, and this is a full circle moment. During my tenure as Interim City Manager, I've leveraged my extensive knowledge of the organization to drive positive change, maintain momentum, and improve overall organizational performance. We are currently in the middle of a cultural shift becoming a more customer centric organization. We are moving at the speed of business, identifying new ways to cultivate talent and deliver on our promise of Service First, with the urgency of Now! More importantly, I cannot think of another City with which I would want to do the "heart" work.</p>	
2.	<p>Describe your current scope of responsibilities and how they prepare you to take on the leadership and management responsibilities of the Dallas City Manager position.</p>
<p>I have 32 years of professional experience working in large-scale organizations, leading change and solving complex problems. Currently, I serve as the Interim City Manager for the City of Dallas. I provide executive oversight to 13,000+ strong team members, a \$5.2 billion annual operating budget, 33 departments, an at large mayor and 14 City Council members. I serve as the Chief Executive Officer responsible for setting the City Council's weekly business briefings and voting agendas, providing overall leadership and strategic direction for the delivery of city services. I have proactively restructured the organization during this time of transition to successfully tackle critical priorities. I am fostering an accountable, transparent, and responsive culture to build trust with our 1.3 million residents.</p>	
3.	<p>How will you maintain fiscal responsibility while developing and managing a multi-billion-dollar budget? Provide an example(s) of how you successfully addressed a major budget and/or financial challenge in a fiscally responsible and transparent way.</p>
<p>I am currently leading the organization to evolve and innovate through process improvements, operational efficiencies, and using data to allocate resources more equitably. For Dallas to maintain its competitive edge, we must clearly define priorities, identify new funding and revenue streams, expand the tax base, and strengthen public private partnerships. The FY 2024-25 Annual Operating Budget is proof that my financial leadership is effective. We closed a \$38 million shortfall, made good on our commitments to our first responders, balanced the budget, and delivered the lowest single year property tax rate reduction in Dallas' modern history, with unanimous adoption by the City Council.</p>	
4.	<p>Describe your approach to public outreach, stakeholder engagement, and seeking community input on issues of importance. What methods have you found to be most effective in measuring both the quality and level of satisfaction with city services?</p>
<p>Connecting with stakeholders and building lasting relationships is one of my greatest strengths. I've prioritized inclusivity by launching the City's first-ever Spanish channel and language access team to better serve Spanish-speaking residents. We also leverage our multicultural engagement team and surveys to help us reach residents who speak additional languages. I've personally hosted or attended 147 listening sessions to gather direct community feedback. As Dallas continues to grow, we have a tremendous opportunity to reimagine how we engage and measure satisfaction across all demographics.</p>	
5.	<p>How would you collaborate with the Dallas Mayor and City Council to update and reaffirm current priorities -- and develop / implement a strategic plan to address new priorities?</p>

	<p>I am a natural collaborator. Within the first week of serving as Interim City Manager, I developed the pillars for our foundational structure to build a Safe, Vibrant, and Growing Dallas that is Livable, Sustainable, and Fiscally Sound with aligned systems at its Core. This organizational wide realignment has been recognized by the City Council as a giant leap towards creating a longer-term strategic plan for the City of Dallas. Strategic planning and visioning with elected officials are not new for me. I facilitated the refinement of Dallas’ existing strategic priorities and led the implementation of the strategic visioning during my time at the North Texas Tollway Authority.</p>
<p>6.</p>	<p>Economic development is crucial for large cities. How would you support business growth, attract investment, and create jobs while ensuring equitable opportunities for all residents?</p>
	<p>I have a proven track record of driving equitable investment in underserved businesses and communities, and championing initiatives that close generations of economic divide. For example, I led the historic ~59% minority and women-owned award participation for the \$3.25 billion Kay Bailey Hutchison Convention Center masterplan. I am adept at developing and implementing strategies that proactively grow our tax base, build the capacity of small businesses, and provide incentives to create high paying jobs. I led the allocation of new funding in the FY24/25 Annual Budget to support infrastructure investment in target areas to spur economic development. Within my first 100 days, I restructured the Planning and Development Department to tackle the commercial permitting challenges. Under new leadership, we have reduced commercial permitting time from 300+ days to less than 100. I also successfully negotiated bringing two professional sports teams to the city and have guided our leadership to cultivate opportunities to drive new economic development wins, building on our successes downtown and the education corridor.</p>
<p>7.</p>	<p>Effective communication with the public and City Council is key to the role of city manager. How would you ensure transparency, particularly in handling sensitive or controversial issues?</p>
	<p>I launched my Interim tenure with three principles in mind, Connect, Collaborate, and Communicate. I also set the precedent to be transparent in real time to the City Council and the public. For example, a recent zoning issue affected hundreds of homeowners and potential developers in the Elm Thicket-Northpark Area. When we learned about it, I directed my team to immediately alert City Council, create a citywide strike team to identify the root cause, close the gaps, and work towards a resolution. Additionally, every week, we update City Council via written communication. We also provide real-time information for the public on a dedicated website in English and Spanish. By being transparent, we are building trust. We know we will make mistakes. We will own and learn from them, and continue to connect, collaborate and communicate.</p>
<p>8.</p>	<p>Use the space below to make a clear, concise, and convincing argument that would support your candidacy for the Dallas City Manager Career Opportunity.</p>
	<p>I am a transformational leader, and a problem solver. My entrepreneurial spirit combined with my dedication to public service uniquely positions me to become Dallas’ next City Manager. I have demonstrated fiscal responsibility and contributed to the City's continued trajectory of economic growth and social vibrancy. I bring stability, decisiveness, and a proven track record of leading by example. I am a champion for accountability, responsiveness, and transparency to build trust. I have productive relationships with the City Council, Dallas team members, and stakeholders from all sectors. I am resourceful and a steady force during a crisis. I am effectively navigating complex dynamics, diverse interests and political sensitivities to address priorities and the needs of the community. I am passionate about good government as an essential positive force in the lives of the people we serve.</p>

Due Diligence Form

Name: Kimberly Bizer Tolbert

1. Do you have any concerns about the posted salary range for this position? Yes No
2. If selected for the City Manager position, what is the length of notice you must give to your current employer and when will you be available to start employment with the City of Dallas? None
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career through your employer, a professional association, or a licensing agency? If so, please explain. Yes No
4. Have you been dismissed, asked to resign, or accepted a mutual separation agreement and/or severance? Are you currently negotiating a separation agreement? If yes to any, please explain the circumstances. Yes No
5. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain. Yes No
6. If requested, are you able to provide written performance evaluations or performance reviews for the past two years? Yes No
7. Do you know of any leadership or management issues with your performance including letters of discipline in your personnel file and/or have you ever been the subject of a performance improvement plan? If so, please explain. Yes No
8. Have you been in your current, or most recent, organization for less than two years? If yes, please explain why you are interested in a career move at this time. Yes No
9. Is there anything in your professional or personal background, conduct, or history that a past or future employer or constituent may find concerning or questionable, or that could impair your ability to perform your work, if said information emerged later, including past or current litigation? If yes, please explain. Yes No
10. Have you ever been the subject of media reports, social media postings, or blogs in the communities where you have worked that make adverse statements about your work? (We encourage applicants to disclose all information and allow us the opportunity to discuss any issues that may be a concern.) Yes No

I understand that if reliable information arises contrary to my above responses it could result in the disqualification of my current application or any future searches.

