

## Jelynnne LeBlanc-Burley



Jelynnne LeBlanc-Burley is the President of JLB Group, a consulting firm which specializes in leadership training and talent development, project management, economic development and community advocacy. She is a retired executive from CPS Energy and the City of San Antonio having served the San Antonio community for 34 years.

Burley joined CPS Energy, the nation's largest municipally owned energy company providing both natural gas and electric service to greater San Antonio, in 2008 as Senior Vice President & Chief Administrative Officer. She was subsequently named Acting General Manager in 2009. Burley successfully led the company at a critical time, ensuring CPS Energy's future viability, prosperity and long-term success, and sustained rate affordability for customers. Burley's strategic leadership and ability to build trusted stakeholder relationships re-established a stable outlook with bond rating agencies, strengthened public trust in the utility, and resulted in unanimous City Council approval for a new rate structure. In 2010,

she was promoted to Executive Vice President & Chief Administrative Officer, then Group Executive Vice President & Chief Delivery Officer in 2013.

As Group EVP, Burley led a customer-centric focus on service delivery with technological, operational, and corporate-cultural enhancements and revitalization. Her group oversight of Energy Delivery and Customer Service provided strategic direction for an electric system of 7,744 miles of overhead lines, 4,915 miles of underground lines, 1,508 miles of transmission lines; a gas system with 5,210 miles of distribution lines and 89 miles of transmission lines; interface with Joint Base San Antonio, the Department of Defense's largest joint base with three installations; a call center which engaged customers through 4.1 million calls and 325k visits at four walk-in centers annually, plus a newly created Community Engagement team that included a mobile Customer Response Unit. Under her leadership her business group achieved top quartile in safety performance, top decile in electric reliability, ranked second nationwide in residential gas customer satisfaction according to JD Power, and was recognized three times by APPA for safety performance and "Best 100" Fleets. She led the negotiations for Google Fiber, LED Street Light System Transition, Joint Base San Antonio Rate Restructure/ Privatization and Extended Gas Supply Contracts for large public customers.

In addition to her public executive level leadership, Burley has corporate board experience as a Director for NuStar GP Holdings, LLC (NYSE: NSH), which owns general partner and limited partner interests in NuStar Energy – a leader in the petroleum pipeline and terminal industry with terminal and storage facilities in the U.S., Canada, Mexico, the Netherlands, including St. Eustatius in the Caribbean, and the United Kingdom.

Prior to joining CPS Energy, Burley committed 24 years to various leadership positions with the City of San Antonio, her final role as Deputy City Manager she directed Planning & Development functions, including Public Works and Development Services as well as International Affairs, Economic Development, Information Services and Housing & Neighborhood Services. She has exceptional knowledge in all aspects of city management, economic and community development, public works with engineering and construction experience, finance and budgeting. Her portfolio includes leadership for numerous economic development achievements for the City of San Antonio including site location and authorization to build the San Antonio Texas A&M Campus, Toyota Manufacturing site location and



zoning plan, Microsoft Data Center relocation and expansion, Rackspace Headquarters site location, Brooks Development Authority transition and Master Plan development, and the City's first Military Transformation Office for BRAC relocation missions in 2006.

Burley's professional and civic affiliations include National Forum for Black Public Administrators' Board of Directors and 1<sup>st</sup> Vice President; San Antonio for Growth on the Eastside (SAGE), Chairperson, Board of Directors; NuStar GP Holdings Inc., Board of Directors; CHRISTUS Santa Rosa Health System, Board of Directors; Girl Scouts of Southwest Texas, Board of Directors; San Antonio Hispanic Chamber, Board of Directors; Western Governor's University of Texas (WGU), State Advisory Board; Alamo Colleges Advisory Council; United Way Executive Committee Member, American Gas Association, Policy Committee Member. Burley holds memberships in ICMA, Texas Public Power Association (TPPA); American Public Power Association (APPA); Life Member of Alpha Kappa Alpha Sorority, Inc. and Southern University, Alumni Federation; The Links, Inc.; Texas Women's Forum; and 2015 American Heart Association Go Red for Women Chair.

Honors, tributes and recognitions for Burley include: the San Antonio Chamber of Commerce Executive Award for Large Business at the 2015 Tribute to Women Business Leaders; one of Texas' Most Powerful and Influential Women by the Texas Diversity Council, 2015 and Girl Scout Great by the Girl Scouts of Southwest Texas in 2013; Outstanding Woman in Action in 2008 by the La Prensa Foundation; Distinguished Citizen Award by Kappa Alpha Psi Fraternity Southwestern Province, and the Community Legend Award by the San Antonio Chapter of National Coalition of 100 Black Women in 2006; outstanding Texan by the Texas Legislative Black Caucus and 2003 induction in the San Antonio Women's Hall of Fame; 2002 Women's Leadership Award for Public Service from the San Antonio Business Journal (SABJ); and, SABJ's 40 under 40 Rising Star in 1999.

Burley, a Louisiana native, earned a Bachelor of Arts degree in Liberal Studies from Southern University and a Master of Arts degree in Urban Studies from Trinity University and is a Certified Construction Executive from Texas A&M University.



## Why I Should be the City Manager for the City of Dallas, TX

I knew that I wanted a career in public service, and I wanted to make a difference in the quality of life for the community in which I resided at age 13. My mother was appointed to serve the Louisiana Legislature as the Legislative Coordinator for the Constitutional Convention of 1973. As delegates from the State of Louisiana gathered and met for a year to debate, discuss and recommend constitutional changes for the State of Louisiana. I knew what was happening for Louisiana's citizens was extensive and far reaching. The community was so impressed and interested in her appointment and I realized it was because only 15 years earlier Baton Rouge and the State of Louisiana licensed its first African American Women lawyer, my mother. I watched my mother pour over each word with endless conviction and indulgence. I challenged her often as to why she spent so much time anticipating and debating certain provisions and words. "What difference does it make", I chided as a disinterested teenager. She would respond and these words have guided my life and career ever since "Service is the price we pay for the space we occupy." Decades later I remain committed and dedicated to serving with integrity, ethics and humility. That year of watching the Constitutional process for the State of Louisiana and my mother's vigilant oversight I discovered my work ethic, drive for excellence and obligation to produce quality meaningful work.

My education, career and life experiences have prepared me for role of Chief Executive. I have an extensive leadership portfolio and results oriented track record of achievements. I have exceptional knowledge of all aspects of city management, finance, budgeting, economic and community development, public works, labor and employee relations, and international affairs.

As Deputy City Manager for the City of San Antonio I led the city's efforts for planning and development. Departments included Public Works, Development Services, Office of Military Affairs, International Affairs, Economic Development, 311 Customer Service, Chief Information Office and ITSD. I supervised the Assistant City Manager with responsibility for Downtown Operations, Tourism, Arts and Aviation as well as the Assistant City Manager for Planning and Community Development, Grants Monitoring, Housing and Neighborhood Services. Under my leadership we implemented major improvements to Development Services with improved permitting cycle times, customer service initiatives, increased staffing to meet the growing development needs and workflow improvements. We created the City's first Military Transformation Office to respond to the BRAC relocation activities and to create the single point of contact for military affairs for the San Antonio community. We enhanced small business outreach activities by increasing procurement assistance and the creation of the Women's Business Center, a 5-year program supported by the Small Business Administration to train and support small and minority women business upstarts. We created the first \$200 million 5-year Rolling Infrastructure Maintenance Program for streets, drainage, sidewalks, and traffic signals, reestablished the Downtown Strategic Plan, created the first 3-year Community Development Strategic Plan and reorganized the Planning and Community Development Departments to enhance community development activities.

As Assistant City Manager, my focus was neighborhood investment, economic development and inner city revitalization. I provided leadership and strategic direction to the Economic Development, Neighborhood Action, Housing and Community Development, Planning, Code Compliance, City South Management Office, and Development Services. My team led the 3-year annexation plan implementing the first limited annexation areas for the city, economic development policy, housing initiatives, code enforcement, City South development policy, historic preservation and enforcement development plan review and permitting. Several new City Council Policy Initiatives were adopted during my tenure: The first Tax Increment Reinvestment Zone Policy Unit, the Developers Tool Kit which offered development incentives aligned with targeted areas for development by City Council, the Southside Initiative Community Plan, a 20-year vision plan for the southern sector of the City, and the City's first proactive code enforcement unit (Clean Team) as well as the City's first historic preservation enforcement office. My first executive role with the City of San Antonio was to lead the Facilities Planning and Construction Office. My prior mid-management positions in the Office of Dome Development, Public Works, Budget



and Research and the City Manager's Office prepared me for this role. I had responsibility for financing, budgeting, planning, design, construction and community engagement for the Convention Center Expansion Project, the development and implementation of the International Center, home of NAD Bank, the renovation of the Mexican Cultural Institute, a department of Tourism for the country of Mexico, and the Carver Cultural Community Center. Under my leadership and strategic direction, we more than doubled the size of the existing Convention Center, delivered on time and within budget and achieved more than 32% Minority Business participation, exceeding the 29% goal for the project. The International Center project received national attention as we created the home of the North American Development Bank, a result of NAFTA and focused infrastructure development south of our border. The renovation of the Mexican Cultural Institute was a remaining exhibit and cultural organization from the 1968 HemisFair. With design approval and construction coordination from the Tourism Ministry of Mexico, and the Counsel General of Mexico we completed the renovation. This jewel still remains an active component of San Antonio's cultural offerings.

In 2008, I was presented with an opportunity to leave city management and essentially begin a new career in the Utility arena. I became the Chief Administrative Officer for CPS Energy, the largest municipally owned electric and gas provider in the country. I was recruited by the Deputy General Manager to guide organizational challenges with a stagnant employee culture, enhance service delivery to the operational entities at CPS Energy and to lead the community engagement program for the South Texas Nuclear Plant (STP) Expansion project (partnership with NRG to expand our nuclear capacity). I was excited about the challenge and opportunity to learn a new industry. Eighteen months into the job, we launched a very successful community engagement program to support the proposed rate increase required to fund the STP Expansion Project. The project was halted abruptly when it was disclosed that a dispute between CPS Energy and NRG regarding the overall estimate would negate the project moving forward for City Council support. What had been a great deal of work and effort to present and secure public support for the project all disappeared in a matter of hours.

November 30, 2009, I was appointed Acting General Manager for CPS Energy with the charge of negotiating a settlement with NRG, our partner for the STP Expansion project; present a rate case to the City of San Antonio City Council; and restore public trust.

I quickly began to mobilize staff teams to focus on the tasks given to our team by the CPS Energy Board. I gathered the CPS employees to apologize to them for allowing such a controversial issue to over shadow the fine work that each employee delivered each day to the San Antonio community. I asked for and received their support to achieve our goals.

After months of negotiations and law suits between CPS Energy and NRG we successfully reach a settlement in January of 2010. While we were negotiating the settlement with NRG we were also working on a rate case for future growth of the utility without growing our nuclear portfolio. We developed a rate case for infrastructure investments for our generating units, expansion of our distribution and transmission lines for our electric system, extensions of distribution pipes for our gas system and approval of the first deployment for smart meter infrastructure for our customers. This would be the first-rate case in 17 years for infrastructure investment and the first and only unanimous rate approval vote in CPS Energy history. In addition to obtaining rate case approval we were successful in maintaining our bond rating, which is the highest for utilities, with all three of the bond rating agencies, while also securing \$5 million for our low-income utility assistance fund from NRG for our customers in need.

Our permanent CEO for CPS Energy, a gentleman with 25 years of utility experience was appointed in 2010. He was aware of the achievements and asked me to serve as his Executive Vice President. He appointed me to lead and provide strategic direction to the largest business group at CPS Energy, Energy Delivery and Customer Service. Under my direction we achieved top quartile in safety performance, top decile in electric reliability and ranked second nationwide for residential gas customer satisfaction according to JD Power's 2015 survey. I led the development and implementation of the economic



development provisions for the New Energy Economy which resulted in the location of OCI Solar North American Headquarters and Mission Solar, the only solar panel manufacturing facility in North America to San Antonio.

I have been blessed with a career filled with extraordinary opportunities, high profile projects and exceptional people as mentors, peers and employees. I am extremely proud of the achievements and trajectory established under my leadership at CPS Energy and the City of San Antonio. I believe it sets the stage and reputation the utility and City enjoy today. I am most proud of the employees and successful teams I have built over the course of my career. It is often said that employees don't care what you know until they know that you care about them. Many of my former employees that were nurtured, mentored and guided are providing public service to the San Antonio community and beyond. I have grown as a public administrator and leader. My accomplishments and disappointments have taught me a great deal about perseverance, vulnerability, self-awareness, transparency, resiliency and the value of public trust. My professional experience, community involvement and character are all key contributors in preparing me for the role of City Manager.

I remain as excited as I was at age 13 about a career in public service. I am more committed and prepared at this stage in my life to make a difference in the quality of life for a community in which I reside.



## City Management Experience

My management experience encompasses all aspects of city government to include human capital acquisition and talent development, labor relations, neighborhoods and social services, operations which includes public works, electric and gas delivery, tourism, arts, customer service, budgeting, finance, community engagement and strategic planning.

Over my 34-year career in the San Antonio community I have delivered over \$2 billion in the built environment. This inventory of infrastructure ranges from the Alamodome, the H.B. Gonzalez Convention Center, numerous streets and drainage bond projects, community cultural centers, housing, electric and gas distribution /transmission infrastructure. All of which serve the community to foster economic development and serve as the continued foundation for growth in the community. These projects have been planned, designed, constructed and managed within schedule and budget. Community engagement and public access were the guiding principles during development. Given the large monetary investments and newly created financing mechanisms for many of these projects, community interest was immense. While each project had its nuance, all of them required best in class management, anticipation of issues to avoid breaking the trust of the citizens, accountability from its project leader, transparency on all aspects of the projects challenges and opportunities, and delivery of public expectations.

My early project management experience on the Alamodome project centered around increasing the utilization of small, minority and women owned businesses, sports franchise and concessions negotiations, finish out of leased spaces and construction coordination. As an executive with the City of San Antonio and CPS Energy I was the lead of all aspects of the H.B. Gonzalez Convention Center Expansion Project, implementation of bond and maintenance projects, community cultural centers, housing delivery, electric and gas infrastructure. The projects under my leadership and strategic direction all enjoyed delivery on time and within budget, exemplary local business participation, prudent negotiations with lease holders and tenants, highly rated financial projects and stakeholder acceptance. Accountability, responsibility for the development of budget, financing, delivery, safety, stakeholder and community engagement, local business participation, discerning contract negotiations, clear-sighted agency coordination, and transparency have contributed to my attributes and preparedness for the role of City Manager.

My experience is more diverse than infrastructure delivery. As Deputy City Manager, I had a key role in the budget process for the organization. Provided leadership and strategic direction to numerous departments. I have led teams engaged in talent acquisition of strategic roles to include public safety and other department heads for the City of San Antonio. I staffed the citizens bond committee for streets and drainage for the 2007 Bond Program. I provided leadership to the annexation planning process, neighborhood planning process and created the City South Development plan, a plan to develop the southern sector of San Antonio.

As Chief Administrative Officer at CPS Energy I implemented performance management systems, restructured the health benefit program, administered the corporate incentive program, implemented an early retirement program for eligible employees.

My experience at CPS Energy is one that I describe as "working in the private sector publicly." Being municipally owned requires community engagement and transparency like that of a city government, and there are certain matters that are treated as competitive matters and are required to conduct the business of a utility. Having responsibility for an energy supply portfolio to support your native load as well as long term energy supply contracts with neighboring utilities does require a different and more rigorous business acumen and discipline. The Energy Industry requires a focus on metrics, performance and operational processes that are safe, efficient and reliable. In my experience the capital requirements are more significant in terms of the order of magnitude of the project value. In 2010 under my leadership we



commissioned a \$1 billion Coal Plant and negotiated a settlement over a \$16 billion nuclear expansion project at the South Texas Nuclear Generating Plant.

CPS Energy voluntarily recognizes IBEW to represent our line and plant personnel. While at CPS Energy I led negotiations for all of the labor agreements from 2008 -2016. The current labor environment continues to function under my last agreement. These labor agreements covered working conditions for all of the electric, gas, plant control room technicians and fleet lines of progression.

In 2011 I was voted as an independent director for NuStar GP Holdings, which owns general partnership and limited partner interests in NuStar Energy. NuStar is a leader in the petroleum pipeline and terminal industry with terminal and storage facilities in the United States, Canada, Mexico, the Netherlands and the United Kingdom. This corporate board experience certainly requires focus on safety operations, environmental stewardship and market discipline as NuStar navigates another tumultuous year for MLP's. Our continued strong distribution coverage and solid earnings even in the face of market downturns demonstrate resiliency and strength in our business model and leadership.

I have included all of my experience because I believe it speaks more comprehensively to the multi-faceted talent, maturity and skills I would bring to the role of City Manager of Dallas, Texas.



## Leadership

My philosophy was instilled in me by my mother as a young girl growing up in Baton Rouge, Louisiana. She always taught me "Service is the price you pay for the space you occupy." That philosophy has guided my professional career, personal life, and civic engagement. Over the course of my career my experiences have validated that perspective, self-awareness, vulnerability, transparency, resiliency, and integrity rule the day. I possess the essential senior leadership dimensions and behaviors. I have a strong multi-faceted intellect. I can effectively address complex business issues and problems. I can work on issues collaboratively and have the ability to deal with multiple variables simultaneously. I am strategic in my thinking. I think into the future and anticipate how issues might appear and evolve. I am capable of creating and developing a vision, understanding the implications of decisions on the future of the organization and can establish long term goals for my organization. I have a track record for turning ideas and concepts in executable value added programs. I can integrate and understand specifics within broader contexts, move from one idea or issue to another seamlessly and I can master content and have been called a quick study. I have a questioning attitude and think critically, introducing new standards that can be applied to current practices.

I am a deeply committed change agent and have demonstrated experience in effectively managing change. I have designed and successfully implemented change programs that generate buy in for newly developed business practices and processes. These skills were key in managing the culture at CPS Energy to promote new family leave policies, lines of progression changes and performance management systems which were implemented during my tenure.

My organizational leadership skills flourished at the City of San Antonio and at CPS Energy. I know that employees look to senior leadership for demonstrated behavioral principles. They hold you accountable for "living" the values and being a model for excellence. I check the pulse of the organization by periodic employee surveys, meeting with small groups, visiting work sites. My employees always expected to see me at a work site at least once a year. It was shared as feedback from one of our diversity surveys that "When we sense something has changed, we step back and watch Ms. Burley. She is our signal for what is really going on. She always has a way of making us feel 'ok' even when storms are brewing." I promoted a culture of caring and accountability. I took the time to understand the role of the employee or the challenges the employee may be facing in their respective position and worked to resolve. The resolution may be a better resource, working condition or change in policy. Conversely the employees understood it was expected of them to produce the work. Possessing leadership presence that is recognized and experienced by both employees and external stakeholders inspires and motivates the organization and I take the feedback seriously and work to earn the trust and respect of the employees. Once clearly stated expectations are shared, my employees generally enjoy oversight from a distance. I delegate and allow my subordinates to conduct their work. However, I am not hesitant to practice "intrusive management" or "zoom in" when needed and required.

I possess a deep understanding of the business, both government and energy, its different functional and operational needs, how value is created and sustained. I appreciate the function of strong businesses and customer service. I have experience with external stakeholders, whether it is the Chamber of Commerce, Real Estate Councils, Business Community Neighborhood Associations or individual citizens, everyone has an important role and I am comfortable and skilled in communicating with all parties with different backgrounds and agendas. I can also explain the business/issue to individuals familiar or not familiar with the issue at hand. I demonstrate diplomacy, can discuss complex issues with all levels of the organization, people with different backgrounds and interests.

Last, but not the least important attribute is emotional toughness and resiliency. I am self-confident with a healthy level of personal flexibility, adaptability and humility. I manage multiple stressors effectively, I tolerate and understand critical and constructive input and work well in a high demand environment without taking comments, personal or organizational criticisms personally. I possess high levels of emotional endurance and I know when and where I can add value.



## Communication and Relationships

Communication and establishing relationships is very easy for me. I am outgoing, people oriented and participate with others. I enjoy being around people and I possess general curiosity about people, places and things. I have enjoyed belonging to organizations since high school and college being a member and leader in band, my Sorority and student government. Early in my career in San Antonio I quickly got involved in the community partially because I enjoy it and to meet people in my new community. Texans are very proud of their State and San Antonio is no exception. I learned early on that I would be reminded often that I was "not from here" and I made it a point to become part of the community. I enjoy 35 years of being a naturalized Texan and I am often kidded by San Antonio natives "we forget about your Louisiana roots."

I have a strong drive for results and I tend to push and encourage people toward ambitious goals. I spend the necessary time relaying the specifics so that my subordinates or peers can ask clarifying questions. My preference for action means I want to get going quickly but I have learned to gather specifics, clearly state expectations and timeframes to accomplish our goals. I am objective and transparent; therefore, I lay out my expectations in a logical manner to ensure accurate outcomes. In directing and delegating I hold people accountable for their actions, I motivate and keep people and projects on track and ensure the team understands the need for results. I listen to understand and I consistently seek to establish stretch goals for my team pushing toward a greater potential and I take the time to ensure quality outcomes.

I believe my employees should see me at their work site at least once a year. I promote a culture of candor to give them an opportunity to ask me questions that are important to them. Much is expected from public servants and I believe it is important to make my employees aware that I appreciate what they are doing on behalf of our citizens. In return my employees need to know that I am there to provide the resources they need to perform their job. In my role as Chief Administrative Officer I had final review of all disputes filed within our grievance procedure. We restructured the grievance procedure under my tenure to ensure the supervisors and employees were given ample opportunity to resolve before the grievance became official and was heard before the grievance panel. This process improvement led to a significant reduction of formal grievances filed on an annual basis. It also worked to improve the communication and trust between the supervisor and employees.

