

PROFESSIONAL EXPERIENCE

CITY OF SAN ANTONIO (AIRPORT SYSTEM)

2014-Present

Project Manager

Planning, project management and grant administration for Planning & Development Division of San Antonio Airport System. Focus on long, intermediate and short-term infrastructure, facility and customer service initiatives. Airport system liaison to community/ regional planning efforts. Divisional emergency preparedness activities.

CITY OF SAN ANTONIO

2011-2014

Assistant City Manager/Interim Director of Planning & Community Development

Vice-President equivalent role for 7th largest city (proper) in nation. Direct report to the city manager (CEO). Senior executive oversight responsibilities for the Departments of: Development Services; Planning & Community Development; Office of Historic Preservation and Office of Sustainability. Program responsibilities included neighborhood revitalization, responsible grant management, code enforcement, development review. Major policy development and legislative strategy actions with multiple policy boards/commissions/stakeholders. Vast interagency partnership networks. Thoughtful, constant, employee and community engagement.

- Led complex, high profile, creation of most comprehensive boarding home ordinance in nation
- Collaborated to create data-driven strategies and SMART metrics for better, proactive use of Federal housing dollars; justified increase in code enforcement officers through better accountability systems
- Strategically and successfully addressed complex organizational design, team relations, productivity and workplace culture challenges and opportunities

CITY OF SCOTTSDALE, ARIZONA *Assistant City Manager*

2007-2011

Invited to return for second stint as second-in-command of city organization. Executive oversight of: Human Resources; Planning & Development; Parks & Recreation; Library Services; Human Services; IT, Transportation; Citizen & Neighborhood Resources; Corporate Communications/Public Affairs; Tax Audit; Purchasing Services.

- Provided stabilizing leadership as acting CEO after the dismissal of two city managers in a two-year period
- Key member of strategy team that closed \$65 million general fund deficit with minimal community impacts
- Catalyst for creation of employee transition center that was platform for dignified treatment of over 100 laid-off colleagues. All conceivable outplacement/transitional services were provided on a regional basis. Within year, more than 97% of displaced team members were re-employed despite one of worst state economies in nation. Only one unfounded employment claim was filed as a result of reduction-in-force
- Negotiated changes to the wireless industry fee structure. Results are assured new revenues for many years

CITY OF HOUSTON, TEXAS *Bureau Chief of Public Health Preparedness*

2007-2007

Near one year stint as lead for public health emergency preparedness for the 4th largest city in the nation. Responsible for disaster planning resources, systems, products and services funded by multi-million dollar grants.

- Increased training and credibility of bureau within the department, city organization, region and state
- Better integrated department's preparedness efforts with those of overall City, Region and State
- Strengthened partnerships and increased level of supplies provided to community and first responders

CITY OF SUGAR LAND, TEXAS *Assistant City Manager*

2002-2007

Sr. Executive responsibility for Human Resources & Employee Relations, Police, Fire, Emergency Management, Finance/Budget Office, IT, Administrative Services and Sugar Land Regional Airport.

- Integrated homeland security efforts and improved emergency management operations soon after 9/11
- Partnered with CFO to create and implement a citywide three-year organizational business planning process; emphasized increased efficiencies and alignment strategic plan alignment in highly customer-centric environment
- Led politically sensitive Mayor's Advisory Council on Police & Community Relations. Results were a complete operational review of police department by credible consultant team, acceptance of findings by department, city manager, city council and community and implementation of recommendations
- Led city portion of multi-sector, community-driven, Fort Bend County Hurricane Katrina Resource Center

CITY OF SCOTTSDALE, ARIZONA *Assistant City Manager*

1997-2002

Sr. Executive responsibility for: Intergovernmental Relations; Planning & Development; Transportation; Historic/Land Preservation; Corporate Communications; external strategic partnerships and organizational redesign. Acting city manager/second-in-command.

- Led effort resulting in creation of new department with focused mission of enhancing services and connection to neighborhoods using existing resources.
- Key Leadership Team Advisor for creation of first corporate diversity office for Arizona municipality.

ADDITIONAL EXPERIENCE**CITY OF CARROLLTON, TEXAS***Assistant City Manager for Administration*

Department reports included Human Resources, Finance Administration, IT, Library Services, Indian Creek Municipal Golf Course (36 holes) and court administration for 100,000 resident community near Dallas.

- Outsourced IT functions to achieve better services at sustained lower costs. RFP and contract was structured in way resulting in almost all affected employees being absorbed by successful contractor
- Enhanced customer service and operational effectiveness at well-respected Indian Creek Golf Course
- Developed successor and provided career support to next generation/emerging leaders and professionals

CITY OF LUBBOCK, TEXAS*First Assistant City Manager*

- Led citywide initiative that transformed workplace into a more open, responsive, and diverse environment
- Built trust-based partnerships that helped increase the city government's credibility in historically underserved neighborhoods
- Executive oversight of Human Resources Department and several others. Revamped citywide organizational development systems and levels of resource commitments to achieve measurable successes

CITY OF MANKATO, MINNESOTA*Assistant City Manager*

Second-in-command responsible for economic development and city/county planning & development

- Executive Director of Blue Earth County Public Housing Authority and Minnesota Valley Regional Council of Governments
- Key member of public/private group that assessed venture capital requests and created and implemented a successful downtown revitalization strategy
- Systematically enhanced staff performance by surveying customers, developing the management team, upgrading business systems, and emphasizing commitment to quality service

CITY OF DENTON, TEXAS *Assistant to the City Manager/Various Community Development Achievements*

- City Manager's "chief trouble shooter" requiring effective relationships across organization and community
- Catalyst for improved trust relationships between the historically underserved and their city government
- Partnered with grass-roots neighborhood members, police chief, city manager, organization and policy-makers to implement community oriented policing and prototypical neighborhood enhancement systems
- Ended stalemate through leadership needed to garner stakeholder acceptance and policy approval of revised subdivision regulations in high growth period. Streamlined and improved development review process
- Monitored implementation of City Council's annual strategic plan and managed five-year CIP Process
- Managed current planning, long-range planning and community development block grant (CDBG) office
- Nine (9) years of distinguished service to this university community in the Dallas/Ft. Worth Region

EDUCATION

- **Master of Public Administration** - *University of North Texas (Denton, Texas)*
- **Bachelor of Science - Secondary Education** - *North Texas State University (Denton, Texas)*
- **Booker T. Washington High & High School for the Engineering Professions** (Houston, Texas)

PROFESSIONAL DEVELOPMENT/PUBLIC SPEAKING

- Intermediate Project Management (16 hours)
- Project Management Certification Exam Prep Course (40 hours)
- San Antonio Airport System (SAAS) University (Certificate of Completion)
- San Antonio Airport System (SAAS) Safety Management System Training
- Senior Executives in State & Local Government, John F. Kennedy School of Government, Harvard University
- National Forum for Black Public Administrators (NFBPA) Executive Leadership Institute (ELI)
- Leadership Lubbock; Metrocrest Leadership; Scottsdale Leadership; Fort Bend County Leadership Forum
- National Association of Public Housing & Redevelopment Officials (NAHRO) Executive Training
- Visionary Leadership & Leader Effectiveness Training
- National Forum for Black Public Administrators (NFBPA) National & Regional Conference Presenter
- National League of Cities (NLC) Conference Workshop Presenter
- Former Member, Board of Overseers, Texas Quality Award
- National Incident Management System Training: ICS 100, 200, 300, 400, 700 (City of Houston & TEEKS Training Centers)