Typed Signature Kimberly Bizer Tolbert

Date October 21, 2024

Mark A. Washington, D.Ed., ICMA-CM

October 12, 2024

Mr. Art Davis,

I am pleased to express my interest in becoming the next City Manager for the City of Dallas. I have 30 years of public administration experience that includes employment for the cities of Fort Worth, Austin and Grand Rapids, MI. I currently serve as City Manager for the City of Grand Rapids, MI (Michigan's 2nd largest city) and was appointed in 2018. Since Grand Rapids is the hub of our MSA (Metropolitan Statistical Area), I have led local efforts and been part of regional efforts to improve the residential quality of life and business climate with more than 130 international companies in our 1.1M MSA and 600,000 residents in the county. I oversee all city departments, operations, policies and programs related to public safety, economic development, community services, mobility, infrastructure, health, environment, recreation and community engagement. I have been committed to and successful in making Grand Rapids a city that is nationally recognized for being equitable, welcoming, innovative and collaborative with a robust economy, safe and healthy community and the opportunity for a high quality of life for all.

As City Manager, I have helped Grand Rapids embark on transformational projects to include: public private partnerships to create catalytic downtown revitalization projects with over \$2B economic impact; construction of publicly owned \$180M, 12,000 seat amphitheater and a \$100M+ trail enhancement program to improve trails and "restore the rapids" river restoration project in downtown grand rapids that will allow urban adventure waterfront recreation, tourism and mixed-use developments. I am also part of effort of bringing a professional soccer team to our city and developing plans for a \$175M, 8,500 seat soccer stadium. Since my arrival, we creatively improved public safety and community relations with the use of mental health professionals for co-response; community-led violence prevention programs and cutting-edge housing programs for affordable housing and the unhoused community.

I know there are many fine candidates that will apply for the position, but I offer myself for service and believe my experiences in Fort Worth, Austin and Grand Rapids have positioned me to be a bold visionary leader who is committed, tested, passionate, competent, ethical and humble. While I enjoy living in and leading Grand Rapids, returning to the Metroplex and leading Dallas is an opportunity I cannot pass up. I still have relatives and friends in the Metroplex and would be honored to return to the place where I received my professional start. I lived in Dallas right after obtaining my undergraduate degree and worked for Norwest Financial. I then enrolled in graduate school and worked as a graduate intern for the City of Fort Worth and almost 14 years later, rose to the ranks of Street Services Project Manager and Assistant Human Resources Director. I successfully led the conversion of Fort Worth from a fully-insured benefit plan to a self-funded plan, initiated collective bargaining and implemented the wellness program.

I left Fort Worth and became a Director and Assistant City Manager for the City of Austin where I worked for nine years and provided direct executive oversight to several departments; including human resources, labor relations, fleet services, communications and technology management, building services, innovation, telecommunications, regulatory affairs and the Austin Convention Center. I provided executive leadership on labor contract negotiations, improving police oversight and community relations, hosting and planning large events such as South by Southwest (SXSW) and creating public-private partnerships to address community challenges such as equity, homelessness, digital inclusion, housing/tenant rights, right-of-way uses for disruptive technology and workforce development for marginalized populations. I have been blessed to serve with talented staff and committed elected officials who partnered to lead communities through crisis and prosperity while inclusively elevating the quality of life for all residents. I have been part of large complex organizations (\$4.4B budget in Austin and 14,000 workforce) and communities and know how to effectively move communities forward. I also successfully worked on pension reform issues in Fort Worth and Austin and currently have a pension plan in Grand Rapids that is over 80% funded.

Being a City Manager is more than a job for me. It is a calling and an opportunity to “pay it forward.” This is personal. I know first-hand the benefits of well-run government services as a child who; grew up in public housing, went to public schools, had a mother who spoke English as a second language and a father was a high school dropout. If it were not for compassionate community and public leaders, I would not be in my current role. I am very fortunate to be in an executive leadership role in local government and have never forgot my humble beginnings and the impact good government has had on my life and others. Although I currently live in Grand Rapids, I remained connected to the Dallas community by serving as a Trustee on the Paul Quinn College Board in south Dallas and being part of the Tenth Episcopal District Ministries of the African Methodist Episcopal Church in Dallas.

Thank you for your consideration and I look forward to visiting with you more about the opportunity to become your next City Manager and continue to make Dallas the premier world-class City.

Sincerely,

Mark A. Washington

Mark Washington
City Manager

MARK A. WASHINGTON, D.Ed., ICMA-CM, SPHR, SHRM-CP, CGBA, IPMA-CP

WORK EXPERIENCE:

City of Grand Rapids (October '18 – Present)

City Manager

- Serve as Chief Executive Officer for the Municipal Corporation reporting to City Grand Rapids in overseeing Michigan's 2nd largest City of 200,000 (Grand Rapids Metropolitan area of 1.1M) and lead in the development of policy strategy and execute policy direction of the council.
- Led and created a citywide three-year strategic plan, created a performance management office and increased the efficiency, transparency and accountability of local government
- Direct all city departments, operations, policies, and programs related to public safety, economic development, community services, mobility, infrastructure, health, environment, waste management, recreation and community engagement for a workforce of 2,700 and a \$700M budget
- Developed draft new long-range 20-year comprehensive master plan, "Bridge to our Future"; adoption anticipated December 2024
- Launched an equitable economic development and mobility strategy while establishing an equity fund for underinvested parts of the community
- Instrumental in the development of a public private partnership to create catalytic downtown revitalization projects with over \$2B economic impact to include construction of publicly owned \$180M, 12,000 seat amphitheater and \$175M 8,500 seat soccer stadium; \$100M trail enhancement program and "Restore the Rapids" river restoration project in downtown grand rapids that would allow urban adventure water recreation, tourism and mixed-use developments
- Strategically improved policing that resulted in the use of more mental/behavioral health resources, social services, neighborhood policing, technology and civilianizing of sworn positions for redeployment while increasing sworn patrol staffing levels
- Created a public safety oversight and accountability office to improve community police relations; launched multi-disciplinary homeless outreach team; created innovation office
- Created an Equity office; used equity lens in budget appropriations to address disparate service outcomes; developed equity cohort and employee affinity resource groups; improved Human Rights Ordinance; strengthened International Sister City Relations; co-created welcoming plan
- Led efforts for municipal carbon reduction goals and directed the sustainability office to support community-wide climate goal, implemented green/resilient infrastructure,
- Affirmed the city's commitment to sustainability by converting all street lights to LED; constructed \$80M biodigester that converts biosolids and produces renewable natural gas and RINS credits; enhanced citywide yard composting facility and curbside residential composting program for organics by using on-site technology on trucks to screen waste for mixed contamination
- Implemented e-bike and scooter micro-mobility platforms, car-share pilot, and expanded free downtown bus circulator service; enhanced electrification of city fleet;
- Prepare policy recommendations and considerations for governing body on land use, zoning, taxation and other issues to increase business development, housing supply, place making

- Developed a pandemic response and economic recovery plan to deploy over \$100M in resources to help with business recovery, community development, housing and homelessness, public safety, fiscal sustainability and community engagement.
- Successfully negotiated collective bargaining agreements with 14 labor unions; implemented values-based leadership and employee recognition program
- Serve as ambassador for the organization and maintain effective working relationships with businesses, non-profits, citizens, government agencies and educational institutions

City of Austin (August '09 – September '18))

Assistant City Manager (May 2015 – September 2018; Interim 5/15 – 8/16)