I am a believer in performance management systems. I have implemented systems and grown the maturity of the organization in the utilization of performance management systems by my managers and leadership. I have also led succession planning initiatives for my organization, developed professional training partnerships with Rice University and Our Lady of the Lake University to train supervisors and high potential employees for leadership roles. I have mentored and coached employees and external professionals that have reached out to me to ask for mentorship and or coaching.

My service to the community is evident in my participation on community boards and commissions. There are several opportunities when serving on community boards. You have a better pulse and diverse view of the community you serve. You meet new people with different perspectives about the community or a potential community solution. All of which make you a better public servant. I currently serve on the Christus Santa Rosa Hospital Board, Christus Children's Hospital Board, Girl Scouts of Southwest Texas and Texas Public Radio. My past involvement, while not exhaustive, includes Hispanic Chamber of Commerce, Providence High School, San Antonio Economic Development Foundation, Real Estate Council, and San Antonio Growth on the Eastside. I strongly encourage my employees to become active in the community as well. I believe it is the role of a public administrator and it also helps the community to see City Employees in a different light.



**Candidate****Jelynn LeBlanc Burley****Synopsis**

Ms. Burley is the President/CEO of JLB Group, a consulting firm providing professional services in the areas of talent development, project management, and leadership training. She was previously the Executive Vice President and Chief Delivery Officer for CPS Energy, the nation's largest municipally owned energy company providing both natural gas and electric service to the greater San Antonio Area. She has an extensive leadership portfolio and a results oriented track record. Ms. Burley previously served in a variety of leadership and management positions with the City of San Antonio and she has exceptional knowledge of all aspects of city government, economic and community development as well as public works with engineering and construction contracting experience. Ms. Burley's established analytical skills join outstanding interpersonal capabilities to produce innovative solutions and effective diverse goal oriented teams.

**Leadership and Management Experience**

- Negotiated settlement related to CPS Energy's interest in STP 3&4.
- Successful rate program implementation.
- Re-establishment of stable outlook from bond rating agencies.
- Budget development and implementation.
- Implementation of public trust initiative.
- Provided testimony to the Senate Business & Commerce relating to municipally owned electric utilities' planned generation portfolios.
- Resolution of labor dispute with International Brotherhood of Electrical Workers (IBEW) resulting in eight years of successful labor agreements addressing communication, improved working conditions and lines of progression.
- Dismissal of all employee lawsuits related to labor disputes
- Provided strategic direction for economic development projects resulting in successful negotiations of significant ED projects (Toyota, Microsoft, Rackspace Managed Hosting and Texas A&M-San Antonio).
- Leadership and management direction for departments with combined annual operating budgets totaling \$2 billion.
- Responsibility for capital projects implementation totaling \$2 billion.
- Recognized for identifying solutions and implementing projects within/under budget and on schedule.
- Managed dispute resolution activities through successful results.
- Excellent organizational and analytical skills, resulting in practical and accurate management recommendations.
- Exercises judicious use of money and resources: acknowledged for managing design review and value engineering processes and for implementing cost containment and quality improvement programs.



- Managed project development for the Alamodome, Henry B. Gonzalez Convention Center, International Center, Mexican Cultural Institute and the Carver Community Cultural Center: design coordination, minority and women-owned business advocacy, disabled access advocacy, professional services and sports franchise negotiations.
- Provided testimony before State Courts and State Legislatures.

### **Community Relations & Community and Economic Development Skills**

- Developed and managed Advocacy Contracting Programs for Historically Underutilized Businesses.
- Leadership and strategic direction for the City's 3-Year Community Development Strategic Plan.
- Performed major role in the financing and sale of public bonds to fund the design and construction of the International Center and the Convention Center Expansion projects.
- Implemented San Antonio's first facility housing the City's focal point for International Business.
- Implemented San Antonio's first Military Transformation Office for BRAC Mission relocations.
- Spearheaded City's first "Public Awareness Campaign" for capital improvement projects.
- Recognized for successfully guiding projects through periods of controversy.

### **Interpersonal Strengths**

- Works effectively with diverse groups to reach city-wide or community goals.
- Sensitive to building and maintaining strong public image for organization.
- Effective in creating and launching public awareness activities.
- Interacts with staff and public to produce teamwork, harmony and growth.
- Works effectively with community and industry leaders in implementation of projects and community plans.

### **Corporate Board Experience**

Burley is a Director for NuStar GP Holdings, LLC (NYSE: NSH), which owns general partner and limited partner interests in NuStar Energy – a leader in the petroleum pipeline and terminal industry with terminal and storage facilities in the U.S., Canada, Mexico, the Netherlands, including St. Eustatius in the Caribbean, and the United Kingdom. At the 2016 Annual Unitholder Meeting Burley was voted to serve an additional three-year term.

## **Experience**

### **President/CEO**

#### **JLB Group**

#### **February 2016 - present**

A consulting firm providing professional services in the areas of talent development and acquisition, performance management, project management and leadership training.



**CPS Energy, San Antonio, Texas  
2008 - 2016**

- **Executive Vice President/Chief Delivery Officer, August 2013 - February 2016**

As Group EVP, Burley led a customer-centric focus on service delivery with technological, operational, and corporate-cultural enhancements and revitalization. Her group oversight of Energy Delivery and Customer Service (ED&CS) provided strategic direction for: an electric system of 7,744 miles of overhead lines, 4,915 miles of underground lines, 1,508 miles of transmission lines; a gas system with 5,210 miles of distribution lines and 89 miles of transmission lines; interface with Joint Base San Antonio, the Department of Defense's largest joint base with three installations; a call center which engages with customers through 4.1 million calls and 325k visits at four walk-in centers annually, plus a Community Engagement team that includes a mobile Customer Response Unit. This business group comprised the largest number of CPS Energy employees at 1853 team members, an O&M budget of \$158M and a capital budget of \$304M. ED&CS achieved top quartile in safety performance, top decile in SAIDA and SAIFI electric reliability and ranked second nationwide for residential gas customer satisfaction according to JD Power's 2015 study. As a member of the Executive Leadership Team Burley served on the Energy Portfolio Strategy Team, setting policy direction for power supply acquisition, risk management and administration of ERCOT market strategy, Grid Optimization (electric & gas smart meters and DA) implementation, Solar Program implementation, program management for new customer service project construction and the lead negotiator for Google Fiber, LED Street Light System Transition, Joint Base San Antonio Rate Structure/Privatization and Extended Gas Supply Contracts

- **Executive Vice President/ Chief Administrative Officer, August 2010-August 2013**

Provided executive leadership, strategic direction and management of Corporate Support Services (CSS), which included employee relations, compensation, recruitment, labor relations, enterprise facilities development & maintenance, purchasing & fleet operations (Supply Chain), enterprise information technology, enterprise safety and occupational health, corporate support services resource planning & analysis, and economic development. This business area had 672 employees, an annual O&M budget of \$88M and a range of \$32-80M in capital budgets. CSS provided support to internal operational customers by managing 26 facilities totaling approximately 1.4 million square feet, providing oversight of \$40M in inventory annually, purchasing in excess of \$300M annually, and maintaining 3,000 rolling stock vehicles and equipment. Burley led the development and implementation of the economic development provisions for the New Energy Economy which resulted in the location of OCI Solar Headquarters and the only solar panel manufacturing facility in North America, Mission Solar, LLC. Under her leadership CPS Energy was recognized three times by APPA for Excellence in Safety Performance and 'Best 100' Fleets. As CAO, she implemented a new performance management system, succession planning and executive coaching program for the organization. Additionally, she led the labor negotiations team that successfully passed three labor agreements with the employee union. While in this role she successfully created the first employee handbook, created a new health benefit program, transitioned the organization to meet the requirements for Affordable HealthCare Act, and updated the administrative policies to reflect current practices in areas such as employee leave procedures, disciplinary processes and actions, as well as the ethics and business practices for CPS employees.



- **Acting General Manager, November 2009-August 2010**  
Burley successfully led the company in a critical time, ensuring CPS Energy's future viability, prosperity and long-term success, and sustained rate affordability for customers. Burley's strategic leadership and ability to build trusted stakeholder relationships re-established a stable outlook with bond rating agencies, strengthened public trust in the utility, and resulted in the only unanimous City Council approval for a new rate structure for CPS Energy in recent history.
- **Chief Administrative Officer, March 2008 - November 2009**  
Provided executive leadership, strategic direction and management of corporate support services, which include human resource systems, organizational design and development, facilities development and maintenance, purchasing and fleet operations, information and communication services and corporate shared services resource planning.

**City of San Antonio, TX  
1984 - 2008**

- **Deputy City Manager, February 2006 - 2008**  
Directed the city's efforts for planning & development. Departments included Public Works, Development Services, Office of Military Affairs, International Affairs, Economic Development, 31 I/ Customer Service, Chief Information Officer, and ITSD. Oversight for ACM with responsibility for Downtown Operations, Tourism, Arts and Aviation, as well as ACM for Planning and Community Development, Grants Monitoring and Housing and Neighborhood Services.
  - Led major improvements to the Development Services activities with improved permitting cycle times, customer service initiatives, increased staffing, and workflow improvements.
  - Created the City's first Military Transformation Office (OMA) as single point of contact on military and BRAC activities which is expected to generate 11,000 jobs.
  - Enhanced Small Business Outreach activities by increased grant awards for procurement assistance and the creation of the Women's Business Center - a 5-year program supported by the Small Business Administration.
  - Created the first \$200M, 5-year Rolling Infrastructure Maintenance Program for streets, drainage, sidewalks and traffic signals.
  - Re-established the Downtown Strategic Plan and created the first 3-year Community Development Strategic Plan.
  - Re-organized the Planning and Community Development Department to enhance community development activities.
- **Assistant City Manager, June 2002-February 2006**  
Directed the City's efforts in neighborhood investment, economic development and inner-city revitalization. Provided leadership and strategic direction to the departments of Economic Development, Neighborhood Action, Housing and Community Development, Planning, Code Compliance, City South Office and Development Services. Supervised the departments chiefly responsible for the City's 3-year annexation plan, economic development policy, housing initiatives, code enforcement, City South development policy, historic preservation and enforcement, development plan review and permitting. Successfully recommended new policy initiatives to the City Council:

The first Tax Increment Reinvestment Zone (TIRZ) policy unit, the Developer's Incentive Toolkit, the Southside Initiative Community Plan, a 20-year vision plan for City South, the City's first proactive code enforcement unit (Clean Team), and City's first historic enforcement officer.

- **Director, Facilities Planning and Construction, March 1995 - June 2002**  
Provided leadership and strategic direction to department and outside consultants which managed major capital projects. Design and construction projects: development and expansion of the Henry B. Gonzalez Convention Center to more than twice its size with a \$218M budget; developed the International Center, with a budget of \$11.7M; renovated Carver Cultural Community Center, \$3M. Participated in all aspects of planning, programming, financing, design and construction of these projects.
  - Brought in the Convention Center Expansion and International Center projects within budget and on schedule.
  - Achieved more than 32% Minority Business participation, exceeding 29% goal.
- **Special Projects Manager, City Manager's Office, July 1993 - March 1995**  
Coordinated housing policy among public housing entities and related City departments, including the coordination of comprehensive strategy toward housing and neighborhood service delivery in San Antonio. Initiated, developed and financed housing partnerships: Enterprise Foundation; Fannie Mae, leveraging \$12M.
  - Initiated first Affordable Housing Parade of Homes for City of San Antonio.
  - Pioneered San Antonio's first Affordable Housing Incentive program.
- **Special Projects Officer, Office of Dome Development, June 1990 - July 1993**  
Guided the design, coordination and value engineering process for Alamodome during construction, producing thousands of dollars. Achieved 65% subcontracting participation with San Antonio small businesses during construction. Team member negotiating City's first lease agreement with San Antonio Spurs in the Alamodome.
  - Implemented City's first minority business participation with Alamodome concessions contracts.
  - Implemented Alamodome disabled access program.
- **Project Information Specialist, Department of Public Works, January 1987 - June 1990**  
Coordinated and implemented the City's first community education program for capital projects totaling \$47M.
- **Budget and Management Analyst, October 1985 - January 1987**  
Budget and research staff liaison to San Antonio Development Agency, Eastside Economic Development Council and Fair Housing Office. Fiscally accountable for budgets totaling \$2M.
  - Developed first monitoring program and strategic planning process for outside agencies funded by City of San Antonio.
- **Project Management Specialist, April 1984 - October 1985**  
Parks and Recreation staff liaison for city-funded art agencies. Fiscally accountable for \$2M budget.
  - Developed City's first Arts Funding process utilizing peer review panels.



<b>Education</b>	<ul style="list-style-type: none"> <li>• Bachelor of Arts in Political Science Southern University, Baton Rouge, Louisiana, 1982</li> <li>• Master of Arts in Urban Studies Trinity University, San Antonio, Texas, 1988</li> </ul>
<b>Certifications &amp; Continuing Education</b>	<ul style="list-style-type: none"> <li>• Texas A &amp; M University, College Station, Texas - Construction Executive Program, 1999</li> </ul>
<b>Professional Affiliations</b>	<ul style="list-style-type: none"> <li>• American Public Power Association</li> <li>• Texas Public Power Association</li> <li>• Aspen Institute Energy Forum</li> <li>• American Gas Association Policy Committee member</li> <li>• Solar Electric Power Association Executive Council</li> <li>• Texas City Management Association - Member</li> <li>• National Forum for Black Public Administrators - Board of Directors, 1<sup>st</sup> Vice President</li> <li>• Urban Management Assistants of South Texas - Past President; Past Secretary/Treasurer, Current Member</li> <li>• International City Management Association - Member</li> </ul>
<b>Community Activities</b>	<ul style="list-style-type: none"> <li>• Christus Santa Rosa Board of Director's</li> <li>• Christus Children's Hospital Board of Director's</li> <li>• Girl Scouts of Southwest Texas Council, Board of Director's, Secretary</li> <li>• United Way of San Antonio and Bexar County, Executive Committee</li> <li>• San Antonio Hispanic Chamber of Commerce</li> <li>• Texas Women's Forum</li> <li>• Chairperson, Carver Cultural Community Center Development Board</li> <li>• Alamo Area Chamber of Commerce, Board of Directors, Vice Chairperson</li> <li>• University of Texas at San Antonio, Public Policy Council</li> <li>• Rotary Club, San Antonio Downtown Chapter</li> <li>• United Way San Antonio, Stewardship Review Board</li> <li>• Providence High School Board of Directors</li> <li>• Junior League Advisory Council</li> <li>• Girl Scouts of America, Greater San Antonio Council, Nominating Committee</li> <li>• Alpha Kappa Alpha Sorority, Inc., Life Member</li> <li>• Southern University Alumni Association, Life Member</li> <li>• Jack &amp; Jill of America, Inc., Past President</li> </ul>

## **Honors & Awards**

- Greater SA Chamber Executive of the Year Award, 2015
- Texas Diversity Council Most Influential Woman in Texas, 2013
- Outstanding Women in Action, La Prensa, 2008
- Claude Black Heroes Award 2010
- Urban Management Assistant's of South Texas - Public Service Award, 2007
- Kappa Alpha Psi SW Regional Province - Distinguished Citizen Award, 2006
- NCB W - Community Legend Award, 2006
- Texas Legislative Black Caucus - Outstanding Texan Award, 2003
- San Antonio Women's Hall of Fame, 2003
- San Antonio Business Journal - Public Service Award, 2002
- National Forum for Black Public Administrators - Leadership Award, 2002
- Texas Construction Magazine - Best Public Project, 2001
- San Antonio Business Journal - "40 Under 40", 1999
- Greater San Antonio Chamber of Commerce - Leadership San Antonio, 1996
- Mission Qty Professional Women's Organization - Profiles in Leadership, 1996
- SBA - Minority Development Advocate of the Year, 1993



## Maura Black Sullivan



I grew up in a politically active family with current events always in debate. My mother was a reporter for the local afternoon paper and covered the local governments. My father worked at a radio and TV station in town. My grandmother ran the local unemployment office and my grandfather for the power and light company. My family's legacy to me was that public service is a noble and worthwhile pursuit.

When I was sixteen years old, my first job was not at a candy store or summer camp. My first job was in the county mayor's office where I answered citizen complaint calls in the "Mayor's Assistance Center" and wrote proclamations. I loved it. And, I guess they liked me, too, as I was asked back to continue working there every summer that I wanted to throughout high school and college. Shelby County government then was recreating itself and taking on a home rule form of government. I watched, researched, and helping explain to citizens the decisions being made by the COO and City Attorney, along with the Mayor and Commission, decisions that established

the powers and growth model for the "new" government. It was exciting and I was hooked. I knew that was the work that I wanted to do.

I attended undergraduate and graduate school at the University of Memphis, majoring in Public Administration and International Relations. I attended one and half years of law school at the University of Memphis, as well, but did not complete those studies. My parents became very ill and I took a break from law school to help them. I looked for a job in government and landed the local Juvenile Court doing family court mediation. I was there for five years, taking hundreds of cases (literally) to court every month for child support orders and child legitimation and custody. It was grueling, with long hours and low pay and with terribly sad stories at every turn. I learned what it was like to work in the daily grind of social work. I observed how a well-run clerk's office can be successful and how a leader without a willingness to cooperate with the larger community can miss opportunities to improve services.

In 1996, one of my childhood friends decided to run for his dad's seat in Congress and won, so I went to work for him. I spent the next few years working with him handling local press relations and community relations in the district, as well as helping his dad, the former congressman, set up his lobbying firm. In 1999, I worked for a year with his uncle who had become Chair of the Memphis City Council, as a public relations and legal affairs assistant to assist the council members.

In 2000, a colleague, the superintendent of the suburban school district, asked me to join his cabinet and focus on capital planning work for the district that included the establishment of school and transportation zones for the 50 school district that was building one to two schools per year and growing by over 1000 students per year. I stayed with the school district for eight years and loved every minute of it. I was proud to maintain an over 95% accuracy rate in my enrollment projections for each school and grade level, particularly with the high growth the district was experiencing. By the time I left the district, I was an Assistant Superintendent and was overseeing several departments, in addition to the capital planning department. I worked with families, community leaders, boards of Mayors and Alderman for all of the cities in the county, as well as the school leadership teams, and really honed my skills of building collaboration and consensus.



In 2008, the Mayors of the City of Memphis and Shelby County asked me to take over the position of Deputy Director of Planning and Development. In this role I supervised the land use planning, historical planning, transportation planning, building code enforcement, housing and economic development for Memphis and the county. We wrote a sustainability plan for the city and county, created a form based zoning code, created several overlay districts to achieve greater community buy-in for the plan and rolled out a new approach to economic development for our community by moving all economic development work to a separate 501(c)(3) organization. We also modernized our building codes department by creating a new online portal for filings and review submittals, installing lap tops in the cars of inspectors and several other improvements. But before we did all of those wonderful things, the first thing we had to do, shortly after I joined the division, was fire 30% of our work force. The division was an enterprise division, with finances reliant upon fees generated by development. The recession of 2008 hit the division's finances very hard and hard choices had to be made. As soon as I arrived, I was tasked with cutting the expenses to fit within our decreasing revenues. The plan involved reducing the work force by 30% but also included significant changes that modernized the departments and streamlining the processes which made the transition for the citizens and the remaining employees easier.

In 2010, following a city election, the Mayor of the city of Memphis asked me to join his team as the Deputy Chief Administrative officer. The previous city Mayor had been in place for over eighteen years and the city government was suffering from a bloated structure as well as a declining financial position. I was charged with creating a restructuring plan to help reduce costs and create efficiencies. We eliminated several departments and positions throughout the government to create better processes and eliminated duplicative services throughout. After we established our new working order, we engaged an outside consult to help us with our financial plan and began to craft bold changes to the pension and health care plans after we saw that bond refinancing and eliminating waste in the divisions wasn't going to bring in enough revenue to protect the declining pension fund. We also started a performance management process and zero based budgeting to help further assess the changes we had made and empower our division directors and managers to be better administrative leaders.

In late 2015, I was approached by the Mayor of the city of Chattanooga and asked to take over the operations of Chattanooga government. I have known the Mayor for many years. He had previously served in the state legislature as a state senator. The move to Chattanooga was exciting. Even though the city is smaller than Memphis, the offer was attractive because Chattanooga has a much higher rate of population and revenue growth than Memphis and has a history of a very progressive leadership dynamic that has helped the city thrive. Since arriving in Chattanooga I have worked to tweak the great work being done around the "budgeting for outcomes" and the performance management processes. We are launching a new office in the city – the office of "Open Spaces" – which will work to plan and activate not just the parks of Chattanooga but also all spaces where citizens gather. It's an interesting concept that I'm looking forward to watching progress. We are also creating a real time intelligence center for our police force and opening a family justice center that will consolidate many social service functions for families and help the police capitalize on the expertise of the social service sector to help families in distress.



## Why I Should be the City Manager for the City of Dallas, TX

I am a native Memphian and Tennessean. I have a 12 year old son in 7<sup>th</sup> grade and a husband and dog, all of whom I just dragged 350 miles across the state of Tennessee to start a new job 11 months ago. There are very few opportunities that could make me want to do that again, particularly in such a short amount of time. Dallas is one of those opportunities.

Dallas, Texas is a city with a colorful history and an exciting present and future. On a personal note, I have to note that as a child, I was fascinated by Dallas. I read stories about Dallas and always told my parents that I would live in Dallas. Other than the fact that the Cowboys were my favorite football team, I had no other obvious connections to Dallas, but the City always fascinated me.

Looking now at this opportunity, I am very excited to be a part of the next chapter of progress for Dallas. Dallas is the center of a metropolitan area that is the 4<sup>th</sup> most populous in the United States, but more importantly, also ranks as the 4<sup>th</sup> largest employment center in the nation, giving it an important position in our national and global economies. Dallas traditionally has been the center of the oil and gas industry and then later "stole" the cotton industry away from Memphis, (at least that's how the older Memphians remember it). Like other cities in which I have worked, there is also a strong history of transportation and freight movement in Dallas, an area of economic development in which I have worked. But today's Dallas, doesn't just rest on those lucrative industries. Today's Dallas economy is multifaceted and diversified which helps ensure its dynamic strength and continued growth. This is an exciting reason to move to Dallas and be a part of that economic development success and growth.

Another reason that I feel comfortable considering this role as City Manager of the City of Dallas is that I know my skills and experience match the needs of the City of Dallas. For example, in researching some of the outstanding issues that the City is facing now, finding a plan to fight blight pops up. I've done this. In Memphis, I worked with our public works department to create a new "pop up" division within the division that would fight blight aggressively. We divided the city into 25 square block areas and marshalled forces to battle blight in each area. We moved throughout the city tackling everything from housing code violations to cutting grass and picking up litter. We hired a team of outside contractors to help us with this endeavor, including one team that helped returning felons prepare to reenter the workforce by using the work experience gained in this program as a resume and confidence builder. In Chattanooga, we have started a program called "De Code Day" where we take a couple of blocks, walk the blocks, engage with residents and leave behind warning notices for violations found. We also have nonprofit partners along with us who contract with the residents on site to help make immediate repairs. It's a great actionable, engaging day. There are lots of ideas like that around the country in other cities where I have engaged with colleagues through various programs. Taking those ideas and finding the right tools for Dallas will help the City continue to reclaim its neighborhoods.

Some news reports that I have reviewed suggest that the city budget has some structural issues to solve. In Memphis, we faced serious issues around pension and OPEB funding and a structural imbalance in our budget. We worked aggressively around the issue and found several solutions. There are many pitfalls with each potential solution and the right one needs to be found for every municipality. I have been through these decision making scenarios for years, with the declining revenues in Memphis and have worked with big name consultants throughout the country. I am ready to lead Dallas through those processes to the best solutions for the employees and taxpayers.

I always tell students in public administration graduate classes that what you learn in the classroom of public administration classes is great and will be very helpful. Learning the basics of public finance and human resource management is critical, of course. But the real key to success is going to be knowing yourself and your values. When you know that, you will have the confidence in your decision making abilities and no challenge will be insurmountable. And, for me, it has also helped to have had the opportunity over the last ten years to travel to and work with administrators in other cities quite a bit and

learn that we are all facing essentially the same obstacles to progress and solutions are available. The key is tailoring those solutions collectively with all of the city's partners (employees, business leaders, community partners, neighborhood activists, philanthropic partners, etc.) to find the best solution for your city.

The "Why" statement is easy for me. I am a student of and lover of cities. As a "city nerd," of course I would want the opportunity to lead one of the largest and most progressive and exciting cities in America, knowing that my unique skill set matches the needs present today in Dallas city government.



## City Management Experience

I have worked in various areas of government all of my career. When I was 16 years old, I started working as an intern in county government and have been refining my craft ever since. I have direct educational experience in city management from course work at the undergraduate and graduate level. In the first ten years of my career, my government work centered around social issues, helping residents with child support and child custody issues, then working directly with constituents in a congressional district office, helping find answers to federal problems such as student loan debt, social security and Veteran's Affairs disputes and others. I also spent much of that time working with media outlets and handling press and community relations.

My career and interest in government work grew and expanded in 2000 and I began to take on new roles in strategic planning, facility planning, and management of large groups of people and budgets. I led and organized many community meetings and feel comfortable in front of large crowds. I became a part of a high level decision making team with responsibility for a large suburban school district budget in a county that never could afford the increasing needs of the students being served. By the end of 2008, I was leading the community planning and economic development offices of the city and county. Unfortunately, this job came in the midst of the recession and I was responsible for creating savings for the failing budget hit hard by the economic downturn and we fired 30% of our workforce. But that too is a part of the tough decision making that must be done in running a large city government.

For the last six years, I have been leading governments at the highest level, in the administrative/operating office roles. In this capacity I have been able to refine my ability to lead and manage personnel, working with various public budgeting modals from Zero Based Budgeting to Budgeting for Outcomes, implement comprehensive reform and reorganization efforts, begin new strategic visioning and planning efforts, begin new performance based reform initiatives, and create new public - private partnerships to achieve success for our governments and citizens. I have worked with various labor organizations in Tennessee to find common ground on employee discipline and benefits. I have worked with various stakeholder groups to create comprehensive pension and benefit reform. I have brought together stakeholder groups to support the city's efforts to improve and expand transit, sustainability, even economic development funding. I have created partnerships for the city around road improvement, blight eradication, downtown development and more. And, I've even served a four month assignment as an interim director of a local Housing Authority.

I have a top to bottom understanding of many areas of government, a tool which helps make me a more strategic and proactive leader.



## Leadership

Leadership, to me, is as much about empowering your employees and partners as it is about leading people and groups to a specific end. In that way, I am very much a servant leader. I want the best for the groups with which I am involved. I relentlessly look for tools to help employees expand their abilities. I do not believe that the best answers and solutions come from a small place but come from hearing many different voices and ideas. The true leader is able to take those different, and many times differing, ideas and distill them into one path for the proper solution. I take that leadership role seriously and own the decisions that I make. I am very comfortable in a hiarchial style of leadership and reporting structure, so much of government follows the traditional reporting structures, and I believe that it is helpful for accountability and for structuring interactions and project management. However, I am do allow that structure to be an impediment to creating good ideas. I achieve some collaboration across the organizational chart, so to speak, by building cross functional teams. Everything we do in government relies on, or should rely on, our "team mates" across the way in the other departments of government. I work to capitalize on opportunities to build that cross function work because I believe that better outcomes come for the projects and taxpayers and citizens out of the more informed and collaborative work.

But, leadership styles must change with the situation that is presented. Solving a problem of whether or not a bike lane project should move forward in one part of town or another may require a cross functional team approach but solving a problem of how we reallocate dollars for a sewer rebuild project that has gone over budget is an informed decision made by one person. My leadership style meets the situation and I am comfortable using all of the tools available for the best solution.

My leadership style, which allows me to choose different tools for different situations, informs my style of conflict resolution as well. Many times a conflict will require a purposeful solution based resolution process. I was recently approached by one of our Union leaders with a complaint about how discipline is being handled in one city department. I took that opportunity first to set up a committee of employees and administrators to review discipline policies, concurrently to review with each administrator the procedures being followed by their managers and supervisors, and then brought all of that together to create a training program for proper disciplinary procedure. But not all conflicts require a process. I believe that I am a pretty good judge of character and am usually able to find a root cause of conflict fairly easily. If at the root of conflict is an interpersonal one, I am quick to pull two people aside and remind them the project at hand, the service to be delivered, etc. is far bigger than the issue they have with each other.

I am a very hands on leader and manager and actively look for opportunities, ideas and pitfalls with each new interaction. This helps me be a more proactive leader and helps me resolve problems more quickly. I really believe that the secret that helps me be as proactive and as "intuitive" of a leader as I am, is that I work extremely hard to build trust with the people that I work with. I do that because I believe that if they trust me, they will feel safe bringing potential problems to me early, which gives us all more time to find the better solution and repair. Now you know my secret!

Being a hands on leader does take a lot of time but I enjoy the interaction with coworkers and within the community. I firmly believe that you cannot lead a community without being a part of it. When I was planning school zones for our local school district, I spent hours walking streets that could potentially be a dividing line between school zone lines, talking with people about the character of different neighborhoods, as well as having the traditional public meetings. I also love city building. And the "funnest" part of city building doesn't often come in the regulatory environment inside City Hall. I enjoy being a part of boards and community groups and volunteer as much of time as I can. I spend a lot of time in community work for several reasons. I enjoy the comradery of people who are mission driven and I enjoy the hands on nature of helping people at the community level that is hard to get to when you at the city manager level of government. And, time spent in community level work helps inform me of the real needs and desires of the community.



## Communication and Relationships

I am the child of communicators. My mom was a newspaper reporter and my dad was "an old radio guy" (one of the first rock n roll disc jockeys in the nation, actually). So, I have received training since birth on elocution and written expression and do, all kidding aside, pride myself on being able to adequately express myself and my ideas through communication. But those are the tools of the communicator and the communication. The real "meat" of communication is honesty. I met with a councilmember today and he thanked me for being honest with him about a timeline and expectation of success about a project. Three nights ago, after the council meeting, he approached me to express frustration about a project. He had been asking for streetlights for a park and he was promised that streetlights would be installed in that park over a year ago and the project has not been completed. I told him immediately that the project, while it sounded worthwhile, was not on the capital plan and was not as easy as perhaps he had been led to believe but that we could walk through the steps of getting it done in the future. He was unhappy with that answer at that time. But he stopped in my office today to thank me for giving him a "real" answer and not the answer that I thought he wanted to hear. It was nice to hear the appreciation that he had for my honesty and, even nicer when I was able to show him the plan that our team had worked out to make the project actually happen.

I learned early in my career that honesty was a key to communication in the public space. Everything we say and do in government is subject to open review and should be. I know that honest communication builds trust in a relationship.

I enjoy working with many different types of people and entities and believe that bringing different voices and ideas to the table makes a more complete city. Our governments exist to help our citizens do their work, play, live peaceably and thrive. I believe that we do our work better if we meet people where they are, are involved in the community and bring the community into our work. Having spent so much time in my career having public meetings around school zoning and land use issues, I am always looking fresh ideas to engage the community and excite the community around government work. In Memphis, a community group came up with the idea of creating a "mobile front porch" that could be taken to festivals and parks and set up for people to offer their opinions on different city initiatives. This is literally a front porch structure built and transported on a trailer that allows people to sit on the rocking chairs on the porch, with an iPad, and share their feedback on surveys about city work. It was very effective and an easy way to find new ideas and create new involvement and engagement with citizens.

But trust isn't always easy to build. Many times there are old wounds that make trust difficult to build. Or there are simply competing priorities that make trust hard to maintain. School districts, colleges and universities, hospitals, airports – these are all super large entities, usually with their own boards, and with extremely sensitive and high priority missions. Many times, they believe that their priorities are much more important than those of city government. And, sometimes, they may be. But, the school district, college, hospital, etc. will not thrive without a good partnering, successful city around and with it. And, vice versa. Sometimes we all have to be reminded of that and re-commit ourselves to work together toward our common goals. I have worked on several projects that could have fallen apart early in their existence, but I learned from a mentor and former boss, that there are usually thousands of things that are different about us and we could spend hours talking about those, but where we really make progress are on those items in which we are similar and we should strive to work collectively around those.

I use that style of thinking when I am working with divergent groups to find commonalities and areas where purpose driving solutions can be reached. I genuinely enjoy working with people and I believe that shows in how I work with staff members. In government, we don't always have the funding to reward employees or even to offer the style of professional development that could be productive, so I have used creative solutions and good private partners to help in that regard. I have empowered our human resources departments to create chief learning officers within the department and curriculums around employee training. When private business partners complain that a department hasn't treated them with the best customer service, I've encourage that business and industry to help us build a customer service

training program to find the excellence that should be in place. While employee training does require commitment and funding, building morale doesn't have to be expensive or expansive. Sometimes it's as easy as creating opportunities for employees to have pot luck luncheons or holiday door decorating contests. I always find that competition among city departments is fertile ground for team building and employee morale building, especially if you build those competitions around fundraising for a community charity. Like so many things, it's taking the time to try different things, being open to hearing what people want and being open to new ideas. And, being honest about what can be done, managing expectations, following through and being responsive.



## Candidate

**Maura Black Sullivan**

## Experience

### **Chief Operating Officer Operations Office, City of Chattanooga January 2016 – present**

Reports directly to the Mayor, as COO, I run the day to day operations of Chattanooga city government, a city of 173,000, with an operating budget in excess of \$200 million and over 2,000 employees. I direct and coordinate the administration of city government in accordance with policies and priorities of the Mayor and City Council. I supervise, with assistance of Deputy COO and division administrators, the activities/operations/programs of diverse City departments, including police, fire, public works and others. I supervise the preparation and presentation of the City's annual \$200 million plus budget. I plan and execute programs to provide transparency and improved service delivery for the citizens. Implement long and short range plans for city government to improve efficiency of operations and the number and kinds of services provided to citizens.

### **Deputy Chief Administrative Officer Chief Administrative Office, City of Memphis September 2010 – December 2015**

Reports directly to the Mayor and the Chief Administrative Officer, working with the CAO to coordinate operations of all divisions of Memphis city government with over 6,000 employees and an annual operating budget in excess of \$600 million; Serves as member of Mayor's executive team to develop and implement policy for all divisions and departments of city government; Creates and advances programs to reduce spending and increase efficiency and accountability for systems; Coordinates performance management innovation project in city government, including installation of new "citi-stat" and key performance indicator program; Provides oversight and support to the Mayor's Strategic Business Assessment Committee; Serves as coordinator for the Administration on all items before the Memphis City Council; Oversees development of budget and administration for departments in Executive division, which includes Internal Audit, Youth Services, Intergovernmental Relations, Contract Compliance, and 311; Acts upon direction of the Mayor to develop and advance solutions for priority issues and special projects, including those related to business development and retention, transportation and infrastructure, urban planning and environmental stewardship; fosters relationships with private sector and not-for-profit partners to further Mayor's initiatives.

### **Deputy Division Director Division of Planning and Development, Memphis and Shelby County September 2008 – September 2010**

Joint city/county agency with oversight of nine departments including Regional Services and Transportation, Land Use, Landmarks, Comprehensive Planning, Housing, and Codes Enforcement, Economic Development, Regional GIS, and the Depot Redevelopment. The mission of the division is to encourage the development of plans and programs that will result in thriving, livable neighborhoods, better job opportunities, enhanced human potential and safe and efficient buildings in Memphis and Shelby County. Provided direction, coordination and oversight for departments, wrote federal grants, handled budgeting and employee/human resources matters for 200 person staff. Directed comprehensive urban planning activities for Memphis and

Shelby County, as well as initiated and directed long range, coordinated regional planning projects for historic planning, transportation and land use planning as well as environmental/sustainability planning for the community and region.

**Assistant Superintendent, Planning and Student Services  
Shelby County Schools**

**August 2000 - September 2008**

Long range capital project planning for the 47,000 student school system, based on calculations of student population forecasting; annual asset recommendations made along with annual student enrollment projections and school building attendance zones; compiles all student statistics for system; evaluation of all outside research proposals; long term strategic planning for school system; direction and coordination of student services department which oversees student-related issues such as discipline and attendance; direction and coordination of school counseling department which reviews and directs the activities of the school counseling program in each of the 50 district schools; direction and coordination of the school intervention and alternative schools department which provides intervention direction for school personnel to assist students as well as management of the alternative school program for students removed from the regular program for discipline or health related issues; direction and coordination of school health department which promotes health and wellness throughout the district for staff and students, involving mental health services, nutrition, physical activity, school nursing, etc; served as member of the Superintendent's Executive Cabinet.

**Special Assistant  
Memphis City Council  
November 1999 - July 2000**

Worked for full Council as confidential resource for legal, community, and media relations advice. Acted as paralegal for Council, researching legal issues and writing new ordinances for Council consideration. Wrote resolutions and correspondence for members of the Council.

**Independent Consultant  
Public Affairs and Public Relations Consulting  
February 1999 - November 1999**

Began own consulting company, offering services such as media relations, public relations, grassroots organizing, government relations, and lobbying. Clients included non-profit agencies, new businesses, and political campaigns.

**Special Assistant to the Congressman for Press and Community Relations  
The Honorable Harold E. Ford, Jr.  
April 1997 - January 1999**

Directed Congressman's press and communication efforts in the District by initiating press conferences, issuing press releases of the Congressman's activities and positions, and maintaining positive presence within the community by coordinating town hall meeting, congressional speaking tours, publishing and distributing newsletters, and hosting events for the public. Wrote speeches and research materials for the Congressman for media and community appearances. Assisted members of the public with information regarding the Congressman's activities and questions about the federal government. Wrote letters of recommendation, condolence, congratulations, etc. for the Congressman, as well as proclamations and Congressional Record acknowledging constituents. Prepared daily news briefing for the Congressman and staff of national, state, and local news.



**Mediator**  
**Shelby County Juvenile Court**  
**December 1992 - March 1997**

Worked as mediator of child support and paternity establishment cases on behalf of the Shelby County Juvenile Court, assisting members of the public with in and out of court arrangements. Managed case load of over 1000 cases, with over 100 cases going to court each month. Trained new employees. Participated in state-wide transition and training team to prepare employees for new computer system.

**Additional Employment History**

- Store Manager of a local bookstore, Bookstar, Inc.
- Assistant in the Alumni Affairs office for The University of Memphis
- Graduate Assistant, office of the Vice President, The University of Memphis
- Research clerk, Office of the Shelby County Attorney
- Intern, Office of Public Affairs, Shelby County Mayor, William N. Morris

**Education**

- M.A., Political Science  
University of Memphis, 1997
  - Honors: Awarded outstanding student award.
- B.A., International Relations and Public Administration  
University of Memphis, 1989
  - Honors: President of the Student Government Association; Chief Justice of the Women's Panhellenic Council; Who's Who; Awarded outstanding student award by Political Science Department.

**Certifications  
& Continuing  
Education**

- Attended University of Memphis School of Law, gaining one and a half years of coursework toward a Juris Doctorate, 1990 - 1991.

**Professional  
Affiliations  
& Activities**

- Board member, Ballet Memphis
- Board member Leadership Memphis
- Board member, (ex officio), Brooks Museum of Art, 2012-present
- Board member, Women's Foundation, 2012-present
- Board member, Grace St Luke's Episcopal School, Board of Trustees, 2012-2015
- Board Member, Project Green Fork, 2011- present
- Board member, Community LIFT, 2011-present
- Urban Land Institute, Memphis Chapter, member 2008 – 2011
- Member of Grace St. Luke's church
- Board Member of the Grace St Luke's School Alumni Board, 2006-2010
- Board Member, SAVE (Student Advocates for better Vision and Education), 2008-present
- Member of the Memphis and Shelby County Juvenile Justice Board, 2008-present

- Member of Junior League of Memphis, serving in various offices in League leadership, 2001-present
- Member and Secretary of the Board of Shelby County Headstart, 2002
- Board Member of the Community Board of the Metropolitan Planning Organization for Shelby County, 2001- 2006
- Member of the Shelby County Geographic Information Council 2001-2009
- Member of the Memphis Area Research Council, 2000-2008
- President, Shelby County Democratic Women, 1999-2001
- Elected member of the Shelby County Democratic Party's Executive Committee, serving as member of steering committee, party's treasurer and vice chair, 1995 – 2002
- Founding member and past Vice President, Shelby County Women's Leadership Forum
- Past Board member, Public Issues Forum
- Past Board member, Women's Community Foundation

### **Community Achievements**

- Leadership Tennessee, class of 2016
- Daniel Rose/ULI Fellow, class of 2013-2014
- Elected member of the Tennessee Democratic Party, representing District 30, 2010 – 2013
- Leadership Academy Master's Program Certificate, 2012
- Outstanding Alumnae Award, University of Memphis College of Arts and Sciences, 2008
- Appointed to serve as a member of the Shelby County Election Commission, 5 member board charged with administering elections in Shelby County, served two terms, 2003-2007
- Leadership Memphis, class of 2006
- Appointed member of Tennessee Board of Regents, 1988-1989



## T.C. Broadnax



T.C. Broadnax began serving as City Manager of Tacoma, Washington on February 13, 2012, and has more than twenty-three (23) years of local government management experience.

As City Manager, T.C. is the Chief Executive Officer for the City government, overseeing a staff of more than 2,200, and a biennial General Government Budget of over \$1.9 billion, which includes a General Fund Budget of \$460 million. Tacoma has a population of approximately 207,000 residents, is the third largest city in Washington State, and the 106<sup>th</sup> largest city in the United States.

As an ICMA Credentialed Manager, T.C., is recognized throughout the public sector for his significant contributions in community and economic development, neighborhood revitalization, code enforcement, financial management, community engagement and organizational leadership. T.C.'s unique approach toward public sector management and citizen engagement has been instrumental in his efforts to enhance the quality of life for the residents of

Tacoma and the other communities for which he has worked.

Since his tenure in Tacoma, T.C. has focused much of his efforts on ensuring the financial sustainability of the City while increasing the transparency and accountability of City government by providing the strategic direction for the following initiatives:

- Implemented a successful community engagement and solution development process in 2012 to navigate the City and residents through a structural biennial budget deficit equivalent to \$30M in 2012 and \$63M in 2013-2014;
- Revised the City's General Fund Budget Reserve and Investment Policy to improve the City's long-term fiscal health;
- Successfully facilitated the preparation of a community-wide visioning process [Tacoma 2025] that resulted in the preparation of a 10 year city-wide Strategic Plan to help inform and guide decision making and resource allocation for the City;
- Developed and implemented Tacoma 24/7, a robust performance management system that tracks 24 key performance metrics and provides for quarterly reporting to City Council and residents;
- Initiated the TacomaFIRST 311 Customer Support Center to provide a "one-stop shop" for services, and offers a concierge feel in the way of reception, face-to-face interaction, 311 telephone support, online resources and mobile app connectivity for seamless citizen interaction;
- Developed and implemented an Open Data Portal program designed to promote City department publication of data to citizens and external stakeholders using advanced data visualization and analytical tools; and
- Developed an Economic Development Strategic Framework along with 2-Year Development Action Plans to leverage the City's unique position in the region and improve the City's tax base.



Prior to joining the City of Tacoma, T.C. served as Assistant City Manager of the City of San Antonio, TX for five years. As an Assistant City Manager in that city of 1.3 million residents, T.C. was responsible for providing strategic leadership direction for the public library system, code enforcement services, planning and community development, development services, animal care services, grants monitoring and administration, housing and historic preservation.