- Provided executive leadership and support to the City Manager in the preparation, monitoring and administration of \$4B budget and management of a workforce of 14,000 employees for 11th largest City in the country
- Advised council, boards and commissions on issues related to governmental operations; citizen engagement; public meetings and media communications
- Partnered with governmental agencies, counties, school districts, community colleges, non-profits and businesses on various issues that impact local government
- Responsible of providing direct executive leadership and oversight to eight departments to include: Human Resources, Labor Relations, Austin Convention Center, Fleet Services, Communications and Technology Management, Building Services, Innovation Office, and Telecommunications and Regulatory Affairs Departments.
- Served as the Executive Liaison to the Visitors Impact Task Force, African American Resource Advisory Commission, Joint Inclusion Commission and represent the City on the Austin Convention and Visitors Bureau Board (Visit Austin) and Austin Convention Enterprises Board
- Provided leadership to the Management Integrity Committee which consists of the City Auditor, the City Attorney and representatives from the Human Resources, Police and Finance Departments to detect and prevent fraud, waste, abuse and unethical practices
- Co-lead labor contract negotiation strategy with public safety unions and provide executive city-wide workforce leadership related to talent acquisition, development, and retention
- Provided executive leadership on the \$600 million convention center expansion effort and alternative uses for Hotel Occupancy Taxes for downtown and central city redevelopment to promote tourism and historical preservation
- Led city-wide small cell implementation and deployment to enhance Wi-Fi with telecommunications industry
- Oversaw Smart City road map strategy for technology and innovation to include development of innovation lab, research grants, reverse pitch competitions and open government strategy
- Oversaw acquisition and maintenance of 6,000+ heavy and light duty fleet
- Responsible for community-wide digital inclusion program to reduce the digital divide and disparities
- Member of the City's equity team that is responsible for leading a strategy to improve equity in collaboration with the Government Alliance on Race and Equity

Human Resources Director (August '09 – May '15)

- Provided strategic leadership as Chief Executive Human Resources Officer for a workforce of 14,000 employees and 3,000 retirees
- Directed staffing, classification, compensation, employee relations, organizational development, benefits, safety, risk management, worker's compensation, HRIS, and civil service programs
- Oversaw preparation of policies, procedures and reports on workforce issues for departments, senior management, and the City Council.
- Developed value-based principles and competencies for the organization and ensured the alignment and deployment through rebranding the City's Mission, values, competencies, performance appraisal system and leadership development training
- Created leadership development academies for executives and managers to address succession planning needs
- Oversaw and administered departmental budget of \$12 million and a \$209 million self-funded benefits program and workers compensation budget
- Advised senior management on workforce trends and issues that will increase organizational effectiveness and employee engagement
- Served as staff and liaison with agencies, boards, commissions, community organizations, City Council and labor groups on human resource matters
- Developed community engagement and outreach strategies; responded to media inquiries
- Negotiated contracts, settlements and resolutions in accordance with state and federal laws
- Implemented a municipal civil service system for 8,500 employees that established just cause, representation rights and appeal processes.
- Established community-wide economic development and job exposition seminars and workshops for 3,000 attendees and over 120 employers
- Oversaw Equal Employment and Fair Housing Office in enforcing local anti-discrimination ordinances and investigating Title V and Title VII complaints on behalf of EEOC and HUD
- Created alternate dispute resolution processes with the Ombuds Office
- Developed innovative pay practices for emerging technology

City of Fort Worth (Jan '96 – July '09)**Assistant Human Resources Director (May '03 – July '09)**

- Provided overall direction to recruiting, staffing, diversity, safety, workers compensation and benefit programs
- Administered a \$55 million health benefit fund; \$12 million workers compensation and occupational health and safety program, \$0.5 million wellness program; and a \$100 million deferred compensation retirement program

Compensation and Benefits Manager (Mar '01 – May '03)

- Administered citywide compensation plan for 450 job classifications and 6,500 employees
- Developed annual compensation and benefit budget; managed staff
- Oversaw job evaluation and classification maintenance system
- Created and administered inaugural \$44 million self-funded health benefit plan for 14,000 health plan members, established the plan policy, developed the plan design, developed premium contribution rates, eligibility rules, and review appeals

Street Services Project Manager (Feb '00 – Mar '01)

- Oversaw, scheduled and planned infrastructure maintenance construction projects for the Transportation and Public Works Department Street Services Divisions for roads, bridges, streetlights and drainage and assisted in overseeing 200 employees
- Prepared \$15 million operating budget
- Oversaw Street Services and Street Light Operations Dispatch Center

Human Resources Consultant(Mar'97–Feb'00) **Analyst** (Aug'96-Mar '97) **Intern** (Jan'96–Aug'96)

- Advised senior management on recruitment/selection strategies, compensation, strategic planning, and employee relations for 6,000 employees
- Developed special programs; coordinated internships, co-ops, and targeted recruitment initiatives
- Developed selection materials and assessment centers; monitored and maintained the hiring process
- Developed recruitment, selection and retention strategies to address diversity issues and underutilization
- Conducted research, surveys, organizational studies and classification studies; recommend salary and classification adjustments; write reports
- Advised senior management on reduction on work force strategies
- Conducted job analysis/audits, wrote job descriptions, and advised senior management on reorganizations
- Facilitated process reengineering workshops and instructed Total Quality Management and diversity training
- Assisted in investigating EEO, ADA, and sexual harassment complaints
- Partnered with employee associations on terms and conditions of employment
- Partnered with customer departments to align human resource policies and practices with business strategies, local ordinances, and state or federal regulations and laws

U.S. Small Business Administration, Fort Worth, TX (Jun 95-Sep 95)

Loan Officer

- Authorized approval for small business, real estate and personal loans
- Cash flowed tax returns using all schedules for businesses and rental property
- Performed income projections and forecasts
- Analyzed credit reports

Norwest Financial Inc., Fort Worth, TX, (Oct 93-Jun 95)

Credit Manager

- Responsible for product marketing, segmentation and solicitation of retail merchants with closed end contracts, revolving contracts, line of credit agreements, and discount financing.
- Conducted credit investigation for approvals on real estate loans, home improvements loans, sales finance contracts, and installment loans
- Monitored \$5.2 million in net receivables and 300 accounts and initiated civil litigation.
- Ordered title searches for lien verification on real estate loans and cash flowed personal income using federal tax returns, sales and bad debt projections
- Designed and implemented debt consolidation and debt restructure plans for consumers
- Reviewed loan documentation to insure compliance with state & federal regulations

- Initialized and processed insurance claims for disability, unemployment and death
- Conducted fair market value appraisals and calculated depreciation of tangible collateral and intangibles such as stocks, bonds, certificates of deposits and cash value of whole life policies

Talk Show Host “Jobs Plus” Channel 7/45 (2/99 – 12/02)

Hosted monthly talk show on the City of Fort Worth’s community cable channel. The purpose of the show was to meet with new or expanding employers and discuss their economic impact and future job openings. Some guests included DFW International Airport, NOKIA, Marriott International, and National Semiconductor.

Tarleton State University, Stephenville, TX

Off-Campus Housing Coordinator 1993; Resident Advisor (1991 -1992)

ORGANIZATIONS AND HONORS

- Grand Valley Metropolitan Council and Planning Organization, Board Member
- Downtown Grand Rapids Inc.; Executive Committee and Board Member
- Art Prize 2.0, Steering Committee Chair
- Spectrum Health Community Commitment Advisory Board, Member
- International City/County Management Association (ICMA), Member, Global Exchange Committee; Midwest Regional Nominating Committee
- Michigan Municipal Executives, Advocacy Committee
- Michigan Municipal League (MML), Trustee
- Council of Local Authorities for International Relations (CLAIR) fellowship program
- Paul Quinn College, Dallas, TX, Trustee
- Experience Grand Rapids Convention and Visitors Bureau, Board Member
- Texas Municipal Human Resources Association, Former Board Member
- International Public Management Association–HR, Former Texas Chapter President
- State and Local Government Benefit Association, Member
- Society of Human Resources Management, Member
- Austin Area Urban League, Former Board member
- Tarleton State University College of Business Administration Advisory, Former Board Member
- City of Benbrook Civil Service Commission, Former Commissioner
- Leadership Fort Worth
- Alpha Phi Alpha Fraternity, Inc., Member
- Sigma Pi Phi Fraternity, Inc., Member
- National Forum of Black Public Administrators, National Board Member, Chapter Advisor
- Government Alliance on Race and Equity (GARE) Municipal Cohort Participant
- ICMA/NCL Kettering Foundation Leadership Institute on Equity Participant
- Trail Blazer Leadership Award – Grand Rapids Alpha Kappa Alpha – Theta Chi Omega Chapter
- Paul H. Philips Leadership Award – Grand Rapids Area Urban League
- Grand Rapids Magazine 200 Most Powerful Business Leaders in West Michigan
- Crain’s 50 Names to Know in Government in Michigan