While in San Antonio, T.C. led numerous citizen engagement processes to move forward significant public policy programs and efforts to include the following:

- Establishment and designation of five (5) Tax Increment Reinvestment Zones (TIRZ) with combined tax increments of \$339 million and the proposed development of 12,600 housing units and 6.8 million-square feet of commercial and retail space. These five TIRZs were projected to add approximately \$4.5 billion to the City's tax base;
- Formation of an Inner City Redevelopment/Infill Policy (ICRIP) that served to calibrate all city economic development programs and incentives in support of redevelopment activities in the City's original 36-square mile urban core and other targeted reinvestment zone areas;
- Facilitation of a citywide comprehensive planning process that resulted in the development of five (5) "Sector Plans" that provided support to the City's Master Plan policies in an all-inclusive approach that recommended strategies to guide transportation, housing, economic development, parks and open spaces, community facilities, land use and urban design, and compatibility. The Plans included "action plans" that assisted the development and real estate community in more clearly understanding the desired future for specific sectors/areas through the extensive community and stakeholder engagement process;
- Facilitation of several military base protection initiatives, within an overlay district, to include the development of an endangered species ordinance, tree preservation in environmentally sensitive areas ordinance, sound attenuation and military lighting /dark sky ordinance in an effort to protect and prevent development encroachment around Camp Bullis military training site; and
- Oversight and strategic direction to create a citizen-based Building Standards Board (BSB) for quasi-judicial adjudication of violations of the San Antonio Property Maintenance Code. The institution of the BSB served to decriminalize code violations and improve the process and time frames of enforcing and resolving minimum property maintenance requirements.

Prior to his San Antonio experience, T.C. was Assistant City Manager in Pompano Beach, FL, working for that City for 10 years. During his tenure with the City of Pompano Beach, T.C.'s responsibilities included oversight and development of the City's operating and capital budgets. During his tenure as Assistant City Manager, Deputy City Manager/Budget Officer which spanned approximately nine years, the City was able to lower its millage rate for nine straight years, many of which were at or below the roll back rate.

Additionally, while in Pompano Beach, T.C. was responsible for the oversight of the City's housing and community revitalization agency (CRA) which, under his leadership and direction, facilitated several economic and redevelopment projects adding approximately \$433M to the City's tax base.

T.C. completed his undergraduate education at Washburn University, in Topeka, KS where he earned a B.A. in Political Science and Communications and a Masters in Public Administration from the University of North Texas, in Denton, TX.

T.C., a Kansas native, is a sports enthusiast and enjoys a quick game of basketball in his spare time. He is married to Kimberli. The couple has four children.



## **Why I Should be the City Manager for the City of Dallas, TX**

The challenges facing large, diverse and urban cities like Dallas, makes this position an exciting opportunity for me. When considering today's economic climate, there are increasing demands for local government intervention and leadership on very complex social issues, as well as expectations regarding transparency and accountability. I believe that my background and demonstrated experiences solidifies my ability to lead the City of Dallas as its City Manager.

Over the last twenty-three years in public service leadership, I have been afforded opportunities to stretch my professional capacity by leading out a number of efforts related specifically to fiscal sustainability, human and social services, organizational management, police and community relations, transportation, land use and economic development, to name a few. My strong desire to positively impact both employees and citizens lives through my style of leadership, approach to citizen engagement, commitment to excellence in service delivery, collaborative approach and focus on results and accountability position me as the best candidate for the position. Additionally, my natural ability in forging relationships, trust and partnerships has allowed me to move the needle on the many policies, initiatives and core service areas that benefit the communities for which I have worked and led to enhance performance, results and credibility. Many of the efforts that demonstrate my qualifications are summarized in my executive profile.

The opportunity to work with the Mayor and City Council and community to improve the perception of the City of Dallas, the performance and responsiveness of the organization, and the livability of the City is what attracts me to the City of Dallas.

I consider the City Manager position for the City of Dallas the premiere position in the country. This opportunity is personal for me, as I have been preparing my entire career to be the City Manager for the City of Dallas. While attending the University of North Texas and working as a young professional for the cities of Denton, Carrollton and Forth Worth, the Metroplex left a lasting impression on me. I set a personal and professional goal of returning to the Dallas-Fort Worth area and becoming the City Manager of the City of Dallas.

Even as a young professional, with a modest understanding of the role, impact and expectations of a City Manager, I understood the significance and responsibility that leading one of the largest cities in the country would entail. Now, twenty-three years later, the opportunity to take on the types of challenges now facing the City of Dallas makes this the right time to apply what I have learned as a local government leader in large urban environments and distinguishes me as the right choice to be the next City Manager of the City Dallas.



## City Management Experience

I have over twenty-three years of local government experience in medium-sized and large diverse communities and organizations, which has enriched my career and reinforced my commitment for managing through a lens of equity and inclusion.

I began my career working in a budget office (Broward County Government) and have developed an acumen and specialization in budget development and financial management. I believe this foundation has been critical in my success and has given me an appreciation and understanding of resource allocation and the importance of fiscal prudence and sustainability. For example, during my tenure with the City of Pompano Beach, I was responsible for coordinating, developing and administering the City's operating and capital budgets. While having this responsibility, I helped guide the City from having one of the highest tax rates in the County to one of the lowest, as the City was able to lower its millage rate for nine straight years, many of which were at or below the roll back tax rate.

The fiscal challenges I have dealt with during my tenure in the City of Tacoma have been daunting, but has allowed me to demonstrate my ability to work with the City Council, union leadership, my management team and the community to clearly and transparently guide the City through a financial crisis that managed the credibility of the City government. For example, within my first ten months as City Manager, I guided the City through the elimination of a \$30 million mid-year budget deficit and a \$63 million projected 2013-2014 biennial budget deficit by implementing a transparent, community and employee budget engagement initiative/process to provide budgetary education and reset community expectations and service levels. I further implemented monthly and quarterly financial reporting, worked with the City Council to revise the City's budget reserve and financial policies thus setting the City on a path to fiscal sustainability.

The City of Tacoma's proposed 2017-2018 Biennial Budget, reflects the addition of public safety personnel (police and fire), enhanced funding and programs to support the City's homeless and encampment mitigation efforts, funding for street maintenance, pedestrian and school safety improvements, city-wide LED lighting conversion as well as other much needed community improvements all while maintaining the required 15% reserve levels and a structurally balanced budget. Even with Dallas's unique challenges, I am confident that my experience in budget and financial management will give me the ability to successfully work with the Mayor, City Council and the community to chart a fiscally sustainable course for the City of Dallas.

In addition to my budget and financial management experience, I have a long history of demonstrated success. My results-oriented accomplishments in a variety of local government and community facing areas have benefited the communities I have served and will benefit the City of Dallas under my leadership.

For instance, as the City of Dallas is well aware of, police and community relations is a major issue in local governments throughout the country. In the City of Tacoma, we have met these issues head on and have maintained an active and transparent relationship with the police department and community. We/I have had a longstanding relationship with the local clergy and neighborhood councils in the City. I meet monthly with the local ministerial alliance, business community as well as several grassroots community organizations to discuss emergent issues and concerns.

In response to the national discussion/issues with police relations and communities of color, the City initiated Project P.E.A.C.E. (Partnering for Equity and Community Engagement) in September 2015 with a series of six deep listening sessions between the Tacoma Police Department (TPD), the community and City leadership. The sessions were tied to TPD's strategic planning efforts and focused on race and racism and sets the stage for participants to talk about structural and institutionalized racism. The sessions also served to educate and build awareness about racial equity, priming participants to make connections



between individual experiences and structural issues that impact communities and their engagement with the TPD. The City's approach and Project P.E.A.C.E. have been recognized by the U.S. Department of Justice and the International Association of Chiefs of Police as a best practice in building more responsive and impactful relationships between law enforcement and the community. The following link provides more insight into Project P.E.A.C.E. and the City's efforts:

<https://theiacpblog.org/2016/10/07/project-peace-connecting-with-the-community-pillar-by-pillar/>

Another area I have experience in that will benefit the City of Dallas is in the area of labor negotiations and employee relations. The City of Tacoma has ten (10) unions and twenty-one (21) different bargaining units. It is my responsibility to provide the strategic direction for the City and throughout negotiations and to ensure a productive environment and positive working relationship with union leadership.

Other examples of my experiences by area of interest are as follows:

#### **Economic Development and Community Revitalization:**

- Provided strategic direction that facilitated the sales/development agreement to develop and construct a \$150M hotel and mixed-use project on city-owned property adjacent to the Greater Tacoma Convention and Trade Center. The development will consist of a 300+ room four-star hotel with 10,000 square feet of retail space, a 240-foot tower with 200+ condos and/or market-rate apartments, and a minimum of 200 parking stalls, and commercial office space. The project is expected to create about 1,000 construction jobs, and 200 full-time living wage jobs in Tacoma. (Tacoma, WA)
- Provided strategic direction that facilitated the sales/development agreement to develop a 6.4 acre City-owned property in the near Downtown into a \$125 million mixed use development including approximately 360 units of housing, 50,000 square feet of office and 200,000 square feet of retail/commercial. Construction is scheduled to start in late 2017. (Tacoma, WA)
- Creation of an Inner City Redevelopment/Infill Policy that served to calibrate all city economic development programs and incentives in support of redevelopment activities in the City's original 36 sq. mile urban core and other reinvestment zone areas. (San Antonio, TX)
- Revised the City's Tax Increment Finance (TIF) Program Guidelines to include a comprehensive review of twenty-three (23) Tax Increment Reinvestment Zones (TIRZs), clearly and accurately identify fiscal impacts and to ensure that these financial incentives fully support the City's primary revitalization goals and initiatives. (San Antonio, TX)
- Coordinated the designation/establishment of five (5) TIRZs with combined tax increment of \$339 million and the proposed development of 12,600 housing units and 6.8 million square feet of commercial/retail space. (San Antonio, TX)
- Served as lead negotiator of an agreement between the City and HUD to purchase and demolish a 208-unit apartment complex (Holiday Lakes) that had been a blight on the community for more than 30 years. Successfully negotiated and received a \$5 million up-front grant from HUD to assist with the demolition, relocation of all tenants and reconstruction of a new 148-unit apartment community (Pinnacle Village) that added approximately \$19 million dollars to the City's tax base. (Pompano Beach, FL)

#### **Planning and Land Use, Development Services and Neighborhood Code Compliance:**

- Recommended and City Council adopted affordable housing/infill incentives and regulations to spur new affordable housing development and established a Pilot Program to evaluate alternative housing types in neighborhoods. (Tacoma, WA)



- Recommended and City Council adopted live/work and work/live code amendments in the land use and building codes which allow residents and business owners to live and work in the same space. Incentives and flexibilities are also provided for older and historic buildings in these codes. (Tacoma, WA)
- Provided strategic direction to the Planning and Development Services Department in the development of an endangered species ordinance, tree preservation in environmentally sensitive areas, sound attenuation and military lighting overlay district/dark sky ordinance in an effort to protect and prevent development encroachment around Camp Bullis military training site; worked with the military, development community, environmental protection organizations; received unanimous City Council approval. (San Antonio, TX)
- Served as lead negotiator to consummate an Interlocal Agreement with 12 Education/School Districts in the City of San Antonio to provide for enhanced services from Planning & Development Services related to expedited and streamlined permitting and inspection services. (San Antonio, TX)
- Provided strategic direction to create and successfully implement a citizen-based Building Standards Board (BSB) for quasi-judicial adjudication of violations of the San Antonio Property Maintenance Code of the City Code of San Antonio, Texas. The institution of the BSB served to decriminalize code violations and improve the process of enforcing minimum property maintenance requirements. (San Antonio, TX)
- Established a Neighborhood Enhancement Team (NET) to proactively address code issues along key corridors in each Council district. Implemented a targeted community driven and community oriented code enforcement approach to addressing high priority code violations and education. (San Antonio, TX)
- Established a Code Enforcement Rapid Response Team to identify, review and recommend immediate action to resolve high profile, unsafe and hazardous code cases/violators. This team coordinates with other City departments to identify and address all code violations and aggressively pursues the abatement of all code related issues. Established a Top 30 Chronic Code Violators; Top 10 Chronic Code Violators by Council District that were actively addressed. (San Antonio, TX)

#### **Social and Human Services:**

- Recommended and City Council approved a Mental Health Sales Tax (one-tenth of 1%) to support mental health treatment and chemical dependency services (\$4.5M annually). (Tacoma, WA)
- Established and successfully opened an overnight emergency shelter for young adults at a City operated senior center to address the needs of individuals (18-24 years old) experiencing homelessness; established a faith-based family shelter program with local churches to host overnight emergency shelter and wrap around services to families experiencing homelessness. (Tacoma, WA)
- Launched the "Positive Interactions" program, a homeless outreach service/program to meet the needs of businesses in Tacoma impacted by chronic homelessness. (Tacoma, WA)
- Launched a Mental Health Co-Responder program within the Tacoma Police Department (TPD) to divert individuals with mental illness from arrest and incarceration. The program now has two mental health professionals responding alongside TPD officers and is averaging a 74% diversion rate. (Tacoma, WA)



### **Transit and Infrastructure:**

- Facilitated the completion of a Transportation Master Plan and integrated the document as an element of the Comprehensive Plan. (Tacoma, WA)
- Developed and City Council approved/submitted two streets propositions that Tacoma citizens approved that will provide \$325M in maintenance and capital improvements for Tacoma transportation infrastructure over the next ten years (2016-2026). This was the first successful financial package approved by the voters for a streets/infrastructure ballot measure in over forty (40) years. (Tacoma, WA)
- Successfully advocated for and was awarded \$75M Federal Transit Administration (FTA) Small Starts Grant, \$15 million from U.S. Department of Transportation Investment Generating Economic Recovery (TIGER) and a \$2.5M FTA Transit-Oriented Development grants to assist in funding the expansion of the Tacoma Link Light Rail system to facilitate transit-oriented development and community centered design and engagement. The \$165M light rail expansion project is scheduled to commence construction in mid-2018. (Tacoma, WA)

### **Performance Management:**

- Established and implemented Tacoma 24/7 which is a Quarterly Report on 24 performance measures in seven key service areas. The service areas and measures were selected due to their connection to the City Council's strategic priorities, relevancy to citizens, policy makers, and city departments. Program has been identified as a best practice, resulting in the City being awarded the Certificate of Excellence in Performance Management by ICMA. (San Antonio, TX and Tacoma, WA)
- Applied for and selected as a "What Works City" to strengthen the City's performance management system(s) by working with Departments to implement best practices for performance measures, open and transparent governance, and City-wide and departmental goals aligned with Tacoma 2025 the City's 10-Year Vision/Strategic Plan. The following link provides more insight into the City's efforts: <https://whatworkscities.bloomberg.org/works-city-feature-tacoma-wa/>

## Leadership

My leadership/management style is participative, consultative and situational. It is based on the establishment of trust, respect and confidence that encourages collaboration and participation. Using an engaging and open communications style in a consultative manner with staff and the City Council establishes buy-in at all levels of the organization, which ensures successful outcomes and productivity. I do not micro-manage people unless it is warranted due to prior lack of performance; however, it is also important to be direct and clear regarding management expectations. A common characteristic of high performing organizations involves leadership that provides their Executive Management Team the authority and latitude to move forward with implementing those policy actions and priorities of the City Council with confidence and support of the City Manager.

Failures and performance shortfalls are common in an organization that lacks two-way communication and trust. Trust comes with team building and the assurance that failure is not the end, but an opportunity to grow. All department heads need to know and understand that they are a part of a bigger picture. Providing the opportunity for management staff to know one another's departmental management responsibilities and issues promotes a team atmosphere and cross departmental collaboration that serves to breakdown silos and improve organizational performance.

My leadership/management style is highly influenced and anchored to the tenets of accountability, results and credibility. My goal as the City Manager is to ensure that I establish/lead a team that thinks strategically and who are continually focused on community based/centered impacts and deliverables. A Team comprised of responsive, accountable and forward thinking leaders that approach their work with a sense of urgency, consistency and a "global situational awareness". And finally, Team members decision making and leadership approach is apolitical, value-centered, conscientious and continually calibrated based on a situational awareness that meets the needs of the community. I believe the communities I have served appreciate my accessibility and "plugged in" mentality to engage all citizens, particularly those citizens who are not typically comfortable or familiar with interacting with their local government.

I am a strong believer in the premise that a "better offense" is more effective than a "good defense". I lead from a position of strength, supported by facts, honesty, candor, clarity and humility, which has proven effective and appreciated by both citizens, business leaders, my Management Team and the Mayor and City Councils that I have worked for and with.

Lastly, as it relates to my visibility in the region, I am a member of the Washington City/County Management Association and regularly engage with my colleagues in the South Puget Sound region on matters of concern, such as transportation, homelessness, public safety, emergency preparedness and other issues of mutual concern. Additionally, I meet monthly with a cohort of city managers within the Pierce County region to strategize and collaborate on joint efforts related to legislative agendas, regionalization of services and other local governments challenges that require a collective response. As the City Manager of the largest Council-Manager government in the State of Washington, I am often positioned to lead discussions and unify direction or discussion on many of the regional issues impacting cities in the South Puget Sound.



## Communication and Relationships

My communication style is one that is direct, candid, forthright and honest and encourages open and two-way conversation. This style has been effective and appreciated by those within my organization(s) and externally, as people appreciate my willingness and ability to share both the good and bad about any issue when necessary or asked. Further, it establishes an expectation of a transparent and ethically centered administration, which enhances the organizations credibility with employees, governmental partners, the media and external stakeholders. This has benefited me as the City Manager and the City more broadly in that individuals (citizens, media and other key stakeholders) will often come directly to me, when in doubt or want to know or better understand the City's position or perspective on matters. This gives me an opportunity to clarify and/or inform them, and if necessary provide the appropriate context or allow me to seek out the information that is pertinent to the issue to eliminate or reduce any possible misinformation.

As I indicated previously, my ability and willingness to collaborate as well as my communication style has benefited me in establishing and maintaining successful relationships with citizens, employees, colleagues, labor partners and external governmental organizations. For example, while with the City of Tacoma, I have taken great pride in improving the City's relationship and partnerships with the Metropolitan Parks District, the organization that provides parks and recreation services to the City and unincorporated areas of the County. Prior to my tenure, the City and the District had a fractious relationship, disagreements over funding, infrastructure and facility location/maintenance and duplication of services resulted in deficits of trust among the organizations. During my tenure, I have been successful in turning this relationship around. As a result, the organizations have been able to consummate an inter-local agreement that provides sustainable funding that supports the transition of City park assets, the unification of parks maintenance services for these properties and along key waterfront properties and other recreational facilities, the construction of a new community center and aquatic facility in a traditionally underserved community and most importantly improved trust and credibility among both elected officials and employees.

I believe that all city managers and leaders at-large should base their leadership style on the intentional investment in people. People are at the center of all that we do as public servants. As a result, leaders must first understand who they lead, and equally important is that the people being led understand who is leading them and the values they bring as part of their leadership approach. A critical element to this level of understanding comes through building relationships. I personally commit to those who I lead and mentor to 1) bring value to the relationship through coaching, professional development, and consultation, 2) inspire, motivate and encourage those with whom I establish relationships and 3) be counted on as a support system throughout their careers.

I have been fortunate to have the opportunity to invest, develop and strengthen the professional capacity of a significant number of young professionals, peers, and former mentors throughout my career. In Tacoma, I designed a management fellows program geared toward young emerging leaders in public service to come and work directly for me in the City Manager's Office. This fellowship was formerly an internship which expired after two years without provision for the next step in the participants' career path. I immediately re-tooled the program to include opportunities for fellows to work within the operational areas of the City and lead out on significant projects during their fellowship. To date, I have retained all of the six (6) fellows who have come through the revised program, each working at a Senior Management Analyst or Management level within our organization. Additionally, I meet with my fellows and other management interns throughout the City organization on a monthly basis to discuss their individual career aspirations, chart their professional development progress, and to keep in connection with them beyond their participation in the program.



As it relates to the executive leadership and relationship building, upon my arrival to the City of Tacoma, I identified leadership within the executive and management ranks of the organization and worked with external facilitators and consultants to develop a professional development track for approximately 145 executive and management level employees. We began the development track by first understanding our individual leadership styles and employing a number of assessment tools to include DiSC®, Meyers-Briggs and 360 evaluations. Based on those results, the team received coaching, mini training sessions and engaged in a number of learning opportunities to help sharpen our collective skillsets and abilities.

One of the training sessions I found to be most impactful was our year-long series on equity and empowerment, understanding race as a social construct, and its impacts on how services are delivered across the community. Both executive leadership and the City Council went through this training in January of 2014 and as a result, and with the support of the Mayor and City Council, I established the Office of Equity & Human Rights to address policy issues, provide training and guidance on the City's efforts ranging from recruitment practices, human service investments, to street maintenance and improving communications. During the development of the City's budget, each department is required to apply an equity lens in understanding the intended and unintended consequences of their budget requests for enhancements and reductions in funding and to prioritize funding requests based on those equity-related assumptions. I found that through this exercise, my leadership team had established a foundational understanding of the lasting impacts of institutional racism, their individual responsibility as leaders to address these issues head-on and the power of influence to give voice to those who are often marginalized and underserved. This effort ranks amongst the top of my accomplishments personally, because during this process, I witnessed the beginnings of relationships between my leadership team and with the community that did not exist for decades prior to my arrival in Tacoma. I believe this will help establish a legacy of integrity, service, excellence and equity in the City for decades to come.

As I mentioned earlier, I take pride in mentoring young professionals locally and across the nation. I show appreciation for those who took the time to invest in my career progression by "paying it forward" and making myself available to those who seek opportunity to serve, especially in local government. In an effort to ensure the provision of resources to young professionals and emerging leaders, I am a long-standing member of the National Forum for Black Public Administrators (NFPBA) for over 20 years, and have volunteered for the last year and a half as a board member. I also serve on the Government Affairs and Policy Committee, Leadership Advisory Board and Performance Management Advisory Committee for the International City/County Manager's Association (ICMA). Additionally, I often participate in a number of roundtable discussions regionally and nationally to aid future leaders and local government professionals in their efforts to improve their respective communities.



## Candidate

**T.C. Broadnax**

## Synopsis

Twenty-three (23) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Manager of 2,200+ employees and a biennial operating and capital improvement budget of \$1.9+ Billion. Excellent presentation skills; 1,000+ presentations to governing boards, advisory commissions, developers, civic associations and neighborhood associations; speaker at local, state and national conferences.