- Austin NAACP Community Leadership Award – 2010
- Austin NAACP Dewitty Overton Leadership Award – 2017
- Austin Independent School District Unsung Hero Award – 2015
- African American Men and Boys Harvest Community Leadership Award – 2009
- Tarleton State University College of Business Administration Academic Forum Honoree – 2011
- Ordained Minister, African Methodist Episcopal Church

PROFESSIONAL PRESENTATIONS

- “Public Private Sector Collaboration,” Acadiana Chamber and GR Chamber, September 2024
- “You have to be the Bigger Person; Encouraging Civil Discourse; Avoiding Political Polarity;” NFBPA April 2024
- “Public Sector Roundtable” MPA Program Texas Southern University; 2023
- “Health and Built Environment,” SXSW Michigan House, March 2021
- “Trends in Local Government,” National Forum of Black Public Administrators, Building Blocks Conference 2021
- “Let’s Talk Social Justice,” Panel Participant with Bun B and Dr. Anthony Pinn, September 2020
- “A View From a National Town Hall,” National Civic League, May 2020
- “Lessons in Career Development,” National Forum for Black Public Administrators, April 2019
- “From HR Director to CEO,” International Public Management Association Conference, September 2017, San Antonio, TX
- “Emerging Leaders in City Management,” NFBPA Summit, Austin, TX 2016
- “Human Resources Hackathons Deliver Collaborative Solutions,” HR News Magazine, May 2015
- “Continuing to Grow as an HR Professional,” Texas Municipal Human Resources Association Annual Conference, May 2014.
- “Trends in Compensation and Benefits,” Texas Large City Roundtable, March 2014
- “Increasing Employee Engagement in Wellness,” National State and Local Government Administration Conference, April 2012, San Francisco, California
- “Trends in Human Resources,” Austin Human Resources Association, Austin, TX, January, 2011
- “Police Fire and Labor Negotiations,” Texas Municipal Human Resource Association State Conference, May 2010
- SPHR/PHR Certification preparation course instructor (2010-COA, 2009-COA, 2007, 2003, 2001 FWHRMA)
- “Field Operations Compensation,” Texas Water Conference, Galveston, TX 1998.
- “A Strategic Approach to Hiring Employees - Background Investigations,” National Association of African American Studies Conference, Houston, TX, February 1997
- “Trends in the Human Resources Profession,” Guest Lecturer at Tarleton State University 2011 – Human Resources Undergraduate Combined Classes, College of Business. Dr. Freed, Professor
- “Behavioral-based Interviewing and Hiring,” Guest Lecturer at Tarrant County Community College – 2003, 2006, 2007, Business and Professional Communication Class. Charles Bell, Instructor

EDUCATIONAL HONORS AND AWARDS

- TSU Presidential Honors Scholarship recipient
- TSU College of Business Outstanding Graduate & Commencement Speaker
- Outstanding Young Alumnus Award - 2000, Tarleton State University

- Phi Eta Sigma Honor Society
- Delta Mu Delta National Business Honor Society
- Epsilon Delta Pi Computer Honor Society
- Alpha Chi National College Honor Society
- Who's Who Among Students in American Colleges & Universities
- All-American Scholar Collegiate Award Winner
- National Collegiate Minority Leadership Award
- TSU Senior Class Vice President
- Southwestern Baptist Theological Seminary R. Othal Feather Doctoral Award recipient
- John Tarleton Spirit Award

EDUCATION

Doctor of Educational Ministry – December 2011
Southwestern Baptist Theological Seminary, Fort Worth, TX

Master of Arts - December 2003
Southwestern Baptist Theological Seminary, Fort Worth, TX

Master of Business Administration, Management - August, 1996
Amberton University, Garland, TX

Bachelor of Business Administration, Human Resources Management - August, 1993
Tarleton State University, Stephenville, TX
Magna Cum Laude

CERTIFICATIONS

ICMA-CM– International City/County Management Association - Credentialed Manager

SHRM-SCP - Senior Certified Professional - Society for Human Resources Management

SPHR - Senior Professional in Human Resources Management Certification - Human Resources Certification Institute

IPMA-HR-SCP - Senior Certified Professional - International Public Management Association for Human Resources

CGBA– Certified Government Benefit Administrator – State and Local Government Benefit Admin.

Candidate Questionnaire

Name	Mark Washington
Education	<p>Doctor of Educational Ministry – December 2011 Southwestern Baptist Theological Seminary, Fort Worth, TX</p> <p>Master of Arts - December 2003 Southwestern Baptist Theological Seminary, Fort Worth, TX</p> <p>Master of Business Administration, Management - August, 1996 Amberton University, Garland, TX</p> <p>Bachelor of Business Administration, Human Resources Management - August, 1993 Tarleton State University, Stephenville, TX</p>

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Grand Rapids City Manager	Assistant City Manager.	Human Resources Director.
Dates of Employment	October 2018 to Present	May 2015 to Sept. 2018	August 2009 to May 2015
Organization & Location	City of Grand Rapids, MI.	City of Austin.	City of Austin
Reason for Separation/Desire to Separate	Still employed	To become Grand Rapids City Manager	Promotion to Assistant City Manager
Jurisdiction Population	200,000	940,000	940,000
Reports To (Title)	City Commission.	City Manager	Assistant City Manager.
# of Org. FTEs	2,700	14,000	14,000
# of Direct Reports	9	10	5
Total Combined Funds Budget	\$700M	\$4.4B	\$4.4B.
Explain any Employment Gaps	None		

Instructions:

We designed this questionnaire as an additional method by which we can learn more about each candidate and to secure specific examples each candidate has or would have handling leadership challenges or management initiatives relating to the position. We then share the information we gather

with the hiring authorities and others involved in the selection of candidates likely to move forward toward the final process.

Please read each question carefully and prepare a clear, concise, and grammatically correct response. Be sure to include details that highlight your skills, competence, or accomplishments. Whenever possible, you are to succinctly describe your direct involvement in the project or initiative and provide a clear outcome highlighting how your contributions made a difference. Please limit your responses to no more than 350 words per question.

1.	Why are you interested in the City Manager position with the City of Dallas at this specific time?
<p>I have nearly 30 years of progressively responsible public service and have served as Grand Rapids City Manager the past six years. Having worked in executive level positions in large cities such as Fort Worth and Austin, I believe I possess the vision, experience, leadership competencies and passion to lead a world-class city such as Dallas.</p>	
2.	Describe your current scope of responsibilities and how they prepare you to take on the leadership and management responsibilities of the Dallas City Manager position.
<p>As City Manager for City of Grand Rapids, MI (Michigan’s 2nd largest city and the hub of our MSA-Metropolitan Statistical Area), I have led local efforts and been part of regional efforts to improve the residential quality of life and business climate in our 1.1M MSA and 600,000 residents in the county. I oversee all city departments, operations, policies and programs related to public safety, economic development, community services, mobility, infrastructure, health, environment, recreation and community engagement. I have been committed to and successful in making Grand Rapids a city that is nationally recognized for being equitable, welcoming, innovative and collaborative with a robust economy, safe and healthy community and the opportunity for a high quality of life for all.</p>	
3.	How will you maintain fiscal responsibility while developing and managing a multi-billion-dollar budget? Provide an example(s) of how you successfully addressed a major budget and/or financial challenge in a fiscally responsible and transparent way.
<p>The annual budget serves as the fiscal plan and foundation for financial stability. Every fiscal plan that I have developed is rooted in long-term horizon strategy, performance metrics and strategic priorities. The spending plan must detail the uses of various funds to deliver services and utilize staff across City departments. It is important to note which aspect of the plan maintains essential City services, or enhances our ability to implement new strategic priorities. In some instances, service enhancements may require service reductions or offsets when resources are limited. That is why the budget must be viewed in companionship with a strong strategic plan and master plan to ensure strategies and results yield measurable improvements across priority areas.</p> <p>The cost of government must also be balanced with resident satisfaction and affordability. Every budget I delivered in Grand Rapids has resulted in a lower tax rate to residents with maintained or enhanced service levels due to strong property valuation. Grand Rapids’ current budget is nearly \$700M. I have also helped develop budgets as large as \$4.4B while an Assistant City manager in Austin, TX.</p> <p>It is important that there are routine checks and balances and frequent audits to make sure governmental spending is appropriate and the highest rating among bond agencies is maintained. Managing long-term liabilities is</p>	

important and I have effectively managed Pension and OPEB (Other Post-Employment Benefits) liabilities in every city that I have worked. The funded ratio of the general pension system in Grand Rapids is 78% and the Police and Fire Pension System is 75%. I also created separate tiers and contribution adjustments in both Fort Worth and Austin in order to manage pension liabilities and create long-term fiscal sustainability.

In addition to monthly reports, I believe in transparency and having at least three intentional strategic public financial discussions and reports that includes: year-end financial reporting and forecasting, mid-year financial reporting and forecasting and the adoption of the annual budget which also includes financial reporting and forecasting. These reporting cycles must be accompanied with performance metrics and accomplishments.

4.	Describe your approach to public outreach, stakeholder engagement, and seeking community input on issues of importance. What methods have you found to be most effective in measuring both the quality and level of satisfaction with city services?
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Effective local government leadership requires engagement and collaboration. To that end, I have established collaboration as one of the organizational values in Grand Rapids. I ensured departments are not siloed from each other and from the community. I encouraged community collaboration and partnership with residents and external stakeholders and created an enterprise-wide community engagement officer. We also have 29 neighborhood associations, and multiple corridor improvement authorities and special assessment districts. Every year we have organized a neighborhood summit to bring communities together, help with resident engagement and empowerment and discuss emerging issues. We have also utilized several citizen staffed boards and commissions to help develop policy.

I also ensured the five-year strategic plan and fiscal plan affirms the importance of providing – and sustaining – high quality and consistent customer service. Government has to be customer centric since our services, programs, and initiatives depend upon broad-based public support for their long-term viability. In order for an organization to be customer centric; it must also be employee centric in hiring, developing and retaining a highly skilled workforce that can effectively serve the public. Done well, customer service improves outcomes such as: facilitating goals desired by customers; educating customers about processes, policies, and plans; sustaining broad-based support for the City’s mission, services, and employees; and maintaining resident and business trust and satisfaction.

I ensured the City of Grand Rapid’s strategic plan defined the organization’s customer service value as: “Professionally serving those who live in, work in or visit the city. Providing respectful, excellent, high-quality service and assistance before, during and after the person’s interactions with the City.” This value is communicated, understood, and recognized through a range of interactions, including City Manager departmental visits, departmental meetings, onboarding and training, employee recognition programs, and customer satisfaction surveys. I also created a cross-department taskforce of leaders to review the City’s many existing customer feedback channels with the goals of improved consistency, responsiveness, and transparency of those channels. Additionally, I directed departments to increase their emphasis on the customer service value in their budget submittals and factored this information into my evaluation of their requests. We annually participate in numerous surveys and the National Community Survey to compare our resident satisfaction levels to other communities.

5.	How would you collaborate with the Dallas Mayor and City Council to update and reaffirm current priorities -- and develop / implement a strategic plan to address new priorities?
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It begins with an honest dialogue about goals and roles. I would spend my time listening to the council, community and organizational leaders to assess the current state of operations and future goals. Shortly

after arriving in Grand Rapids, I requested a workshop to discuss the priorities of the Mayor and Council in order to identify vision, mission, values and near-term (1-2 years) and long-term (3 to 5 years) priorities. I discovered the budget typically looked 1-2 years out and the master plan had a twenty to thirty year vision, but there was not a solid strategic plan to guide the organization over the next 3-5 years. Building a solid strategic plan with elected officials, organizational and community input happened in my first year in Grand Rapids and has served well as part of an annual prioritization exercise. There were tough choices to make and I also had to realign the organization and resources to achieve those outcomes desired of the governing body.

My entire municipal career has involved working in a Council/Manager form of government in the cities of Fort Worth, Austin and Grand Rapids. As a Credentialed Manager in the International City/County Management Association (ICMA-CM), I believe my job is to lead the day to day operations and submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization. I recognize elected council members are accountable to the people that voted for them for the decisions they make on the dais. I am responsible for executing and implementing those decisions as their appointee. I strongly believe in making sure the day-to-day operational, administrative and personnel functions remain the focus of the City Manager and the elected officials focus on policy matters that must be decided in public meetings. I understand the delicate dance that must occur to make sure the governing body is successful as their success is my success and we must have an effective working relationship.

6. **Economic development is crucial for large cities. How would you support business growth, attract investment, and create jobs while ensuring equitable opportunities for all residents?**

I would collaborate with business and community partners to define priority areas and identify what public support is needed. I am supportive of most developments, events, projects and activations that creates jobs, investment, tourism, vibrancy and economic prosperity and stability that would continue to brand Dallas as a center of commerce and destination city. I have helped Grand Rapids maintain economic vitality by creating, retaining and growing businesses that enhance residents' employment opportunities. I sit on our regional economic growth organization board and help identify regional efforts to improve the residential quality of life and business climate with more than 130 international companies in our 1.1M MSA and 600,000 residents in the county. Economic Development requires strong partnership with local chambers, tourism industry, businesses and Economic Growth Service Organizations. Since arriving in Grand Rapids, we quadrupled the number in minority owned businesses that did business with city government as suppliers and contractors. As we planned bold transformational projects such as: public private partnerships to create catalytic downtown revitalization projects with over \$2B economic impact; construction of publicly owned \$180M, 12,000 seat amphitheater and a \$100M+ trail enhancement program to improve trails and "restore the rapids" river restoration project in downtown grand rapids that will allow urban adventure waterfront recreation, tourism and mixed-use developments; and a \$175M, 8,500 seat soccer stadium; the City of Grand Rapids did so equitable economic development lens and a voluntary developer goal of contracting 30% with minority and locally owned business. The City has to consider creative ways to use it public funds and incentives in ways that promote prosperity for everyone. I developed the City's first Equity Office and made sure the City of Grand Rapids was dedicated to advancing equitable outcomes and opportunities by leading with racial equity to address root causes of disparities. Grand Rapids defined equity as the condition achieved when people have the tools, resources and connections necessary to be fully engaged and prepared to benefit from the opportunities they seek. Recognizing the underinvestment that has taken place in some parts of the city; we

created a third-ward equity fund for those areas; measured the amount of equitable investment in every fiscal plan; and have incubation programs to assist and start-up small businesses. We also understand the importance of tourism and I led the city in assuming the public leadership of what ways our largest tourism event in the City. Art Prize, a three week art competition, brings in over 1 million people into the downtown area and has a \$60 million economic impact. I sit as chair of the steering committee for the Art Prize event. Art Prize electrifies our city and hotel occupancy rates, restaurants and other activations have record breaking results each year.