## Experience

### **City Manager City of Tacoma, Washington February 2012 - Present**

Manage the day to day operations of a full service city with a permanent population of 200,000, 2,200 employees and \$1.9 billion biennial operating and capital improvements budget. Mid-sized urban port city that is racially and economically diverse, progressive, with an active and engaged community. Within my first ten months as City Manager, guided the City through the elimination of a \$30 million mid-year budget deficit and a \$63 million projected 2013-2014 biennial budget deficit by implementing a transparent, community and employee budget engagement initiative/process to provide budgetary education and reset community expectations and service levels. Implemented monthly and quarterly financial reporting, revised the City's budget reserve policies thus setting the City on a path to fiscal sustainability. Established and implemented Tacoma 24/7 performance measure/management reporting system and received the ICMA certificate of excellence in performance measures in 2013 (1 of 28 cities nationally). Successfully launched TacomaFirst, an integrated customer support center that provides a "one-stop shop" for City services, and offers a concierge feel in the way of reception, face-to-face interaction, 311 telephone support, online resources and mobile application connectivity. Provide strategic guidance to executive management team members to fulfill the City Council's strategic policy priorities.

### **Assistant City Manager City of San Antonio, Texas November 2006 - February 2012**

General management responsibilities for a full service city with a permanent population of 1.3 million, 11,600 employees, operating budget of \$1.6 billion and capital improvements budget of \$715 million. Dynamic community of economic, religious and racial diversity. Frequent appearances before special interest groups, businesses, community leaders and other elected officials and service organizations. Extensive efforts in economic development and redevelopment activities. Duties require exceptional communication and consensus building skills. Significant community involvement and intergovernmental relations skills. Responsible for providing highly responsible and complex administrative support to the City Manager. Direct management responsibilities for providing leadership and strategic direction to the departments of Planning & Community Development, Development Services, Code Enforcement Services, Library and the Office of Historic Preservation that have combined annual operating budgets of \$102 million and 890 employees.

**City of Pompano Beach, Florida**  
**1996 - 2006**

- **Assistant City Manager, October 2004 - November 2006**  
Responsible for the day-to day city-wide operations for a full service city with a permanent population of approximately 100,000, 1,000 employees, operating budget of \$200+ million and \$40 million capital improvement budget. Served as Chief Operating Officer. Responsible for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and economic analysis of programs and services. Supervised the preparation and execution of the City's annual operating, capital and grant program budgets. Represented the City to business organizations, civic associations, developers, other governmental entities and the general public. Served as City Manager during absence of the City Manager.
- **Deputy City Manager, January 2001 - October 2004**  
Assisted the City Manager in the conduct of city operations and policy development to ensure services were provided both effectively and efficiently. Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets which totaled approximately \$200 million. Negotiated land development contracts, land acquisition for parks, public facilities, housing and economic development projects for the City and Community Redevelopment Agency. Administered the operating and capital budgets by overseeing expenditures, budget transfers, position control, forecasting revenues and expenditures to ensure City departments operated effectively and efficiently. Provided supervision and oversight of the Finance Department, General Services Division, Office of Housing & Urban Improvement, Advisory Boards, and Community Redevelopment Agency. Represented the City to business organizations, civic associations, developers, other governmental entities and the general public.
- **Assistant to the City Manager/Budget Officer, November 1997 - January 2001**  
Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets that totaled approximately \$160 million. Administered the operating and capital budgets by overseeing expenditures, budget transfers, position control, forecasting revenues and expenditures to ensure City departments operated effectively and efficiently. Supervised the Office of Housing & Urban Improvement which administers the City's Community Development Block Grant Program and Community Redevelopment Agency.
- **Special Projects Coordinator, June 1996 - November 1997**  
Provided direct supervision and oversight of the Office of Housing & Urban Improvement which administers the City's Community Development Block Grant Program and Community Redevelopment Agency. Developed and implemented a city-wide neighborhood and commercial landscape and entranceway enhancement program which involved the City forming partnerships and providing matching funds to civic associations, homeowners associations and businesses to make entranceway, landscaping and/or neighborhood identification signage improvements within their neighborhoods or commercial districts. Developed the City's grants management and acquisition procedures which established the approval processes and criteria for application review and submission.



**Senior Budget & Management Analyst****Broward County, Florida****March 1993 - June 1996**

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

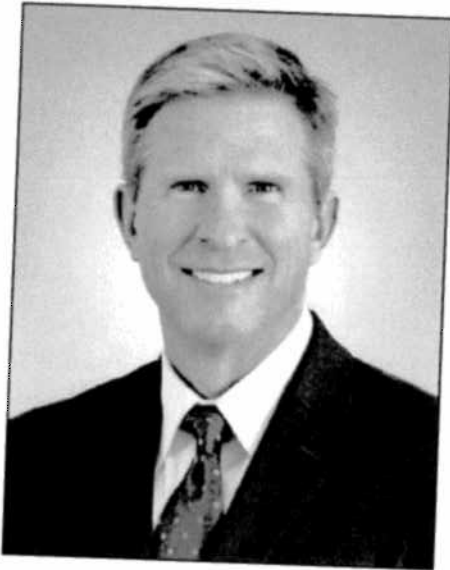
**Education**

- Master's of Public Administration  
University of North Texas, Denton, TX, 1993
- Bachelor of Arts Degree in Political Science  
Washburn University, Topeka, KS, 1991
- Bachelor of Arts Degree in Communications  
Washburn University, Topeka, KS, 1991

**Professional  
Affiliations  
& Activities**

- ICMA Credentialed Manager (ICMA-CM)
- International City/County Management Association
- National Forum for Black Public Administrators

## Jim Twombly



While growing up in St. Louis, Missouri I was always intrigued by the history and development of the City. I spent a lot of time with my grandmother who lived in the heart of the City. She shared many of her experiences of growing up in St. Louis, the things she did and the changes, growth and development of the City.

This interest of mine led me to choose my major while I worked my way through St. Louis University. While my interest was city planning, because I was working for the University to obtain tuition remission, the program closest to city planning offered was urban affairs. I thoroughly enjoyed this course of study as the chair of the department had close ties with local politicians and City of St. Louis employees. This meant we had many classes taught or presentations made by people actually running the City of St. Louis. I was able to continue my studies at the graduate level with the award of a Public Service Education Fellowship which provided a stipend for me to pursue my Master's Degree on a full time basis.

After graduation from St. Louis U., I worked for the Missouri Department of Natural Resources while my wife obtained her Master's degree at the University of Missouri. After one year in this position there was a downturn in state revenue and my job was to be eliminated. Although I was offered a job with the Department in Rolla, Missouri, my wife was finishing her degree and we decided to both look for jobs in the area of our education.

Fortunately we both found positions in Oklahoma City. I was hired as a Planner in the City of Oklahoma City's Office of Research and Economic Development. This was a unique effort within local government to produce research and information to support the City's and Chamber of Commerce's economic development initiatives. We produced what were at the time cutting edge geographic information reports linking developable property, available infrastructure, current zoning, comprehensive plan status and surrounding land use and zoning.

However, after one year in that office and with the downturn in the oil and gas economy, the City needed to reduce its workforce. Because of my recent hire date I was part of the reduction in force. I was given the opportunity to move into a vacant position in the City's Community Development Department as a Planner in the Division of Current Planning. This Division handled all the subdivision, zoning and planned unit development applications going before the planning commission and the special exceptions, appeals and oil and gas well applications going before the board of adjustment.

In this job I was able to gain experience working with developers, their engineers, architects and attorneys in reviewing applications, negotiating development trade-offs, preparing staff reports to the planning commission and making presentations. After a couple of years and continued economic issues at the state and local level I again received a layoff notice. Fortunately for me a co-worker retired and I was able to assume his position. At one point a Senior Planner position opened which would have put me in a role of supervising the section reviewing all subdivision and zoning applications in the City.

After applying for the position, and giving it some thought, I withdrew. My concern was that if I was promoted to the senior position I would be locked into planning as a career and would have reached a level that offered little future advancement opportunities. At this same time I was becoming frustrated



with the role of planning in the City and what seemed to be a disconnect between the work I was doing the direction the City was headed. Part of my reason for withdrawing my application for the senior position also had to do with recognition that while planning has an important role in the development of the city, actual decisions that shape the future are made by the Mayor and Council in consultation with city management. I determined that my future would be in management rather than planning.

I applied for the position of Management Specialist/Assistant to the Public Works Director, which was a lateral move for me. The responsibilities of the position included all purchasing, human resources and budgeting for the department. I also took advantage of Human Resources classes offered in such areas as supervisory skills, performance evaluations and public speaking in order to prepare myself for future promotions. I was accepted to the City's Management Development Academy, a yearlong professional development opportunity that would allow me to further learn about leadership and provide training to enhance my management skills. This also provided me exposure to the City Manager and his staff and I was soon offered an Assistant to the City Manager position in his office.

It was a great five year learning experience in the heart of the city's management and decision making process. I served for 3 different city managers during that time which also provided a terrific education. One manager, a self-proclaimed change agent, did just that and turned a number programs upside down and made changes that the City benefits from to this day. The second city manager was very intense but in my opinion suffered from a desire to always achieve unanimous votes from the Mayor and Council. She lasted only 18 months but it was during her tenure that I was thrust into one of the most volatile and high profile issues that the City would face in years: the failure of the City's quasi-public ambulance service.

In this role I was leading the City's response to this failure and seeking to resolve the issues while continuing to provide emergency medical services, in effect, crisis manager. We successfully decommissioned the failing service, bought surplus ambulances from the Metropolitan Ambulance Service Trust of Kansas City and created in conjunction the Emergency Medical Services Trust of Tulsa one of the largest and most successful prehospital medical service organizations in the country. It was a great growth experience as I was dealing directly with the media for the first time, mayors of other communities, Oklahoma City's Mayor and Council directly, consultants and Tulsa officials. Several important lessons for me from this experience are:

- Approach each day on the job with a sense of urgency;
- Be responsible for progress- don't leave it to others;
- Don't pretend to know what I don't know- seek out those that do know;
- Work closely with political leaders because they will need to be fully informed to ultimately make decisions and
- Rely on those who work with the media to help with media relations.

As I neared the five year mark on the job in the city manager's office I knew I wanted to be a city manager. There were three assistant city managers at the time and the city manager was popular and appeared to have a number of years ahead of him. Although we had lived in Oklahoma City for 12 years and had two younger children, my wife was open to relocating within the Midwest if I found the right position. I applied for a couple of jobs and was offered the job of City Administrator for Pella, Iowa. It was a perfect fit for our family and provided so much more than most towns its size.

While Pella is a small community, it is headquarters for two major international corporations: Pella Corporation and Vermeer Manufacturing, who together employed around 6,000 at their Pella facilities. In addition, Pella was founded by a group from the Netherlands, much like Holland, Michigan, and carried on many of the Dutch traditions and heritage. The annual Tulip Time festival attracts hundreds of thousands and our family dressed in Dutch costumes, scrubbed streets and marched in parades just

like the locals of Dutch ancestry. In order to compete for executive level talent with metropolitan areas such as Chicago, Minneapolis and Kansas City, there were high expectations placed on the city to deliver on quality of life amenities.

This was a time of growth for me as I was directly responsible for managing the city, working with Mayor and Council, negotiating labor contracts, working with employees and handling the issues that inevitably arise. My wife and I were able to connect in the community and become very involved with our church in leadership roles. After completion of my signature downtown redevelopment project, the Molengracht, or mill canal, which includes besides a canal and plaza, a hotel and restaurant, movie theater, office, retail and public parking garage, I began to look at opportunities in a larger city. Again I applied to two cities and after interviewing in both was offered the job as city manager for Broken Arrow, a suburb of Tulsa, Oklahoma.

This was an attractive move for our family as it meant coming back to Oklahoma and being closer to friends in Oklahoma City. In addition, my wife grew up in Tulsa and it meant being close to one of her brothers and his family that still live here. In an odd twist of fate it meant our youngest daughter was able to attend the same high school from which my wife graduated. For me it meant reconnecting professionally with many peers that were still active in city management in Oklahoma and many others that I had worked with previously.

Broken Arrow was a high growth, bedroom community trying to define itself in the metro region. Because of the location of Tulsa's high intensity commercial corridor just west of Broken Arrow, a common complaint was that a person had to go to Tulsa to buy a suit. Restaurant choices were primarily fast food chains. This was a major change for me after living and working in Pella, a community with such a strong identity and manufacturing and philanthropic base. These were different types of challenges beyond day to day city operations and required me to look at new solutions to new problems. We did citizen surveys, stepped up economic development efforts, revamped the city's website, re-branded the city, renovated city hall and made public improvements to downtown.

This was a good time for my wife too as she started a St. Vincent de Paul Society at our church. Help for the poor was something that seemed secondary in a largely middle class suburb but the need was definitely there. She grew the service beyond emergency financial assistance to include a food pantry and clothes closet.

The end of my tenure in Broken Arrow happened when I had to discipline the fire chief I had hired. I put him on administrative leave while an investigation could take place. There had been several issues that led up to this. I had not told the mayor and council about these issues, first, because they were personnel matters that I believed would be resolved and second, in order to protect the chief's reputation with the council. However when the final incident occurred I had to act immediately. I believe the mayor and council were taken by surprise. As renewal of my contract was coming up their decision was not to renew. We worked out a severance agreement. A couple of weeks later the interim city manager, my former assistant, terminated the fire chief.

About a week after ceasing employment with Broken Arrow the Mayor of Tulsa wrote me to let me know she was sorry about what had happened and to let her know if there was anything she could do for me. I called her and said that since I had a severance I would like to volunteer for her and The City of Tulsa while I looked for a job. We met and agreed on several projects. I worked for her until the end of her term, about five months, at which time she recommended to the incoming mayor that he make me part of his team, which he did. Once again in my career, something that seemed like a setback, similar to the layoffs and RIF's, turned into a better opportunity. Now with the current Mayor of Tulsa leaving office in December and the new mayor bringing in his own team, I find myself in a familiar situation. I'm ready for the excitement of a new, bigger and better challenge.



## Why I Should be the City Manager for the City of Dallas, TX

From a professional standpoint I believe my entire career has been on a trajectory toward becoming the City Manager of Dallas. I believe I am uniquely qualified to serve as the Dallas City Manager for several reasons. I was responsible for handling a high profile, yearlong ambulance service crisis in Oklahoma City. I served for three different city managers in Oklahoma City, all with very different styles of leadership. For 10 years I was city administrator in an upscale, small city where due to staff limitations I had a very "hands-on" experience. In Broken Arrow I faced challenges in a high growth city of economic development, infrastructure expansion and community identity. The past 7 years in Tulsa have provided experience in a strong mayor government where mayor- council relations often times dictate progress and staff and organizational development have been so important to success. Beyond these, I love being a city manager, in the heart of the issues cities face and working with those officials elected by citizens to make their city a better place to live.

Being handed the responsibility of leading the year-long City effort is an example of crisis management that resulted in successful resolution. The independent Central Oklahoma Ambulance Trust served Oklahoma City and several surrounding suburban cities. The Executive Director of the service had been operating under a business model that was not sustainable. They were losing money, operating with old, unreliable ambulances and underpaying staff. We brought in a consultant who I teamed with to work with the trustees, review the operation, the balance sheet and the failed business model.

In bringing the service back from near insolvency I was the face of crisis management for the City. I appeared regularly on the evening news answering questions about all facets of the crisis and progress toward resolution. I went to Kansas City to negotiate the purchase of used but well maintained ambulances from the provider there. I worked with the executive director and board chair of Tulsa's Emergency Medical Services Authority (EMSA) to negotiate expansion of that service into the Oklahoma City metro. I worked with the Mayor of Oklahoma City to keep the Council informed and on board with the many issues and changes. There was public outcry and confusion over some of the changes that had to be made so that the service could be sustainable in the future.

It was a stressful, exciting time with many setbacks, but many accomplishments also. Many in the city management profession go through an entire career and never experience such a protracted, complex and high profile challenge. The lessons I learned from this year in my career are included in Section 1. Biography.

Working for 3 different city managers in Oklahoma City, two of whom had relatively short tenures, helped shape who I am as a city manager. The first manager was hired from outside the organization during an economic downturn to move city government forward and save money. His administration was able to show that a design-build-operate contract the City had entered into with a local firm for a sewage treatment plant was experiencing too many change orders and cost overruns that eventually would result in greater operations costs also. Although not a popular move with some on the council, he was able to negotiate out of the contract and the City ended up contracting out operation of the plant at significant savings. Another issue was a contract with a Big 8 accounting firm to design the City's new financial system. That contract was also over budget and the financial program could not be run on the City's computer system at the time. He terminated that contract which eventually led to a mediated settlement. In each case he and his team took on projects that had been sold to the Mayor and Council as the best deal at the time, but with analysis and decisiveness were programs that were not sustainable. From this I learned that it's never too late to change course. Terminating a bad deal for the city pays off in the long run. This has happened a number of times with Tulsa, especially with information technology. With all the consolidation happening in that world, we have experienced lack of support for products when new companies acquire ones we have done business with. These have been long and painful experiences.

The second city manager was the one who put me in the position to handle the ambulance service crisis. That was a bold move on that manager's part, but to me was an example of a manager willing to delegate and entrust a major challenge to a subordinate she believed in. She was helpful throughout and ready with advice but also had no reluctance to put a subordinate on a big stage with the faith that he would deliver. That's why I have always given opportunities to young talent so that they can have positive experiences to can build their career on.

The third manager was very easygoing, used a lot of humor in his interactions, had a nickname for everyone and never had a thing on his desk. He was in the last years of his long career as a manager and took on a very different role with the Mayor and Council. His easy manner and father figure approach was very much appreciated. But in a city where the average tenure of the city manager was around 3 years and where Mayor and Council often held the threat of firing over the manager's head, it was clear to this manager that the threat of firing was useless: he was in a position to leave on his terms. He showed the courage to stand on principles and that the job was not bigger than his belief in right and wrong. This is a lesson that hit home for me in Broken Arrow when I placed the very popular fire chief on administrative leave when certain information was made available to me. The Mayor and Council were upset and because of their feelings for him felt I should be lenient and discount the evidence against him. I told them I couldn't manage the organization on those terms and that's when they decided to go another direction.

My experience in Pella exposed me much closer to of the operations of a city firsthand. In Oklahoma City my office was in city hall and unless I made a special effort I was pretty much insulated from operations. This is not uncommon in a larger organization where there is more specialization and management of much of the city's operations take place outside of city hall. In Pella, with a smaller staff and less opportunity to delegate, I was the one actually performing the tasks to make things happen. This hands-on approach and the need to gain a better understanding and appreciation for operations would provide a sound basis for decision making for me both in Pella and later in my career. In the business world I would equate this experience with running a small business successfully before taking on larger and larger challenges.

While serving Broken Arrow, the Mayor and Council along with all executive level employees created the City's first strategic plan. Soon after I started with Broken Arrow I invited the Mayor and City Manager from Edmond, Oklahoma to meet with our Mayor and Council and department directors to talk about strategic planning. Edmond had been a leader in Oklahoma in strategic planning for the community and I believed their example and the success of Edmond would demonstrate the value of strategic planning. Broken Arrow's strategic plan then became the basis for evaluating myself and department heads and was reported on to Council semiannually. The consultant that helped us create the plan and performance management system has used the Broken Arrow model with other cities.

I felt that something else that was missing in the Broken Arrow organization was an agreement on core values. After conferring with Mayor and Council, we became a "Character Counts" City. The Character Counts program is based on the six pillars of character: respect, responsibility, caring, trustworthiness, fairness and citizenship. The program's six pillars encapsulate basic traits that we used to define how the city organization would work. This is a very popular program nationwide, especially in school systems. We challenged all employees to have the expectation of themselves and their co-workers to incorporate these traits both at work and at home. The program permeated all aspects of the workplace to help remind employees of our pledge to be a "Character Counts" City.

These two efforts, strategic planning and rallying around character, helped define the organization, give it purpose and tangible, understandable direction. Any organization, regardless of size, needs to have its members in alignment on the basic principles that it stands for and these two efforts gave that to Broken Arrow.



My time with Tulsa has given me a unique look in a strong mayor form of government of how the legislative/policy body and chief executive interact. In a strong mayor form of government the Mayor is both the mayoral leader and the chief executive of the organization. As such he or she is both manager and policy maker. Coming into this position with 20 years experience in city management and knowing the importance of communication, sharing of information, seeking advice and support, I can see where mayors might not always be prepared for either the chief executive role or the need for collaboration.

My experience in the Tulsa Mayor's Office has stressed to me again the importance of relationship building between manager and elected officials. Both manager and elected officials need a solid foundation to their relationship in order to reach the goals of the organization. My experience here has made it clear once again the importance for the chief executive to take responsibility to nurture and strengthen that relationship.

There is an additional aspect of my experience that I believe makes me well qualified for this position: working with the community. I organized a coalition of homeless shelter providers in Oklahoma City to develop policies and application procedures for allocation of federal Emergency Shelter Grants. I was also in charge of redistricting following the 1990 census and worked closely with the minority community, NAACP and Urban League on issues concerning redrawing ward boundaries. In Pella there were multiple community, standing room only meetings on various issues, such as annexation, airport relocation, and downtown redevelopment. I successfully led informational meetings and worked with leaders of different community groups to resolve conflict and seek compromise. In Broken Arrow I worked with neighborhoods on resolving flooding issues, downtown merchants on redevelopment strategies and with community leaders to strengthen economic development. In Tulsa we had had countless town hall meeting to first obtain input and then explain capital projects on which there would be votes for funding.

I believe the lessons learned in various municipal organizations and my ability work with the community, whether it be leaders, organizations, neighborhoods groups or non-residents impacted by city decisions, provides a solid set of qualifications for the position of Dallas City Manager.

## City Management Experience

In addition to the experience already described in my resume and biography, I will specifically address certain key areas. With regard to finance and budgeting, I have presented 15 annual operating and capital budgets to mayors and councils in both Pella and Broken Arrow. In Tulsa I have led the Mayor's team for seven years that prepares the Mayor's proposed budget that is presented to Council.