7. **Effective communication with the public and City Council is key to the role of city manager. How would you ensure transparency, particularly in handling sensitive or controversial issues?**

A good relationship with the Mayor and Council is paramount and communication between formal meetings and formal memorandums is critical. I pride myself in being assessable and available for discussions and often initiate the dialogue with elected officials. Transparency is essential and there is a lot of information and education elected officials can use for decision making and educating their constituents. From an organizational perspective, we have to be willing to share the truth with the public whether it is good or bad news. I believe the worst thing to do is surprise the governing body and hope that bad news gets better the longer you withhold it. Withholding information, especially in crises or critical incidents only makes matters worse. I believe in letting the public know what we know as soon as we can. In critical officer involved shootings, I have always advocated for release of body cam video as soon as possible. I believe in briefing the governing body in advance and proactively on critical issues. Moreover, if there is a question of accountability and an investigative report that could be embarrassing to the City; I try to forewarn the governing body as much as possible and try to get ahead of the story if appropriate. Having open data and good relationships with the media is key and the city must speak with one voice.

8. **Use the space below to make a clear, concise, and convincing argument that would support your candidacy for the Dallas City Manager Career Opportunity.**

Dallas needs an experienced proven City Manager to continue to make it a world-class city. I believe I have the right personality to work with 15 elected officials as I have the strategic lens necessary to direct a large organization but also the management courage needed to create a strong organization culture. My core values of accountability, collaboration, communication, innovation, equity and sustainability will travel with me and across time zones. I have always assembled a strong multi-talented executive team and have embraced hiring people who think differently than me with varied strengths. I am a systems thinker and believe in the whole of government approach, collective impact and enterprise-wide thinking. I believe in positive partnerships and relationships with elected officials and the residents and cannot do the work without them. I believe in creating an open environment where there is psychological safety for elected officials, employees and residents to provide feedback, even when negative. I view negative experiences and dissatisfaction as opportunities for continuous improvement and service enhancements. I would be honored to be the next difference maker in Dallas, TX.

Due Diligence Form

Name: Mark Washington

1. Do you have any concerns about the posted salary range for this position? Yes No
2. If selected for the City Manager position, what is the length of notice you must give to your current employer and when will you be available to start employment with the City of Dallas? 60 days
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career through your employer, a professional association, or a licensing agency? If so, please explain. Yes No
4. Have you been dismissed, asked to resign, or accepted a mutual separation agreement and/or severance? Are you currently negotiating a separation agreement? If yes to any, please explain the circumstances. Yes No
5. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain. Yes No
6. If requested, are you able to provide written performance evaluations or performance reviews for the past two years? Yes No They were done in executive session
7. Do you know of any leadership or management issues with your performance including letters of discipline in your personnel file and/or have you ever been the subject of a performance improvement plan? If so, please explain. Yes No
8. Have you been in your current, or most recent, organization for less than two years? If yes, please explain why you are interested in a career move at this time. Yes No
9. Is there anything in your professional or personal background, conduct, or history that a past or future employer or constituent may find concerning or questionable, or that could impair your ability to perform your work, if said information emerged later, including past or current litigation? If yes, please explain. Yes No
10. Have you ever been the subject of media reports, social media postings, or blogs in the communities where you have worked that make adverse statements about your work? (We encourage applicants to disclose all information and allow us the opportunity to discuss any issues that may be a concern.) Yes No Nothing outside of issues that are normal local government challenges for many growing urban areas where a diverse group of residents agree or disagree with policy, services and decisions.

I understand that if reliable information arises contrary to my above responses it could result in the disqualification of my current application or any future searches.

Typed Signature Mark Washington

Date 10/21/24

ZACHARY L. WILLIAMS

OCTOBER 13, 2024

Art Davis, Director
Baker Tilly US, LLP
5440 West 110th Street
Overland Park, KS 66211
United States

DEAR ART DAVIS

I am excited to submit my resume for your consideration for the position of City Manager for Dallas Texas. I am an experienced County Manager with a track record of over twenty years of successfully leading, managing and overseeing county operations. I am skilled in budget management, strategic planning, and team leadership. Seeking new opportunities to further utilize my skills and expertise in a challenging environment.

For the past thirty-five years I have dedicated my professional life to service. My career began in 1990 as an Administrative Intern in a small city in Sante Fe Springs, California. I was fortunate enough to realize at a young age that public service was my life's calling. At this age I learned a philosophy of service that has served me well throughout my career. The simple philosophy was to show up, work hard and tell the truth. I have not only lived by the values extolled in this philosophy, I have encouraged the teams that have been a part of and the teams that I have lead to adopt this philosophy. In so doing I have been able to both participate in and lead successful teams in both South Florida and in Metro-Atlanta.

In Broward County Florida this philosophy allowed me to grow professionally from an entry level position in Emergency Management to a leadership position in Human Service to the Assistant County Administrator in less than a decade. Each position provided me with new perspectives and new skills the ultimately led me to becoming the County Manager in Fulton County Georgia. The position of Fulton County Manager allowed me to grow as a leader and instill efficiency in the organization. I also found that my experience as an Emergency Manager served me well as I withstood the pressures associated with the Great Recession with poise and focus that maintained morale for employees and the confidence of the residents.

For the past twelve years I have served DeKalb County Government as the Chief Operating Officer/Executive Assistant. This role is synonymous with a County Manager/County Administrator in other jurisdictions. For the past twelve years I have drawn upon the knowledge skills and abilities that I have developed over the past thirty plus years to make Dekalb County a leader in the State of Georgia for virtually all its programs.

My interest in the Dallas City Manager position is based on my recognizing that this again could allow me to utilize the talents that I have developed over the past three decades to serve the residents of a larger progressive and diverse jurisdiction.

I look forward to discussing this position further at your earliest convenience.

Very truly yours,
Zachary L. Williams, MPA

ZACHARY L. WILLIAMS

Experience County Manager with a proven track record of successfully managing and overseeing municipal operations. I am skilled in budget management, strategic planning, organization development and team leadership. Seeking new opportunities to further utilize my skills and expertise in a challenging environment.

EXPERIENCE

JAN 2013 –
PRESENT

EXECUTIVE ASSISTANT/COO (COUNTY MANAGER) DEKALB COUNTY GA

On behalf of the CEO and Board of Commissioners, manage and oversee all county operations.

Implemented Strategies to improve the County's financial standing resulting in the restoration of the County's Credit Rating

Increased the County's Fund Balance from a negative to between two- and three-months reserves across all funds

Restored the County's Public Image through customer-focused service delivery strategies

Successfully Implemented the County's first Local Option Sales Tax values at over \$700M

Oversight of the Federal Consent Decree designed to upgrade the County's sewer system

Led the County's response to COVID-19 managing over \$200M in Federal Assistance

Manage the contract with the County's Public Hospital

Keep the CEO and Board of Commissioners apprised on all key issues affecting the County

DEC 2007 –
DEC 2012

COUNTY MANAGER, FULTON COUNTY GA

- Responsible to the Board of Commissioners for the management of oversight of all County Government operations.