Regarding fiscal sustainability, in Broken Arrow and Tulsa we worked with Mayor and Council to create Emergency Operating Reserve Funds both in general and enterprise funds. The purpose of the funds was to prepare the cities to be able to continue to operate and pay bills while dealing with manmade or natural disasters. The level of reserve was based on vulnerability and estimates of length of time of financial impact. Additionally in Tulsa we created a City Charter provision, approved by the voters, to create an Economic Stabilization Reserve Fund that set criteria for required deposits to the fund and the circumstances when and how much could be withdrawn from the fund. The Charter provision was created following the 2008-2009 Recession when Tulsa saw its general fund monthly revenues declining by as much as 15 % from the same month in the previous year.

In Tulsa we have instituted a two year budgeting process with the adoption of a one year budget and a financial plan for the second year. In the past too often changes were made to the proposed budget that had multiyear impacts that were not recognized. Including a financial plan that shows a balanced year two budget requires responsible current year spending. The city's budget annually is awarded the GFOA Distinguished Budget Presentation Award.

Following 9-11 and the tech bust in 2002-2003 and later with the bursting of the housing bubble, I have firsthand experience in reducing budgets. In both Pella and Tulsa this resulted in budget amendments, opening union agreements for further negotiations, layoffs of employees and pay reductions. I worked with department directors on service level cuts, kept in communication with elected officials about potential issues and helped formulate plans that would mitigate impacts. Having been on the receiving end of layoff notices I was especially sensitive to effects on individual employees. In 2010 we laid off 124 police officers, reduced firefighter pay by 5.2% and laid off approximately 60 non-sworn employees and eliminated a total of about 300 non-sworn positions.

In the area of planning and economic development, I have actively used planning as a road map. As someone who got his start in municipal government in planning, I place high value on evaluating the current state, seeking community and stakeholder input and defining workable and attainable goals or outcomes.

While serving Pella we initiated a Parks and Recreation Plan, water source alternatives study, comprehensive plan, annexation plan and power supply plan. In each case we had major open questions that needed expert knowledge, community input, evaluation of current facilities and assessment of need for new or replacement facilities or sources. Similarly in Broken Arrow we initiated a new comprehensive plan, parks and recreation plan, downtown redevelopment plan and water source study. In Tulsa the comprehensive plan adoption was in its final stages when I started. We followed that with revision of the zoning ordinance and are now working on the subdivision regulations.

I was asked to participate in the American Architecture Foundation's inaugural City Manager Design Academy in Dallas. This is a program that uses planning and design to foster long term economic growth for the community. The workshop brought together six design professionals from across the country to advise city managers from Des Moines, Dubuque, Las Vegas, Cedar Hill, Texas and Tulsa on specific planning and design issues facing their cities. I was able to arrange with the Foundation for a follow up two day charrette in Tulsa with several design professionals and local stakeholders and councilors. The result of that effort is the plan that guides the Tax Increment Finance effort in what we call Tulsa's East Village downtown. We have two major, multiuse development projects proposed as a result.



In both Broken Arrow and Tulsa we responded to concerns of the development community about city responsiveness on planning and permitting issues in several ways. In each case restructuring was done to implement "one stop shops" for development. This created a more accountable system with all development processes within one department. In addition I created a development services liaison position that acted as an ombudsman or advocate for the development community. This position is a friendly point of contact for builders, contractors and developers to help guide them through the development process and help resolve issues.

I have been heavily involved in economic development in all my city management positions. This has usually been a priority of mayors and councils second only to public safety. I have already mentioned the Molengracht redevelopment project in downtown Pella. That project provided local jobs, additional hotel and restaurant options, sales tax growth and a new attraction in a city where tourism is a major contributor. I also worked closely with Pella Corporation and Vermeer Manufacturing to be sure we were meeting their needs.

My resume refers to the changes I helped with in Broken Arrow to transform the City's and Chamber approach to economic development by creating an independent economic development corporation supported by city, schools, chamber and, for the first time ever, secured private sector funding. We were able to make major improvements downtown to help make it a focal point for new business and events.

I have initiated changes to the way Tulsa does economic development. We have gone from an ad hoc, reactive approach to a policy driven, proactive one. I formed an economic development team within the organization that put into place policies like the sales tax rebate policy that was used to attract Oklahoma's first Costco store and a 26 acre retail development. Tulsa had two small downtown tax increment finance districts that were providing a little money for minor streetscaping projects. We terminated one and are in the process of terminating the second so that we can replace those with a TIF focused on maximizing the development potential of the area. We already have two downtown developers proposing over 500 residential units, a hotel, movie theater, grocery store and other retail and office space and public parking garages. Since our Downtown Housing Study our tax abatement policies and revolving loan fund have been used to construct 760 units with 419 more under construction.

In my "Why Statement" I have touched on my Broken Arrow strategic planning experience. In Tulsa the Mayor and Council hold annual strategic planning retreats that I participate in. I have also participated in numerous strategic planning sessions as a member of various boards that I serve on. Last year our Tulsa Authority for the Recovery of Energy, the Municipal Employee Retirement Pension both held a strategic planning retreats in which I was a participant. I support and advocate for strategic planning as a way to address conflicting mandates and goals. Strategic planning is an essential first step in the development of a results-based accountability system addressing where we are; what we have to work with; where we want to be; and how we get there.

I have been involved in labor negotiations most of my career. In Oklahoma City I was on the management bargaining team for five years in negotiations with the American Federation of State, County and Municipal Employees (AFSCME). I also served as the manager's representative in the grievance hearing and settlement process. In Pella our Public Works and Electric Department employees were represented by the Teamsters. While we contracted with an individual for negotiations, I was at the table representing management. In Broken Arrow Police and Fire were represented by the Fraternal Order of Police and the International Association of Firefighters respectively. Non-sworn employees were represented by the Communications Workers of America. With assistance from the Human Resources Director, I was responsible for all labor relations and negotiations. In Tulsa I have been lead negotiator on all annual contracts with the FOP and IAFF. I have also reviewed grievances and advised Human Resources on courses of action. I have been able to maintain good labor relations in my different positions. There have been times the unions are upset with management's position and I have held firm.

At the same time I have always been open and honest with those across the table. The City's position is well described, city finances are always explained and open.

My experience with transit issues has been somewhat limited. Both Oklahoma City and Tulsa have transit authorities, separate boards that oversee the transit systems. My working with them has been only on a marginal basis. While in Broken Arrow we collaborated with other suburban communities to attempt to persuade Tulsa to pay a portion of the cost of a feasibility study for the US DOT to evaluate passenger rail on existing freight lines. However after discussion with Tulsa Councilors and the Mayor we were unsuccessful in convincing them to budget for their portion of the study. The voters approved funding for two Bus Rapid Transit routes and a downtown intermodal hub in our recent capital package. Land use planning and conceptual planning on one of the routes has begun.

I have already described my work on homeless issues in my "Why Statement" and so will not repeat it here. Other social issues in my tenure with Tulsa have also been primarily with homeless and mental health concerns. Some trends have required new approaches. While most of the services have typically been located near downtown we have seen a spread of the homeless population away from downtown. We have partnered with the philanthropic community for some dispersal of homeless services. Aggressive panhandling is another trend that has caused concerns in a downtown that has more residents and increasing retail and restaurant attractions. We created a security network among building owners and businesses so that all the different private security providers are in contact and can be aware of aggressive or belligerent behaviors occurring in and around their buildings. We have also established a special Police Task Force with an ongoing presence downtown. We are in the process of negotiating with a private provider for a sobering center as an alternative for the Tulsa County jail for complaints about public intoxication. We provide the allowable 15% of our CDBG funding every year for social services programs to target the needs identified the City's five year Consolidated Plan.



## Leadership

It is interesting that leadership is often associated with terms like power, passion and charisma. My approach to leadership is that of change maker: mapping out where we need to go to win as an organization and then guiding employees or peers through the process to get there. How do I do that? I follow several principles. I treat those around me as individuals with their own interests, personalities and perspectives. I try to get to know them beyond their official position or what part they play in achieving a goal. I provide opportunities for others to demonstrate their knowledge and insights. We win as an organization, not as individuals. Everyone has something to contribute and I try to make sure the opportunity is available. I know my own limitations and rely on others' knowledge and experience to contribute. As a leader I try to be a good role model. It is important to stay positive and consistent when faced with adversity. It is important to stay respectful, to be clear about expectations of everyone, including myself. It is important for me to continue to focus on the big picture. It is easy to become distracted by relatively minor issues or setbacks along the way. The mission needs to remain clear so that colleagues continue to understand and connect their role to reaching the goal. Finally, being unbending in perseverance of the goal is critical. This breeds confidence in those around me and discourages those who are skeptical of methods or ultimate success.

This approach has been very successful for me over the years. An example during my time with Tulsa is our change in managing the City's property and facility assets. With over 5,000 parcels of property in City of Tulsa ownership, at one time ownership responsibilities was scattered among a number of departments with no centralized management or ownership policies. We created a plan based on best practices in the few cities that were actually managing their property and facilities assets in an organized manner. The plan included seven "Best Management Area Practices." In order to carry out the plan, we created the Real Estate Oversight Management Committee made up of representatives, primarily department directors, of all departments that had some measure of control of property or facilities. The first order of business was to prioritize the implementation of the seven "Best Practices" recommendations.

One of the purposes of taking on this challenge was to dispose of property or facilities that were surplus to the City's needs. This was one of the greatest challenges for me in implementing this change. There was a mindset among a number of department directors that they needed to maintain ownership of property because someday in the future they might need it. When the Committee faced this I had to remind members of the big picture that managing the asset means disposing of it when it is surplus to our needs. There is also a way to use peer pressure to help individuals put the good of the organization ahead of individual or department interests.

There was a challenge from our Engineering Services Department that controlled acquisition of property, right of way and easements for infrastructure projects. We reorganized and created an Asset Management Department that would include the land services employees from Engineering. In this case we had to demonstrate that Engineering's processes or progress would not be adversely impacted by the reorganization. And again, reliance on taking the big picture approach, centralizing management of the City's assets, was key to success. It helped that other department directors, peers, on the committee were in favor of the reorganization. We have duplicated this approach in managing the City's fleet and equipment, Information Technology projects and resources, information security and safety improvements and policy.

These principles have worked well for me on the various boards I am on, whether work related or otherwise. I have chaired or served on building and finance committees, represented cities on Council of Governments (COGs) and the Oklahoma Municipal League board. In each case I have advocated for consensus building around goals, measuring progress, updating and reviewing.

## Communication and Relationships

In working with the City's Boards and Commissions I have initiated efforts to provide them with a better idea of how the City supports their efforts beyond immediate staff support. For instance, I regularly had the Human Resources, Information Technology, and Customer Care directors on the Tulsa Metropolitan Utility Authority (water and sewer) agenda to address services they provide to the Water and Sewer Department in support of the functions and goals of the Authority. I have positioned myself as city manager as a resource to boards and commissions to help them be successful. I have done this by either being accessible myself or being sure staff is responsive, knowledgeable and helpful.

With regard to community groups, neighborhood groups, associations, educational institutions and others, we have always, first of all, been accessible. I personally have made a point to be present or involved in important community events, like the panel discussion held this past August following the recent shootings of officers and police involved shootings. That panel before a crowd of about 250 included besides me, the District Attorney, Tulsa County Sheriff, a Major in the Tulsa Police Department and an attorney from the US Attorney's office, Northern District of Oklahoma.

Building and nurturing relationships with stakeholder groups in the community can prove helpful for several reasons. Obtaining input, understanding how different city issues are perceived by others, lending support for others going through difficult or painful issues are all part of having the city be more than just a provider of services. Networks provide ideas, best practices and fresh perspectives. I think it is also important to be supportive of fundraising efforts in the community. It speaks well of the city if the city manager is present at fundraising dinners or events for various community groups. It also provides an opportunity to visit socially with community stakeholders and demonstrate community support.

Employees are the city organization's most important asset. They need to have the tools to do the job, be engaged, be recognized and be safe. Tools can mean knowledge or training, equipment, or computer systems for example. Continuous training is important from the standpoint that the workplace, citizen needs, and policies are always changing. In order to have expectations of employees that they be knowledgeable, responsive and courteous, we need to be sure we have provided what they need to accomplish those. For employees to be engaged they need to understand their role in the success of the organization and how their everyday activities contribute. Recognition takes many forms and different types of recognition can mean more or less depending on an employee or employee group. Regarding safety, our goal is that employees leave work each day in the same shape as when they arrived. Tulsa initiated a safety culture transformation several years ago to reduce injuries on the job. After a consultant evaluation of our safety culture we have made safety a top priority and reduced lost time and recordable injuries, as mentioned in my resume. At our last department head meeting I handed out four Safety Star Awards recognizing employees nominated by their peers or supervisors for changes they made in the workplace to keep themselves and coworkers safe. The Star Award was a recommendation from our 2014 Leadership University class.

We created two programs, Leadership University and Super U to help give employees the skills they need to be successful, ready to promote and engaged in the organization. Leader U is a 9 month program. Participants are selected through a competitive process, go through a strengths and weaknesses assessment and meet for a full day each month. Super U is a program to provide supervisory skills to employees wanting to, or recently, promoted to a supervisory position. Training includes classes providing direction, communication and soft skills, how to have difficult conversations, performance evaluation and leadership.

We also participate in the ICMA Fellows program. We hire four Local Government Management Fellows every other year. These are recent graduates of Masters programs from across the country who apply through a competitive process to be a part of the program. This has brought sharp, young talent into the organization. We participate in the U.S. State Department's and ICMA's International Fellows Exchange



program where twice per year we host two to four young southeast Asian local government professionals for one month. These Fellows are here to better understand how local government in the U.S. works and learn best practices to take back to their countries. The exchange involves one of our employees traveling to southeast Asia. This has been an enriching opportunity for our employees to interact with local government employees from around the world, not to mention being able to visit a part of the world they probably never would have otherwise.

We have also created a Spirit Ambassador committee that organizes two major events per year and minor fun events such as office miniature golf, team trivia contests and recognition fundraisers with the giving of gifts such as flowers and candy to fellow employees.

In Broken Arrow and Tulsa we have performed employee surveys that we use to understand how employees view working for the city. We survey for such things as internal communication, relationships with coworkers, impediments in the workplace, supervisor relations and meaningful work. We use the results to address issue areas and also to initiate discussion with focus groups of employees to better understand results and seek ways to improve.

**Candidate****James M. Twombly****Experience****Director of Administration/City Manager  
City of Tulsa  
December 2009 - Present**

Tulsa is a city of 400,000 with an area of approximately 180 square miles. The City has 3,600 employees in 20 departments. The Director of Community Development and Transportation, and Directors of Finance, Information Technology, Human Resources, Asset Management, Communications, Customer Care, Municipal Court and Water and Sewer report directly to me. The FY '17 City Budget is \$768 million, of which \$643 million is for operations. It is a strong mayor form of government where the mayor's office staff, including the city manager, are at will employees.

Following are some of the major accomplishments during my tenure:

- **Economic Development:** We changed efforts from a transactional approach to one driven by strategy and policy. Rather than take each economic development opportunity on a case by case basis, we have identified strategies that focus our approach on filling gaps, diversifying our tax base, and measuring return on investment. We have done this by creating policies related to use of economic development tools. The result has been agreements for two new multiuse downtown developments, a sales tax reimbursement policy that attracted the state's first Costco and major expansion of retail development area, and evaluating tax abatement practices to encourage affordable downtown housing.
- **Capital Programs:** I led the Administration's analysis and preparation of programs for the \$918 million 2013 Improve Our Tulsa capital campaign and the recently approved \$525 million renewal of Vision 2025. I am currently leading the Administration's analysis of implementation of the Vision 2025 program.
- **Community Development Block Grant:** When I started with Tulsa, the CDBG allocation process was broken and resulted in numerous findings against the City from the HUD Inspector General's Office and requirements for City reimbursement of federal funds totaling over \$3 million. Tulsa was on the verge of losing our annual entitlement allocation. I worked closely with Council and staff to change the CDBG allocation process, improve the Consolidated Plan and there have been no more findings or reimbursement requirements.
- **Office of Maximizing and Advancing Performance (MAAP):** We created this Office to bring about organic culture change throughout the organization by training, discussing, providing leadership examples and surveying employees to better understand who are employees are and what they think. We are training employees citywide in the continuous improvement techniques of Six Sigma, creating a force of MAAP Champions so that we now have employees across the organization looking for ways to make improvement in their own departments. The MAAP Office also organizes forums with employees on various topics, for example, succession planning, city benefits and dealing with different generations in the workplace. They have also started book discussion groups focused on management and organizational literature and leadership forums where community leaders are asked to present and interact with employees.



- *Breaking Down Internal Silos/Team Building/Shared Decision Making:* The City organization has suffered from lack of coordination interdepartmentally in policy and resource allocation decisions. We have identified problem areas, evaluated existing practices and sought remedies using team approaches that cross departmental lines, reorganized where necessary and empowered group decision making. Examples are the Real Estate Oversight Committee, Information Technology Governance Board, Information Technology Security Board, Safety Committee, Fleet Management Steering Committee, and the Public Safety Performance Management Committee. Each group has multi department representation, reviews requests for expenditure of funds, use of personnel resources, organization wide policies, and disposal of assets. The result has been decisions that put the best interests of the city first over any single department through a consensus building process.
- *Employee Engagement and Development:* We have created a number of programs to better engage employees in the organization and assist them to reach their career goals. The engagement programs include Tulsa Spirit Ambassador Committee, Employee Veterans Committee, Key Performance Indicators, Intramurals and Wellness Programs. Assisting employees in reaching their career goals includes creation of Leadership University, Super U., Six Sigma training and enhanced training class offerings.
- *Customer Service:* We have made improvements in our approach to both internal and external customer service. We did mystery shopper telephone answering scorecards that resulted in telephone scripting for department representatives that handle first call responsibilities so there would be consistency across the organization. We initiated new customer service training modules and include training at new employee orientation. We launched the Customer Care Center to centralize call taking, improve response and follow through and prepare for implementation of the customer relationship management software that will enhance citizen interactions with the City.
- *Safety Culture Transformation:* As a result of high rates of injuries, time lost and workers compensation payments we instituted an intensive campaign aimed at promoting worker safety. To date we have seen OSHA recordable injuries reduced by 27% between 2013 and 2016 and our incident rate decline from 26.8 in 2010 to 12.1 in 2015.
- *Solid Waste:* We instituted an overhaul of the City's solid waste program by going from a multi contractor no limit system to a volume based billing system including recycling. The entire city is under one contract and the bidders were required to use CNG fueled vehicles.
- *Sustainability/Environment:* In addition to the CNG fueled solid waste vehicles noted above, in rebidding our wrecker service contract we required the fleet to be CNG fueled vehicles. Our mass transit system has been purchasing CNG fueled vehicles and they now comprise 75% of the fleet. All of our inspector vehicles are hybrids, and pick-ups bi-fuel when feasible. We have two CNG fueling stations, one of which sells to the public in addition to fueling city vehicles. We are in the process of implementing a grant funded purchase of 10 electric vehicles and are installing public electric charging stations.
- *Budget:* I lead the Administration's Budget Preparation and Review team each year that ultimately produces the Mayor's Budget presented to the Council in late April. This includes direction to departments regarding submissions, review budget requests and building consensus on final recommendations for inclusion in the Mayor's Budget.

- *Labor Relations*: I direct the City's Labor Relations program. I have been lead negotiator in annual bargaining with both the Fraternal Order of Police and International Association of Fire Fighters that has led to six negotiated settlements and one year where arbitration was required for each union. I also oversee annual bargaining with the 4 AFSCME units.
- *Tulsa County Jail*: I was the City's lead contract negotiator with Tulsa County on the jail agreement for detaining municipal prisoners.
- In addition I am the Mayor's designee on the Tulsa Public Facilities Trust, the Tulsa Authority for the Recovery of Energy (solid waste board), the Tulsa Metropolitan Utility Authority, the Regional Metropolitan Utility Authority, the Mayor's Audit Committee, the Municipal Employees Retirement Plan Board and the Oklahoma Municipal League Board.

**Special Assistant to the Mayor  
Tulsa, Oklahoma**

**July 2009 - December 2009:**

Special projects included coordinating the City's application for federal TIGER funding for two projects: an intermodal transit hub at the Tulsa Airport and an interstate bridge replacement project downtown. I also created a plan to accommodate hospital expansion in an older neighborhood.

**City Manager  
City of Broken Arrow, Oklahoma  
July 2004 - June 2009**

Broken Arrow is a suburb of Tulsa that shares its north and west boundary with the City of Tulsa. The current population is approximately 107,000. From 2000 to 2010 Broken Arrow experienced growth of 32% to reach just under 100,000. The area of the city is approximately 55 square miles. When I was city manager the city employed just under 700 employees.

Significant accomplishments while City Manager in Broken Arrow include:

- Worked with a citywide committee to create the city's sustainability plan. The plan encompassed the city's utilities, buildings and grounds, new development, fleet and equipment, new development and operations.
- Negotiated with developers and Tulsa's St. John Health Care System to build a new, \$150 million, 100 bed hospital and medical office building in Broken Arrow.
- Restructured the City's planning and development services to streamline the development review process, become more responsive to the development community and make the system more accountable to management.
- Transformed the way economic development in Broken Arrow was accomplished by creating an independent economic development corporation supported by city, schools, chamber and, for the first time ever, secured private sector funding.
- Initiated City branding and marketing changes to improve community image, identification and communication. This also included a new website, logo, tagline and newsletter. The effort won several Public Relations Society of America awards.
- Enhanced organizational performance by initiating "Lean Office" evaluations of administrative practices and procedures and used "Kaizen" methods to eliminate waste and inefficiencies in the city's employee recruitment and development review processes. The recruitment process was reduced from over twenty steps to seven and the review of the development process reduced review times for projects.