- Established strategic priorities for government administration

- Appointed Department Heads

- Managed the County through the Great Recession without any layoffs by leveraging staff support and implementing creative cost-saving measures

- Developed and implemented a nationally recognized health and human services strategy that addressed social determinants of health, poverty, and crime, resulting in improved outcomes for County residents

- Spearheaded the development of several Tax Allocation Districts, including the Nationally Recognized Atlanta Beltline, contributing to economic growth and community revitalization

- Led negotiations to improve the County's public hospital (Grady) and successfully transitioned the hospital's operations to a not-for-profit corporation

- Negotiated with the Public Transit Authority to ensure appropriate service provision to County residents, enhancing transportation accessibility and mobility for the community

DEC. 2003 -

DEC. 2007 ASSISTANT COUNTY ADMINISTRATOR, BROWARD COUNTY FL

Oversaw Health/Human Services, Economic Development, Minority Business Program, Planning, Convention and Visitors Department, Airport and Seaport

EDUCATION

DEC. 1993



MASTER OF PUBLIC ADMINISTRATION, CALIFORNIA STATE UNIV. LONG BEACH

JUNE 1991



BACHELOR OF SCIENCE CRIMINAL JUSTICE, CALIFORNIA STATE UNIV. LONG BEACH

SKILLS

Strong leadership and communication skills

Proven ability to manage complex budgets and projects

Proficient in strategic planning and team building

Successful oversight and management of organizational development

Candidate Questionnaire

Name	Zachary L. Williams, MPA
Education	B.S. Criminal Justice, California State University at Long Beach 1991 Masters of Public Administration California State University at Long Beach 1993

	Current (Most Recent) Position	Previous Position	Previous Position
Title	Chief Operating Officer/Executive Assistant	County Manager	Assistant County Administrator
Dates of Employment	January 2013-Present	December 2007-December 2012	December 2003-December 2007
Organization & Location	DeKalb County Government, Georgia	Fulton County Government, Georgia	Broward County Government, Florida
Reason for Separation/Desire to Separate	Seeking professional growth and new challenges	Opportunity to manage a full-service county and oversee municipal services for over 750,000 residents	Opportunity to lead a major organization as the County Manager
Jurisdiction Population	763,000	1,084,512	1,973,579
Reports To (Title)	Elected CEO and Board of Commissioners	Elected Chairman and Board of Commissioners	County Administrator
# of Org. FTEs	7,200	6,000	6,000
# of Direct Reports	25 to include Department Heads and Deputy COO's	8 including Deputy County Managers and key Department Heads	8 Major Department and Office Heads
Total Combined Funds Budget	\$1.8B (current)	\$1.34B (current)	\$8.6B (current)
Explain any Employment Gaps	N/A		

Instructions:

We designed this questionnaire as an additional method by which we can learn more about each candidate and to secure specific examples each candidate has or would have handling leadership challenges or management initiatives relating to the position. We then share the information we gather with the hiring authorities and others involved in the selection of candidates likely to move forward toward the final process.

Please read each question carefully and prepare a clear, concise, and grammatically correct response. Be sure to include details that highlight your skills, competence, or accomplishments.

Whenever possible, you are to succinctly describe your direct involvement in the project or initiative and provide a clear outcome highlighting how your contributions made a difference. Please limit your responses to no more than 350 words per question.

1.	Why are you interested in the City Manager position with the City of Dallas at this specific time?
My interest in the City Manager position at this specific time is that I have a lot of family ties to Central Texas including my now aging parents and many extended family members. Additionally, this position would give me an opportunity to leverage decades of knowledge and skills in a diverse community with complex challenges. The prospect of being able to manage the City of Dallas while being near my parents at this stage of our lives would be exactly what we have all hoped for. Historically either I was not professionally prepared for a role such as this or there was never an open recruitment when activities in my personal or professional life aligned. Either my children were too far along in school, or I had made commitments to an employer that I would violate. I believe that the opportunity presenting itself now aligns perfectly with my personal life, my children are adults and living happy productive lives and professionally the CEO that I currently work for has term limited out of office and I have not committed to the incoming CEO. It is for these two primary reasons that I am interested in the position of City Manager currently.	
2.	Describe your current scope of responsibilities and how they prepare you to take on the leadership and management responsibilities of the Dallas City Manager position.
In my current role I am responsible to the CEO and Board of Commissioners (the Governing Authority) for the proper administration of the affairs of the County. As such I am charged with direction, oversight and management of all Departments. The Governing Authority expects that I will address issues such as crime, homelessness, blight, economic development. Over the past twelve years I have gained invaluable experience that will translate well to the position of Dallas City Manager. Dekalb County, like the City of Dallas, is a large diverse community with varying needs, desires, and demands. My ability to effectively coordinate and collaborate among Commissioners, Community Stakeholders, Not-for-profit entities, and the business community has served Dekalb County well and those abilities would serve Dallas well. Under my leadership, Dekalb County has: (1) established crime reduction programs to include (a) “Coffee with a Cop”, (b) video surveillance in designated high crime areas, and (c) implemented a Police Community Relations program recognized by the U.S. Attorney General. (2) Implemented Homeless assistances programs to include (a) a veterans Homeless Assistance program that allowed us to achieve “Net-Zero” meaning the eradication of homelessness among Veterans. (b) allocated over \$50M for rental and utility assistance to keep over 5,000 families in their homes during the height of COVID-19 (c) Collaborated with not-for-profits to establish a Integrated Community Care Initiative aimed at not only providing housing assistance but also the much needed wrap around services to include job training, mental health and addiction therapy.	

(3) Established blight reduction strategies such as (a) cross-departmental taskforces to address the issues originating in apartment complexes and extended stay hotels operating as slumlords. (b) created a Beautification unit charged with litter abatement. (c) Greatly expanded our Code Compliance Division and integrated them into Community meetings.

(4) Supported Economic Development restructuring and expansion. Within my first six months on the job, it became apparent that we needed to outsource economic development in order to assure the growth the Community required. Therefore, I negotiated a contract with the County’s Economic Development Authority to serve in that capacity for the County. This has resulted in tremendous growth annually and Dekalb County becoming a leader in the Southeastern United States for film production and consistent growth in manufacturing.

Overall my experience in Dekalb County as well as the two decades prior have prepared me to enthusiastically take on this role.

3. How will you maintain fiscal responsibility while developing and managing a multi-billion-dollar budget? Provide an example(s) of how you successfully addressed a major budget and/or financial challenge in a fiscally responsible and transparent way.

I have gained experience in fiscal management, budgeting and addressing long term financial issues. While serving as the County’s COO, I also served as the County’s Chief Financial Officer for several years. During this time period, I led the effort to re-establish the County’s credit rating (removed prior to my arrival). This was done by repairing cash reconciliations, updating financial statements and ensuring that they were released timely, increasing the fund balance, revising the Pension program and implementing Outcome Based budgeting.

In Broward, Fulton and Dekalb County I have had the fortune of being in Executive Leadership roles during major economic downturns. In Broward County during 9/11 which caused the airline and tourism industries to collapse overnight. In Fulton County 2008-2011 the period known as the Great Recession and in Dekalb beginning in 2013 after massive downsizing and draconian operational cuts in attempts to respond to the impacts of the Great Recession. In each environment, I employed the same approach (1) Full Transparency with staff, elected officials and the public. Holding staff meetings and videoconferences to inform everyone of what we were facing and enlisting their assistance. By establishing employee-led committees to review and analyze their operations for efficiency we were not only able to improve our operations, but employees appreciated being involved. By reformatting community meetings into hands-on exercises that had residents experience what the decision-making process was like in evaluating various needs and determining how to allocate finite resources we gained trust from the citizens. In each jurisdiction I also worked with the Elected Boards to develop and implement strategic plans. This process required Commissioners to make difficult priority decisions so that we could focus on what we could fund. (2) Outcome based budgeting, we fund investments that further our strategic priorities and we ensure that plans are developed to achieve programs that we fund. The Budget Office is charged with tracking our programmatic achievement and alerting me if there are

problems. (3) Closely monitoring major expenditure categories such as personnel costs and requiring my sign off for many activities that accumulate over time into major expenses.

In Fulton and Dekalb County I worked with the Pension Board to modify the Pension program in order to reduce costs and provide more flexibility to the new employees.

4. Describe your approach to public outreach, stakeholder engagement, and seeking community input on issues of importance. What methods have you found to be most effective in measuring both the quality and level of satisfaction with city services?

Public Outreach is critically important to keeping the residents informed of events and activities that may affect them. My approach to public outreach has always been to develop and implement proactive outreach strategies. To keep residents informed we employ town hall meetings and use of all appropriate media (Web, Television, Radio, and Newspaper). I have always been a big proponent of informing the public, so we have implemented mandatory protocols for our Watershed, and Roads and Drainage Department that require the public to be informed via; door hangers, newsletter and a townhall meeting prior to any major project being initiated in a community. The town hall meeting not only ensures that everyone hears and understands the same message it allows the government to take into consideration any local issues that we may not be aware of and modify our plans if required.