- Implemented a Management Plan system for departments, tied to the City Council's strategic plan, to monitor progress on key goals throughout the year. Initiated national certification for the Fire Department which included adoption of ICMA performance measures.
- Prepared the City's first policies setting reserve targets for General, Water, Sewer, Sanitation and Storm Water Funds and for payment in lieu of taxes transfers from the City's utility funds to the General Fund.
- Completed citywide citizen survey for use in the Council strategic plan and completed employee survey to use in improving employee-management relations.
- As City Manager I was also the General Manager of the Broken Arrow Municipal Authority which provides water, sewer, storm water and sanitation services. I was General Manager of the Broken Arrow Economic Development Authority which provides funding for economic development projects. I was General Manager of the Broken Arrow Development Authority which was charged with redeveloping blighted properties. All of these authorities have the power of eminent domain and may issue revenue backed debt.
- I was also on the Broken Arrow Chamber of Commerce Board and the Broken Arrow Economic Development Corporation Board.

**City Administrator**  
**City of Pella, Iowa**  
**1994 - 2004**

Pella is a rural community in south central Iowa with a population of about 11,000. In addition to the standard full service city departments we also generated and provided electrical power to residents and business.

Major accomplishments at Pella included:

- Led City efforts including planning, financing and negotiating terms of agreement for the award winning \$20 million Molengracht Redevelopment in downtown Pella that includes a City owned parking garage, canal and plaza that leveraged significant private development.
- Completion through Phase I study for a new Regional Airport that would serve Pella and neighboring communities and allow for the closure of two existing airports.
- Planned and carried out FY '03 financial plan, approved by Council, that led to improved financial condition. The plan included layoffs of employees for cost reduction purposes, annexation of a manufacturing plant outside the city limits and terminating a tax increment finance district so that new property taxes could flow to the general fund.
- Implementation of an agreement with Marion County in September of 2003 for extra-territorial zoning and subdivision control by Pella within two miles of Pella's corporate boundary.
- Initiated CALEA certification of city's Police Department.
- Worked with consultants to use increased number of public meetings, surveys and focus groups on comprehensive plan update, parks and recreation plan and water and sewer system plan.
- I also served on the Pella Area Development Corporation, the Pella Emergency Medical Services Board and the Pella Character Counts Committee.

**City of Oklahoma City, Oklahoma  
1982 - 1994**

Oklahoma City at the time had a population of 450,000. The city government had approximately 4,000 employees. Departments reporting to me included Personnel, Management Information Systems, Public Information, Office of Job Training and Education (JTPA), Council Support and City Clerk's Office. I served as the City Manager's liaison to the Council appointed Municipal Counselor, the Oklahoma City Zoo Trust, the Downtown and South Oklahoma City Chambers of Commerce and as the City's ADA Coordinator.

- **Assistant to the City Manager (and various interim assignments),  
March 1989 - September 1994**

Major accomplishments include:

- Reorganization of the planning function to better address use of CDBG funding in long term and redevelopment planning and bring current and long term planning into better alignment. During this time I led the successful effort to include redevelopment funding in a City wide bond election for the first time in the City's history.
  - Served as the Mayor's representative on the Mayor's Committee on the Concerns of the Needy that was set up to address homelessness and associated problems in Oklahoma City. This Committee adopted a social services policy for the city and structured an annual competitive grant program for social service providers.
  - Completed the city's transition and self-evaluation plans for compliance with the Americans with Disabilities Act. I organized assessment of all 463 city buildings and facilities for structural obstacles to the disabled
  - Directed and coordinated the city's legislative program and worked with the city's lobbyists at both the state and federal levels.
  - Served as Interim Director of the Personnel Department (9 months) and Interim Director of City Planning (6 months) while those positions were vacant.
  - Revitalized the near bankrupt, semi-autonomous regional ambulance service into part of one of the largest, best run emergency medical service providers in the country.
- **Management Specialist, Public Works Department, July 1988 to March 1989**
  - **Subdivision Review Coordinator, Community Development Department, July 1983 - July 1988**
  - **Associate Planner, Office of Research and Economic Development, July 1982 - July 1983**

**Planner II, Water Resources Planning Program  
Missouri Department of Natural Resources  
December 1980 - June 1982**

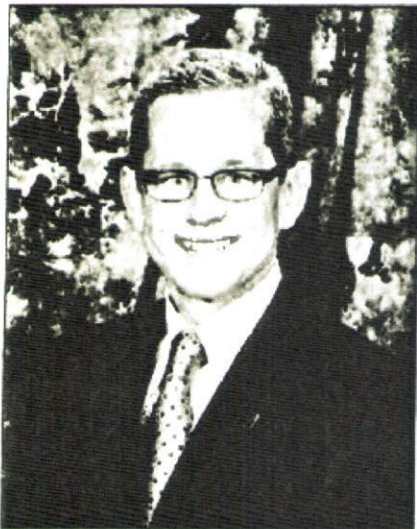
**Education**

- M.A. Urban Affairs  
St. Louis University (GPA 3.9), May 1980
  - Course of study made possible by a Public Service Education Fellowship
- B.A. Urban Affairs  
St. Louis University (GPA 3.65), August 1978

<b>Certifications &amp; Continuing Education</b>	<ul style="list-style-type: none"> <li>• Public Executive Institute, LBJ School of Public Affairs, University of Texas at Austin (1990)</li> </ul>
<b>Professional Affiliations &amp; Activities</b>	<ul style="list-style-type: none"> <li>• International City/County Management Association (ICMA)</li> <li>• City Manager Association of Oklahoma (CMAO)</li> </ul>
<b>Presentations</b>	<ul style="list-style-type: none"> <li>• ICMA 2015 Conference “City Manager’s Design Academy Roundtable”</li> <li>• 2015 American Architecture Foundation’s City Manager Design Academy “Tulsa: East Village Case Study”</li> <li>• ICMA 2014 Conference Academy for International Development “Young Southeast Asian Leaders Initiative”</li> <li>• 2014 LBJ School of Public Affairs “City Management in a Strong Mayor Form of Government”</li> <li>• 2013 University of Oklahoma Political Science Class with Dr. Cindy Rosenthal, co-presented with Dr. Yunfeng Deng and Trinnawat Suwanprik “Comparison of Nation’s Responses to Current Environmental Challenges: China, Thailand and the U.S.”</li> <li>• CMAO 2013 Summer Conference “Tulsa’s KPMG Study: Managing Change-Opportunities for Municipal Efficiency and Effectiveness”</li> <li>• CMAO 2013 Winter Conference, “Report on ICMA’s Task Force for Financing ICMA”</li> <li>• 2011 Game Changer Workshop “Managing Change in Tulsa”</li> <li>• ICMA 2011 Conference “Managers in Transition: Perspectives and Strategies”</li> </ul>



## Mark McDaniel



With a quick start, I began my management career in Denton, Texas where I held multiple progressively responsible positions over a six-year period in the area of public finance. Early on, I was tagged as a "turn-around" manager, taking on the jobs and operations that were in dire need of a change agent. Playing a role in improving utility billing quickly led to leading the overhaul of a dysfunctional municipal court. Treasury operations were added to my duties before I later assumed the role of the city's first budget officer.

Ambitious about my professional pursuits, I realized that sometimes you have to move out to move up, so I applied and was hired to serve as assistant city manager for the City of Lake Jackson in the Brazosport area of Texas along the Gulf Coast. During my three plus years in Lake Jackson, I reworked the city's budget and employee pay plans and led in virtually every area of the organization as the city's only assistant city manager.

Looking to realize my goal of becoming a city manager at a young age, I was hired to serve as city manager for Woodway, Texas. While a small city, Woodway offered valuable management experience. I was motivated to learn multiple technical municipal government disciplines in detail – from doubling as the city's planning director and personnel director, to producing legal work for outside counsel for review.

Seeking an opportunity to manage in a much larger and more diverse community, I took a calculated risk to move on to the role of budget director for the City of Corpus Christi. Immediately, I was confronted with major financial challenges and gained an intimate understanding of the city's budget, developed a long-range financial plan, and created rate models and pro formas for enterprise operations. Later, I was promoted twice to the roles of executive director for administrative services then assistant city manager. While serving as assistant city manager, I also served in a dual capacity as the city's economic development director. Although I was gaining high level financial and operations management expertise in Corpus Christi, I wanted to return to the role of city manager and looked for a long-term opportunity elsewhere.

Tyler afforded this opportunity. Tyler is the full-service "capital" and hub city for east Texas. Recognizing the approaching retirement of Tyler's then current city manager and the prospect of staying in one location at least until my children were out of high school, I applied and was hired to serve as Tyler's only

### Public Service as a Calling

*"I cannot remember a time when I was not driven to serve a purpose larger than myself. As one of the youngest children in a large family, I came from simple and humble beginnings. Still, I was always encouraged to dream big and taught that anything is possible if you work hard enough. I would be the first in any generation of my family to attend college at a four-year university. After paying my way through graduate school, I landed my first professional job with the City of Denton. Now, over thirty years later and a career that spans six different Texas cities, I still have a fervent 'calling' for this noble and rewarding profession that we call public service."*

deputy city manager, again taking a cut in pay for yet another opportunity to move up. Five years later I was appointed city manager. A rich and rewarding experience, this role allowed me to reach many goals – both professionally and personally as later outlined in more detail.

I am driven by a belief that we are not put on Earth to be comfortable and simply enjoy our blessings. So, after 10 years with the City of Tyler it was time for greater challenges at a time when my wife Cindy and I found ourselves "empty nesters". Dallas represented the perfect opportunity to come back full circle to North Texas thirty years later, to manage in one of the country's largest cities, address major challenges, and help the city to achieve its goals and full potential. Taking yet another cut in pay, I came to Dallas on a leap of faith to make a positive difference on a major scale. After having served as assistant city manager with multiple changes and increases to my portfolio of responsibilities, I am ready to serve as Dallas' next city manager with optimistic enthusiasm and "eyes wide open".



## Why I Should be the City Manager for the City of Dallas, TX

My entire career has prepared me to undertake this incredible opportunity. As the "inside-outsider", I see so much room for improvement and the timing is now for a bold new blueprint for how we thoughtfully approach planning and execute service delivery. Toward that end, I propose a Five Point Plan (outlined to the right) that will address performance by developing greater organizational capacity, accountability and communication within the first 100 days of my administration.

I look forward to the prospect of elaborating on the details for each of these, but below is a general sampling with a little more detail.

I want to serve as your next city manager to not only address Dallas' enormous and imminent challenges, but also to ensure that Dallas is set on a trajectory to become one of the nation's best run, most prosperous and esteemed large cities. We have yet to reach our full potential to be a beacon to others as we progressively address the needs of all citizens, celebrate and leverage our powerful diversity, and promote prosperity for all parts of our community.

### 100 Day – Five Point Plan

#### 1. Flatten the Organizational Structure

- a. Eliminate three assistant city manager positions, add one chief of staff to oversee multiple smaller management services operations
- b. Incorporate use of executive directors (through use of existing executive positions) that have broad oversight over small groupings of other departments and double as director for their own department
- c. Grow parallel organization through Lean Six Sigma and Employee Advisory Councils
- d. Reinstitute Dallas Management Fellows program

#### 2. Assemble a Strong Leadership Team

- a. Tap into national network to fill key senior management positions vacated by restructuring
- b. Include experienced "thought leaders" with a progressive big picture mindset
- c. Ensure a leadership team that is diverse in terms of representing the community that we serve
- d. Continue to grow internal professional development/mentoring offerings through City U and BIG Academy, as well as require more external executive training.

#### 3. Implement Integrated Management Systems

- a. Develop a new strategic plan with City Council, then implement a new budgeting process that acknowledges new strategic plan priorities and identifies non-value added activities

#### FIVE POINT PLAN (FIRST 100 DAYS)

##### ***A Bold New Blueprint for Developing Greater Organizational Capacity, Accountability, and Communication***

1. Flatten the Organizational Structure
2. Assemble a Strong Leadership Team
3. Implement New Integrated Management Systems
4. Overhaul Organizational Communication & Planning
5. Implement Matrix-Style Teams Around Major Priorities



- b. Fully develop automated business planning around the Baldrige framework to include accountability - addressing internal controls, audit findings, Lean Six Sigma projects, ISO findings, etc.
- c. Launch DallasStat for rigorous performance reviews around key metrics
- d. Accelerate implementation of new enterprise software for improvement of data collection/reliability, analysis of operational effectiveness, and management reporting

**4. Overhaul Organizational Communications & Planning**

- a. Develop stronger communication protocols and enhance regular communications with all Councilmembers
- b. Develop communication plans (both internal and external) that convey a proactive strategy (instead of being reactionary)
- c. Improve the sharing of information up and down the organization - to promote transparency for empowerment and decision making at all levels
- d. Better utilize executive team meetings for planning and review of performance
- e. Begin development of critical long-range plans with City Council & community (economic development plan, long-range financial plan, 10 year infrastructure plan, updated comprehensive plan, etc.)

**5. Implement Matrix Organization Style Teams (Around Key Focus Areas Arising from New Strategic Plan)**

## City Management Experience

As a strong generalist with broad knowledge regarding a variety of professional disciplines related to local government, I offer breadth and depth of experience in several areas.

### **Municipal Finance and Budgeting**

This is where I began my career. Public finance was my first "love" when it comes to a passion for municipal government management. I learned all I could regarding the technical aspects of fiscal management from bosses and colleagues who were talented certified public accountants, but I also gained the skill and developed the art of budgeting. Throughout my career, I have been known as a "budget hawk" when it comes to identifying opportunities for efficiencies and improving services. Even during my short time in Dallas, this has not been an exception. Our work with the Center for Performance Excellence is gaining momentum, and the organization is beginning to embrace the change we are promoting, looking for ways to not only save costs but also improve responsiveness and quality of services. We can and should improve on the way we budget in Dallas, and renewed work has already begun to bring about improvements for next fiscal year. We need closer ties to a new strategic plan developed by the Council, more direct links to related metrics for service delivery, and a move away from traditional incremental budgeting. A new priority based budgeting process is in order to achieve this. Still, my municipal finance experience goes far beyond budgeting and management of financial operations as noted in my resume. It also includes development of long-range financial plans, operating pro formas for enterprise operations and new entertainment facilities, and tax/fee rate modeling while in Corpus Christi and Tyler. In addition, while serving the City of Tyler I sat on the Firemen's Pension Board to set policy around benefits, investments, and financing. I even promoted a successful reduction in pension benefits in exchange for incremental increases in the city's contribution.

As part of a senior management team that is dealing with Dallas' pension problems, I am very familiar with the issues and stakes involved in addressing long-term pension fiscal concerns which are compounded by the long standing pay referendum lawsuit. Resolution of these two enormous fiscal liabilities and their related impact on recruitment and retention of public safety personnel are the most immediate priorities. The time is now for a three pronged approach - a legislative fix to change governance and correct previous 2005 changes in law that negatively impacted our sovereign immunity, elections for reductions in benefits on the part of pension participants, and perhaps greater city financial assistance that we can afford.

### **Planning & Economic Development**

These two essential functions of city management are among those I most enjoy and have the greatest experience. For example, I performed the technical duties of a planning and zoning director in Woodway, where I also developed the city's first long-range infrastructure plan that lead up to a successful bond election.

While in Corpus Christi, I wrote policy and guidelines around a business and housing development incentive program after a successful 4A sales tax election that created the Corpus Christi Business and Job Development Corporation, then administered the program as staff liaison to a board appointed by the city council. It was in Corpus Christi that I developed and administered fiscal plans for construction and operation of catalyst projects such as a new baseball stadium, sports area, and convention center expansion. I also developed financial plans for major annexations, taking into account both infrastructure and service delivery needs. Serving in a dual role as economic development director, I was charged with negotiating and managing payments in lieu of taxes for industrial district agreements executed with multi-billion dollar corporations. I also managed the monitoring of tax increment financing, renewal community incentives, enterprise zones, small business development, tax abatements and public improvement districts.



While in Tyler, I was directly involved in negotiating new extraterritorial jurisdiction (ETJ) agreements with surrounding suburban communities when the city's ETJ boundary was extended five miles in each direction. As project leader for development and adoption of a new award winning comprehensive plan more fully described on the next page, annexations and extension of the city utility and road infrastructure were developed and executed. In the area of economic development, new tax increment finance districts were adopted that fostered development of properties in low income census tracts and a renaissance in the city's downtown. Business incentive guidelines were developed using a variety of funding sources and partnerships, and job skill centers were developed in partnership with the local community college. Finally, a new economic development industry growth initiative was developed and adopted by the city, county, school district and community college district that focused on the city's unique assets, industries and an entrepreneur-based innovation economy.

Now in Dallas, I have the recent privilege of providing general oversight of the city's economic development efforts and have already begun discussions with staff about plans and strategies to promote a more holistic approach that recognizes and celebrates all uniquely situated districts throughout the city, poverty, equity, education gaps, workforce development, and a focus on the city's assets - along with more traditional recruitment and retention efforts. At the same time, we need to leverage the efforts of a new chief innovation officer recently authorized to ensure that we are capitalizing on smart city efforts and innovations that are citizen-centric both internally and in the community.

This can begin with the services offered out of our new development center at the Oak Cliff Municipal Complex, which will be coming before the Council for consideration in the near future. It will also include aggressively moving forward with electronic plan review. Listening to the "voice of the customer", we will continue our engagement with the developer and builder communities to include on-going quarterly meetings, but also schedule regular meetings with other development related groups with interests in historic preservation, transportation, the environment, and neighborhood vitality.

### **Strategic/Long-Range Planning**

My experience in this particular area was extraordinary in Tyler. I had the honor of serving as project manager for the award winning Tyler 1<sup>st</sup> comprehensive plan in concert with a team of national, state and local experts. Along with the mayor and city council, I led a very diverse steering committee made up of representatives from among all parts of the community through extensive engagement over an extended period which resulted in a plan that the entire community embraced. Important to its success, Tyler 1<sup>st</sup> included a final chapter for implementation that contained approximately 400 detailed action items with assigned priority and responsible persons/organizations for execution. With so much momentum around development of a collaborative and exciting plan, half of this 20 year plan was completed or initiated within two years. Specific action items ranged from those related to infrastructure planning, to development of code enhancements, annexations, economic development planning around a new innovation economy, preservation of neighborhoods, support of public education, development of additional green space and recreational facilities, historic preservation, transportation plans, and much more. For accountability, each subsequent city council meeting agenda included the use of Tyler 1<sup>st</sup> icons identifying action items related to achievement of the Tyler 1<sup>st</sup> implementation plan. In addition, the Tyler 1<sup>st</sup> steering committee was reconvened annually so that the city staff could report out on progress and challenges.

In addition, we also developed a strategic plan that aligned with the community's aspirations in Tyler 1<sup>st</sup>. Then, we developed standard templates for business plans in every city operation which brought about further alignment to the city's overall strategic plan at the departmental level.

This work has continued in Tyler even after my departure and has now been introduced in Dallas via the new Center for Performance Excellence (CPE). We clearly need a new strategic plan for Dallas, but through the CPE we have not waited to get started on department level business plans. Now preparing for a third round of submittals to be reviewed and scored, a new automated template will soon be



released to serve as an integrated management system to enhance the quality of management planning/reporting.

### **Labor Negotiations**

As city manager in Tyler, I served as the primary city liaison to all police and fire associations. The leadership for the associations and I met routinely to discuss any concerns regarding work conditions, compensation or benefit enhancement requests. These meetings also provided an opportunity for me to generally share the city's direction on major issues, and answer any and all questions about current events or long-range matters.

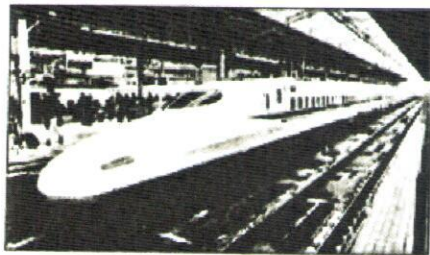
Clearly, these meetings developed trusting and productive relationships that could be relied upon when the city was faced with the financial impacts of the Great Recession, resulting in acceptance of hiring freezes, no raises, and greater contributions from employees toward escalating healthcare premiums. As noted previously, I also sat on the Firemen's Pension Board to set policy around benefits, investments, and financing, during which time I promoted a successful reduction in pension benefits in exchange for incremental increases in the city's contribution.

### **Transit**

I have had the good fortune to be involved in transportation and transit related roles and projects for many years. While in Lake Jackson, I served on the technical committee for the Houston-Galveston Area Council Metropolitan Planning Organization (MPO). Later, as city manager for Woodway, I served as chair of the Waco Area MPO. With Tyler as the host agency, I also sat on the Tyler Area MPO policy board and dealt closely with the Texas Department of Transportation (TxDOT), North East Texas Regional Mobility Authority, and counties and cities throughout the region in advancing transportation projects.



While in Tyler, I also gained first-hand experience with providing fixed route bus and paratransit bus service, during which time we reworked our routes to add better coverage and reduce headwinds. We also replaced our bus fleet, negotiated a contract for paratransit service, and deployed a customer App for tracking bus locations and route wayfinding. With regard to multimodal transportation, we developed and began implementation of a new bicycle plan and added several miles of trails that linked many parts of the city.



Now in Dallas, I have developed strong working relationships with state and regional TxDOT engineers, Federal Transit Agency staff, United States Army Corps of Engineer officials, the Dallas Area Rapid Transit (DART) personnel, and North Central Texas Council of Government Regional Transportation Council (RTC) leadership. As the core of the Metroplex, Dallas cannot just be an auto-centric city. I have been closely involved in the Dallas to Houston high speed rail, and now serve as the lead senior manager for this project.

As liaison to the Council Transportation and Trinity River Project Committee, I have also had many dealings and discussions with DART regarding provision of light rail and bus service. After two years of experiencing how we tend to defer to the RTC, DART and others for our transportation planning, it is time for a change in this area too. We must develop internal expertise at a higher level for all forms of transportation and consult with the best planners in the nation like Toole Design Group, Fehr & Peers and Dr. Reid Ewing if we are going to put ourselves in the "driver's seat" to maximize public transportation accessibility, capitalize on development opportunities, and leverage emerging



transportation technologies. This issue is just too important to be overlooked. Access to transportation shapes the way we grow physically and determines our sustainability in terms of economic vitality and quality of life. There is simply no reason why Dallas cannot match or exceed cities like Boston, Portland and Washington DC in terms of our integrated transportation systems and options.