In implementing major policy initiatives, we conduct real-time surveys during hybrid town hall meetings (online and in person) and utilize firms to conduct both mailout and telephone surveys. We present these results in public forums.

The most effective ways that I have found to track resident satisfaction is utilizing departmental surveys, Citizen Advisory Boards and tracking information as provided to the County's citizen information line "311". I or my representative meets with the Citizens Service Director every Monday morning to ensure I am aware of any customer service trends that may require intervention.

5. How would you collaborate with the Dallas Mayor and City Council to update and reaffirm current priorities -- and develop / implement a strategic plan to address new priorities?

I would collaborate with the Mayor and City Council by face-to-face meetings with each. In these meetings I would want to hear each of their perspectives on the City's Mission, Core Values, and Vision. I would want them to provide their perspective on the current strategy to achieve the City's Mission. I would seek their commitment to scheduling a series of workshops aimed at updating their Mission, Vision and Values as appropriate. These workshops would discuss demographic data, economic trend data, and the City's fiscal projections. I would request support of the Mayor and Council in conducting a fiscal diagnosis of the city. This would include review of all funds (tax, user fees, fines, grants and franchise fees). We would also review major spending needs for the next 10 years (capital, salary and wages, pension, etc.) This diagnosis would assist in framing our financial position as we move forward with developing a strategic plan. After a series of workshops, I would request that the Mayor and Council establish their key Strategic Priorities (these would be aspirational and in priority order). I would work with the Mayor and Council to determine how we will measure success. It will be critical in determining how much is invested into the various Priorities. Ultimately these priorities will be tied to budgets and we will need to know how to design programs based on what we are hoping to achieve.

After working through much of the aforementioned issues I would meet with the City’s Executive Leadership Team to review the Strategic Priorities and develop cross-departmental teams to propose strategic initiatives to define what we need to do to achieve the Strategic Priorities. These strategies would be presented to the Mayor and Council for approval. Upon review, modification and ultimate approval by the Mayor and Council this Strategic Initiatives would require the creation of Personal Objectives at the Department Head level and action plans for all who have a role in the implementation. This process would then allow everyone to see how they fit into the overall Mission of the City as their individual Action Plan would influence the success or failure of the Strategic Initiatives that support the Strategic Priorities of the Council. At each level employee’s annual performance review would reflect how well they have achieved these objectives.

6. Economic development is crucial for large cities. How would you support business growth, attract investment, and create jobs while ensuring equitable opportunities for all residents?

Economic development is crucial for the long-term viability of large cities. An effective City Manager can be one of the most influential roles is supporting business growth, attracting investment, and creating jobs. As City Manager I would focus on streamlining the permitting process- in Broward County and in Fulton County I have overseen the implementation of “One Stop Shops” to provide for all permitting needs in one location along with cross departmental coordination and data sharing, implementing Target Industry incentives-in Broward County I oversaw several target industry strategies to attract bio-science and other key industries, ensuring local preference being provided to businesses that reside in the City of Dallas in the City’s procurement code- in Broward, Fulton and Dekalb County’s I have overseen this type of program aimed at sustaining local businesses, establishing preference to Local Small Businesses when bidding on contracts with the City – In Broward County and Dekalb County I oversaw the revitalization of Local Small Business Enterprise (LSBE) programs. This process involved updating disparity studies, convening small business working groups, redesigning programs and seeking Board approval. Ensuring that the City’s Work Force Development Agency is working with corporate partners to train and place City of Dallas residents. Training resident to ensure that they can compete for positions currently available or as part of needs that will be identified through the Target Industries that we would recruit will be critical for ensuring successful long term economic viability of the City. This will not only grow the economy but is also a way to improve the quality of life in the City.

7. Effective communication with the public and City Council is key to the role of city manager. How would you ensure transparency, particularly in handling sensitive or controversial issues?

As City Manager it is critical to maintain the confidence of the Elected Body and the residents. In order to establish and maintain their confidence they must trust what you say. As a Manager, I have always prided myself on being willing and able to share information openly, honestly, and early. I ensure transparency by meeting with all elected officials on a regular basis. This bi-weekly communication has established a rapport that allows elected officials to trust what I have to say and come to realize that I will keep their confidence. Issues discussed in my individual meetings with Commissioners or in Executive Session do not get shared. I have established the same level of rapport with every community I have served in. By consistently attending community meetings, hosting and/or participating in town halls, taking phone calls from community members and resolving community issues residents know that I am trustworthy. Also ensuring that we respond to Open Records Requests or regular requests for information promptly. Oftentimes mistrust is created when staff don’t take responding to information requests right away.

When dealing with sensitive information I will share what I can without compromising the City and those things that cannot be shared because of potential litigation or personnel concerns will not be shared and in that very rare instance when we could not share information I would explain why I cannot share the information.

8. Use the space below to make a clear, concise, and convincing argument that would support your candidacy for the Dallas City Manager Career Opportunity.

I am honored to be considered for the position of City Manager of Dallas Texas. My knowledge, skills and commitment to service make me an excellent candidate for the City of Dallas. I have managed large diverse organizations in Florida and Georgia, including my current position in Dekalb County. In my current capacity I am overseeing the daily operations of the county government, effectively managing multi-million-dollar budgets, implementing policies and programs on behalf of the CEO and Board of Commissioners for the betterment of Dekalb County. My experience has provided me with temperament and the talent necessary to effectively manage numerous complex issues simultaneously. I have demonstrated a commitment to open, honest, ethical leadership. I have developed and implemented systems that illustrate my dedication to transparency and community engagement. Throughout my career I have effectively developed and promoted environments of open and honest communication both vertically and horizontally. I have promoted critical thinking where I have insisted that all team members operate as CEOs to their own micro-business. I have also created an environment of urgency recognizing residents often do not have the luxury of time to wait for the government to act. I am passionate about public service and believe that in collaboration with the Mayor, City Council and key stakeholders I can make a positive impact in Dallas.

I welcome the opportunity to meet to discuss further how I may be the perfect fit for the City.

Due Diligence Form

Name: Zachary L. Williams

1. Do you have any concerns about the posted salary range for this position? Yes No
2. If selected for the City Manager position, what is the length of notice you must give to your current employer and when will you be available to start employment with the City of Dallas? 30
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career through your employer, a professional association, or a licensing agency? If so, please explain. Yes No
4. Have you been dismissed, asked to resign, or accepted a mutual separation agreement and/or severance? Are you currently negotiating a separation agreement? If yes to any, please explain the circumstances. Yes No
5. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain. Yes No
6. If requested, are you able to provide written performance evaluations or performance reviews for the past two years? Yes No None have been conducted, haven't historically been done for this position
7. Do you know of any leadership or management issues with your performance including letters of discipline in your personnel file and/or have you ever been the subject of a performance improvement plan? If so, please explain. Yes No
8. Have you been in your current, or most recent, organization for less than two years? If yes, please explain why you are interested in a career move at this time. Yes No
9. Is there anything in your professional or personal background, conduct, or history that a past or future employer or constituent may find concerning or questionable, or that could impair your ability to perform your work, if said information emerged later, including past or current litigation? If yes, please explain. Yes No
10. Have you ever been the subject of media reports, social media postings, or blogs in the communities where you have worked that make adverse statements about your work? (We encourage applicants to disclose all information and allow us the opportunity to discuss any issues that may be a concern.) Yes No
Approximately 14 years ago I was mentioned as a participant in a wrongful termination lawsuit against Fulton County. The employee erroneously claimed that the County violated Whistleblower protections. The issue was resolved in Court 10 years later.

I understand that if reliable information arises contrary to my above responses it could result in the disqualification of my current application or any future searches.

Typed Signature Zachary L. Williams

Date October 20, 2024