### **Social issues**

With regard to social issues, the concerns facing Dallas right now are similar to what I experienced in both Corpus Christi and Tyler. Whether it be lack of affordable housing, homelessness, poverty, challenged public education systems, healthcare access or other social issues, we are all facing similar challenges. Traditionally, Texas cities have not taken on responsibilities for most of these social issues but increasingly we must lead in this area. In fact, these issues point out obstacles and gaps to achieving prosperity and should be part of an overall economic development plan as noted previously.

My experience in Tyler included convening and working very closely with non-profit and faith-based organizations to develop day facilities, shelter space, single and multi-family affordable housing stock, a common data base for homeless services, a P-16 collective impact approach to improving public education, and a Mayor's Task Force focused on ending homelessness.

In Dallas, several efforts are underway to address social issues such as poverty, homelessness, affordable housing, gaps in educational performance, and neighborhood revitalization, but they are fragmented. At the staff level, there is a serious need to better coordinate and integrate these efforts through a matrix-style team and clearly defined leadership roles.

### **Any Additional Experience that May Benefit the City of Dallas**

My two years in Dallas have been a terrific orientation to many operations, particularly given two shifts toward additional responsibility through portfolio changes and special assignment to high priority projects. I know how the City functions, infrastructure and bond program needs, political realities, individual Councilmember priorities, the local media, individual neighborhoods, and the community in general.

With regard to operations, I have had the opportunity to provide direct oversight for Dallas Water Utilities, Sanitation Services, Equipment & Building Services, Street Services, Trinity Watershed Management, Communications & Information Services, 311 Services, and now Economic Development and Sustainable Development.

At the same time, I have led the implementation of several internal continuous improvement initiatives through the Center for Performance Excellence, which has provided great insight into how most all City operations are currently organized and run. All of this direct Dallas experience will no doubt allow me to get a major head start in bringing about the positive change that is overdue.



## Leadership

As firm believer that the best defense is a good offense, I contend that we as an organization have got to be more proactive and be able to anticipate issues before they become major problems. This requires effective management systems, thought leaders on the senior management team, an engaged workforce, and firm but legislative-style leadership. It also requires a leadership style that is collegiate and respectful, but sets high expectations and constantly raises the bar – creating momentum and maintaining a tension between where we are today and where we need to be tomorrow. We simply cannot keep doing things the same way and expect different results. In order to take on major challenges within the community, the organization must be designed and nurtured to become a high-performance organization (HPO). This will require major transformation recently initiated and more, leading to a shift in organizational culture.

When you walk into an HPO, you can feel the difference. People are energized, confident and know what they are supposed to be doing. You have well-developed tools for driving organizational and people capabilities – not just financial and operational performance. This involves:

- Aligned leadership deep within the organization.
- A lean design or structure that reflects clear roles.
- Translating business strategy into powerful people strategy – attracting and retaining the best.
- An ability to drive and sustain large-scale change and adapt in a volatile environment.
- A culture of engagement where employees are motivated to go beyond the call of duty in pursuit of organizational objectives.

Within the first 100 days of my administration, I would introduce a flatter organizational structure to exploit processes and systems for “small company speed” in day to day operations – pulling the organization forward from the top. I would break down silos via use of a complimentary parallel organization (Lean Six Sigma and Employee Advisory Councils) to foster innovation – pushing the organization forward from the bottom and the middle.

At the same time, I would accelerate the momentum for the City's performance excellence journey through use of enhanced integrated management systems like automated business plans. Similar to what has been accomplished by our own Parks and Recreation Department, I would promote national accreditation for police, fire, utility and code enforcement operations to establish rigorous standards for performance. In an effort to further improve customer service, I would implement additional training, a “secret shopper” program, customer surveying, and more consistent employee performance coaching.

On the verge of launching a pilot succession planning program in Dallas Water Utilities, we will migrate this program to the entire organization to ensure knowledge transfer at all levels and development of existing and future leadership. With regard to the entire workforce, we will survey employees annually, then develop associated employee driven after-action plans to address ideas and concerns identified.

The world moves too fast for central control. World class organizations hire motivated people, set high expectations, and give their people room to become remarkable.

Seth Godin, *Leadership*

In summary, we will appeal to employee hearts and sense of purpose for making a positive difference in the lives of our citizens. Supporting this intent, we will not only foster employee engagement as noted above, but also develop a robust internal communications plan, with messaging that compliments external communication – recognizing that our employees are City of Dallas ambassadors in the community.



With regard to leadership in the community and the region, the city manager must be very engaged. As noted in my resume, this has been a personal practice in my prior roles. In Dallas, presence in the community will be of even greater importance. The city manager must be accessible to all parts of the community and make a point to be responsive to all councilmembers, earning the trust and confidence that needs and interests are acknowledged and will be effectively worked toward.

At the same time, the city manager should be engaged in professional associations and maintain networks with colleagues to stay abreast of current trends, gain perspective and ideas regarding approaches to municipal issues, and create pipelines for leadership recruitment into the organization. As a former vice president for the International City/County Management Association (representing the central United States), former president for the Texas City Management Association, and current board member for the Alliance for Innovation, I have built a very wide national network of colleagues and contacts that I can call upon and collaborate with via a simple phone call or email and get an immediate response. In addition, I have the privilege of currently participating in the select Results for America Local Government Fellowship Program for evidence-based decision making where I have developed strong working relationships with colleagues in Albuquerque, Atlanta, Baltimore, Los Angeles, Louisville, New Orleans, New York, Philadelphia, Seattle and Washington DC.

## **Communication and Relationships**

I would characterize my communication style as thoughtful, direct and respectful. Always attempting to foster open communications and trust, I seek first to listen, then to understand. Still, I feel it is the duty of the city manager to speak up and provide a professional opinion and options even when these may not be what people want to hear. Oftentimes, it is how the message is delivered and not all about the message itself.

Upon my arrival in Dallas, I found it odd how the senior management staff did not attend board and commission meetings from time to time, or even tour and visit their own portfolio of departments. While we do a better job of visiting with community groups, even this is not consistent and it is surprising that tenured executives have never met the leadership in districts and neighborhoods. Some of this is due to the allocation of too much time in unproductive meetings, but I have come to believe that it is really part of the culture. In my 30 year career, I have found that in performance of duties you will need to call on many community and employee relationships in leading the organization. If you do not have those relationships, you cannot be effective. Some examples of how I have developed and maintained these relationships in the past are noted below.

### **Boards and Commissions**

As city manager for Woodway, I pushed for and achieved a dramatic increase in the number of advisory boards and citizen engagement on existing boards and commissions. In Corpus Christi, I was the liaison to the City's new Business and Job Development Corporation Board and Crime Control District Board, and in Tyler I provided direct staff support for mayor and council appointed steering committees and task forces. In working to foster strong working relationships, I attended orientation for all board and commission members and periodically attended their regular meetings to remain connected. In addition, I sought out opportunities to attend various events that board and commission members might be involved in, creating opportunities to be accessible and to keep a pulse on board and commission concerns and priorities. In Dallas, I make a point to connect with various Councilmembers to check in on questions and concerns related to agenda items and policy directions, particularly with those serving on the Council committees to which I am assigned.

### **Community Groups**

Acknowledging that the city manager must be involved in the community that they serve, I make a point to participate in different parts of the community. For example, in Tyler I was a founder of the Hispanic Business Alliance and recognized as a Legacy Leader for Texas College (oldest African American founded college in Texas) for my active support of their mission. At the same time, I was actively involved as a board member for the East Texas Symphony Orchestra and a founding member of the First Tee of Tyler. These activities complimented my leadership roles in the Tyler Area Chamber of Commerce, Tyler Rotary Club, Tyler Economic Development Council and Smith County United Way. In the event that I am selected to serve as Dallas' next city manager, I will be similarly involved in all parts of the Dallas community.

### **Colleges/Universities**

Higher education is an important part of the regional economy and a major contributor to the quality of life in Dallas. We have done much to help promote the growth of academia as an industry, as evidenced by the partnerships that developed the campus of the University of North Texas at Dallas, and the main University of North Texas offices and new law school in the Downtown. This is a strong recognition that higher education should be a focus of an overall economic development strategy, but there is room to enhance our involvement with colleges and universities like Paul Quinn College, UT Southwestern Medical Center and others.



In Tyler, the city's industry growth initiative included strategies and action items that supported growth of the University of Texas at Tyler, Texas College, the University of Texas Health Sciences Center in East Texas and Tyler Junior College. In development and execution of these strategies, I had regular interaction with university and college presidents and staff to confer and collaborate on many projects. Through my involvement in the community, I had regular opportunities to connect with these individuals both socially and informally.

With regard to continued personal involvement with universities, I currently serve on the Master of Public Administration Advisory Board at the University of North Texas. Previously, I served as a graduate school adjunct professor for the University of Texas at Tyler, and worked closely with the University of Texas at Tyler to implement a cohort program to enable executive level city staff to earn a Masters Degree. With Tyler being a college town, I was very involved in the development of joint projects with universities and colleges for research, economic development, master planning, facility development, curriculum development and philanthropic or nonprofit support. Now in Dallas, I have been very engaged in collaborative efforts with Southern Methodist University.

### **Labor Relations**

Building strong working relationships with police and fire personnel in Tyler directly, I met with association leadership and departmental leadership teams regularly to respond to questions. I also attended all shift changes at least once annually to share information and respond to questions from rank and file directly. I found occasions to interact by visiting personnel at stations and the firing range, using the police workout facilities, launching and appearing in a television production ("Cooking with Fire"), and participating in events like Firefighter Combat Challenge.

### **Management Style with Staff**

Finally, with regard to my management style with staff, I have come learn that city staff are the resource engine to get the work done in the most productive, responsive, and effective way at the lowest unit cost. There will never be enough money and technology will only take you so far. It is employees who will have an exponential impact if you develop a nurturing environment and give them the tools to make a positive difference.

All of that said, I also practice a policy of "trust but verify" early on to ensure accountability and quality work without micro-managing. Having managed in multiple organizations, I know the right questions to ask and if I am getting an incomplete answer or a hasty response. I push staff to do their very best through reinforcing high expectations, giving them the training and resources to do good work, and rewarding solid performance.

Personally, I have always felt it my responsibility to mentor and give back to the profession, which is why even today I sponsor a monthly book club for city employees and have an open door for anyone wanting to grow professionally. Other mentoring examples I can point to are an internal city university that was created in Tyler, and a BIG Academy started in Dallas. We have already started an emerging leader series and are now working toward a leadership academy for succession planning and formal mentoring programs similar to what I implemented in Tyler. Setting a personal example, I continue to grow professionally, encouraging others in the organization to be disciplined about enrolling in and attending some of the many opportunities afforded in the region and around the country like the Harvard Senior Executive Institute, Public Executive Institute in Austin, and national/state professional conferences.

### **Closing Thoughts**

We have all heard the saying "Bigger than Dallas". So much of what Dallas is known for around the world is about doing things in a big way, refusing to let artificial barriers and perceptions prevent our progress. Dallas has shown the nation and the world how diversity and community partnerships make for a stronger city through a "can-do" spirit and respectful working relationships among residents, city leaders, public safety personnel, neighborhoods, community leaders, governmental partners, and the private sector. Despite our immense challenges and differences, the future for "Big D" is enormously bright.

Thank you for the opportunity to be considered an integral part of this future and humbly serve as your next city manager. I look forward to the prospect of working together to:

- Tackle our fiscal challenges related to pension issues, pay referendum lawsuits, aging infrastructure, and growing service needs.
- Remain uniquely Dallas, nurturing our heritage, neighborhoods, open/green spaces and an urban core that is the heart of the Metroplex.
- Remain and grow as the economic giant in the region and state – with corporate job growth, retention and expansion of existing industry, a more diverse innovation economy, an ever-growing presence of a dominant medical industry, and a stronger educational system at all levels.
- Address social, housing, job growth, and educational issues by effectively and equitably caring for the less fortunate and suffering people in our community.
- Be known nationally for our superior multimodal transportation system.
- Be the community of choice for multi-generational families and a new creative class, connected by a sense of place, a clean, attractive and safe environment, and abundant access to equal opportunities for leisure and healthy lifestyles.
- Be the employer of choice when it comes to attracting and maintaining a professional and highly qualified City of Dallas workforce.

Set the standard for performance excellence in local government because of our depth of continuous improvement efforts, employee engagement, sense of urgency to be highly responsive, and excellent fiscal health



## Candidate

**Mark L. McDaniel, ICMA - CM**

## Experience

### **Assistant City Manager City of Dallas, TX 2014 – Present**

- Responsible for a portfolio of departments that is comprised of 2,200 employees, a combined annual operating budget of \$775 million, and capital budget of \$514 million.
- Provide senior executive oversight for water utilities, communications/information systems, watershed management, flood control, and the city's 311 call center.
- Serve as management liaison to the Dallas Parks Department.
- Serve as lead staff liaison to City Council Transportation & Trinity River Project Committee.
- Established the Dallas Center for Performance Excellence (CPE) to enhance effectiveness and efficiencies within operations organization-wide through deployment and use of tools such as LEAN Six Sigma, the Baldrige framework, ISO 9001, strategic planning, departmental business planning, employee advisory councils, and a new in-house BIG Academy training program. (Currently serving in a dual capacity as director for the CPE.)
- Provide guidance for Dallas Water Utilities water resource planning and coordination.
- Developed City's first multi-year street maintenance model, including identification of funding sources and projected impacts to overall street conditions over time.
- Lead City's new internal compliance task force and development/automation of a new integrated management system for performance improvement.
- Facilitated the launch of Dallas Data Points, an online dashboard of the city's major performance metrics.
- Engage in regular coordination of transportation, drainage and water projects/issues involving several outside agencies, such as the Texas Department of Transportation, North Central Texas Council of Governments, Regional Transportation Council, Dallas Area Rapid Transit, and United States Army Corps of Engineers.
- Serve as acting city manager upon assignment.

**City of Tyler, TX  
2004 - 2014**

- **City Manager, 2008 – 2014**
- **Deputy City Manager, 2004 – 2008**
  - Served as city's chief executive officer, leading 800 dedicated employees in serving a regional hub with a 100,000 population that swelled to over 270,000 daily.
  - Fiscally managed the city's property tax rate to under 25 cents while increasing levels and quality of service.
  - Eliminated the city's general obligation debt in 2008 and achieved an AAA general obligation bond rating from Standard and Poor's in 2010.
  - Championed a Downtown renaissance that included public-private partnerships, a new tax increment reinvestment zone, land banking, private investment, and major public catalyst projects (such as a performance hall, art gallery with Main Street offices, and a new parking garage).
  - Led strategic annexations that expanded the city's geographic boundary several miles, resulting in dramatic increases in the city's extraterritorial jurisdiction (ETJ) and successful negotiation of four new ETJ agreements with surrounding suburban communities.
  - Led a variety of community-based planning efforts focused on maintaining the city's unique character during a period of significant growth, including university and medical district plans, a new economic development plan, and the city's award winning comprehensive plan.
  - Created organizational development programs for employee engagement, training and succession planning, such as an in-house City U, apprentice program, and a leadership academy.
  - Institutionalized a robust organization-wide LEAN Six Sigma program for city operations, achieving millions of dollars in savings through completion of 100+ green and black belt projects.
  - Achieved an Insurance Service Office (ISO) rating of "2" for fire protection, opened three new fire stations, earned reaccreditation for city's police department through the Commission on Law Enforcement Accreditation (CALEA) and initiated construction of a new police substation and animal care facility.
  - Further advanced the city's historic preservation efforts beyond long standing national historic districts to include local historic districts, additional landmarks, restoration of the city's historic city hall and a new maintenance program for the city's extensive system of original brick streets.
  - Increased daily commercial flights to Tyler Pounds Regional Airport while initiating major runway and apron improvements and commencing construction of a new car rental facility.
  - Coordinated the city's participation in economic development projects related to major retail investments, college/university partnerships, and primary job growth/retention.



**City of Corpus Christi, TX  
2001 – 2004**

- **Assistant City Manager**
- **Executive Director of Support Services**
- **Director of Management & Budget**
  - Served as assistant executive officer for a full service organization of 3,200 employees, serving a population of approximately 300,000.
  - Directed the city's support operations, including budget, finance, human resources, information technology services, and fleet/building maintenance functions.
  - Served in a dual capacity as city's economic development director, coordinating staff support for community economic development efforts and the city's Business & Job Development (4A) Corporation.
  - Developed the city's business incentive guidelines and negotiated industrial district agreements with refineries.
  - Provided financial and operations analysis as part of a project team for construction of a new arena, convention center, baseball stadium, and for seawall reconstruction.
  - Served as chief budget officer, compiling, presenting and monitoring the city's operating budget amounting to \$465 million annually.
  - Developed the city's long range financial plans, enterprise proformas, revenue projections and expenditure estimates. Performed rate and debt service modeling.
  - Directed the compilation and presentation of the city's short and long range capital improvement programs, amounting to over \$150 million annually in capital outlay/projects funded from various sources.

**City Manager  
City of Woodway, TX  
1994 – 2001**

- Served as city's chief executive officer, facilitating a team-oriented approach to preventive problem solving and service delivery.
- Administered and promoted various quality of life initiatives which focused on the city's unique natural beauty and proximity to an urban center.
- Facilitated development and implementation of an aggressive multi-year capital improvement plan for streets, drainage, facilities and utilities.
- Directly managed all of the city's planning and development efforts, including zoning and plat/site plan review, comprehensive planning, economic development and administration of subdivision code/design standards & specifications.
- Served as primary staff liaison to community and city boards and commissions, facilitating and fostering a dramatic increase in public involvement for more effective governance and capital planning efforts.

**Assistant City Manager  
City of Lake Jackson, TX  
1991 – 1994**

- Managed the city's internal service operations, including personnel, budget, purchasing, information technology systems, risk management and safety.
- Coordinated the city's economic development program, compiling site prospectus data and initiating site development plan review.
- Provided guidance to various department directors for achievement of goals and objectives.
- Served as acting city manager upon assignment.

**City of Denton, TX  
1985 - 1991**

- **Budget Officer**
- **Treasury Operations Manager/Court Administrator**
- **Assistant Utility Customer Service Manager/Management Intern**
  - Served as city's budget officer and member of the city's financial management team.
  - Developed and monitored an annual operating budget of \$122 million.
  - Managed centralized cash collections and municipal court operations.
  - Supervised utility billing for electric, water, sewer and garbage services.

**Education**

- Master of Public Administration  
University of North Texas, 1987
  - TCMA Clarence E. Ridley Scholar, 1985
  - Hatton W. Sumner Scholar, 1984
- Bachelor of Arts, Political Science  
University of North Texas, 1984

**Certifications  
& Continuing  
Education**

- 2002 Senior Executive in Local Government Program, Harvard University

**Professional  
Affiliations  
& Activities**

- International City/County Management Association
  - Vice President-Mountain Plains Region (2012-2015)
  - Current Credentialed Manager (ICMA-CM)
- Texas City Management Association
  - City Administrator of the Year (2010)
  - President (2006-2007)
- Alliance for Innovation
  - Current Executive Board Member
  - Local Government Research Collaborative – Founding Member



- Results for America
  - Current Local Government Fellow
- Texas Quality Foundation
  - Texas Award for Performance Excellence – Progress Level (2014)
- Texas Municipal League
  - Municipal Excellence Award for Management Innovation (2013)
  - Municipal Excellence Award for Communication Programs (2012)
- American Planning Association – Texas Chapter
  - Community of the Year (2012)
- University of North Texas Master of Public Administration Program
  - Current Advisory Board Member
  - Outstanding MPA Alumnus (2007)
- DFW Organizational Development Network
  - Current Member

## **Community Activities**

- Dallas Regional Chamber
  - Transportation Policy Task Force
- North Texas Commission
  - Board Member
  - Executive Director Search Panel Member
- North Central Texas Council of Governments
  - Water Resources Council Member
  - Flood Management Task Force Member
- Tyler Area Chamber of Commerce
  - Executive Committee Member
  - Treasurer
- Tyler Economic Development Council
  - Executive Committee Member
- TxDOT I-20 East Texas Advisory Committee
  - Founding Member
- Tyler Area Metropolitan Planning Organization
  - Policy Board Member
- Tyler Business-Education Council
  - Founding Member East Texas Symphony Orchestra Association
  - Board Member
- SPORTyler
  - Founding Member

- Rotary Club of Tyler
  - Officer
  - Rotarian of the Year
- Tyler Hispanic Business Alliance
  - Founding Member
- First Tee of Tyler
  - Founding Member
- United Way of Smith County

## **Publications**

- McDaniel, M., & Frisby, M. (2 Jan. 2016). "The Dallas CPE: Planning, Management and Continuous Improvement Enhances Service Delivery." Routefifty, Government Executive Media Group. Retrieve at <http://www.routefifty.com/2016/01/dallas-cpe-performance-management/124811/>
- McDaniel, Mark (15 Jan. 2013). "Lean Six Sigma Works for Local Government." Viewpoints, American City and County Mag. Retrieve at <http://americancityandcounty.com/blog/lean-six-sigma-works-local-government>
- McDaniel, Mark (14 Nov. 2012). "Will Choice or Necessity Reduce Exploding Municipal Debt?" Forbes Mag., Online Edition. Retrieve at <http://www.forbes.com/sites/realspin/2012/11/14/will-choice-or-necessity-reduce-exploding-municipal-debt/#283f304afa67>

## **Presentations**

- Milrany, C., McDaniel, M., Johnson, L., Van Eenoo, E. & Phillips, C. (2013, October). *Eating the Elephant: Biting Off the Performance Excellence Journey*. Concurrent session presented at the Texas Municipal League Conference, Austin, TX.
- McDaniel, M. & Guthrie, S. (2013, September). *Purpose is the New Money*. Forum presented at the International City County Management Association Conference, Boston, MA.
- McDaniel, M. (2013, June). *Keeping Your Head Above Water: Budgeting for Efficiencies*. Concurrent session presented at the Texas City Management Association Conference, San Marcos, TX.