

Candidate

Jeffrey David Capps

Synopsis

Municipal executive with over 25 years of experience in City government to include City Management, Law Enforcement activities and managing a budget over \$365 million.

Experience

City of College Station, TX Jan 1993 - present

- **Interim City Manager, April 2018 – present**
Responsible for preparing and submitting an annual budget for Council approval while ensuring we as a City operate in the most effective and efficient manner. Serve as a liaison between our Council and staff. Responsible for the selection, development and preparation of a professional staff that serves our community. Communicate effectively and seek solutions to address problems identified.
- **Assistant City Manager, June 2014 – April 2018**
Responsible for managing and leading Department Directors and Chiefs of the Police, Fire, Community Service and Human Resource Departments. Other duties include prioritizing department needs with budgetary funds and ensuring that our Department goals are in-line with our City Council's strategic initiatives.
- **Chief of Police, CSPD, December 2009 – June 2014**
Responsible for directing and managing the personnel, resources and equipment assigned to the Police Department while setting the vision for the department. Other duties include the development and implementation of programs, policies and procedures to improve the efficiency, communications and motivation of department staff. Responsible for maintaining and ensuring fiscal accountability as it relates to the department's budget.
- **Upper Level Command positions, CSPD, July 2006 – December 2009**
Positions included the ranks of Lieutenant and Assistant Chief. Perform administrative duties to manage, direct and lead the various operations of the Police Department to include patrol, special operations and internal affairs.
- **First-line Supervisor Commander, CSPD, September 2001 – July 2006**
Rank included Sergeant. Supervised and led the patrol division which included a squad of 6-8 patrol officers who were responsible for answering calls for police services, actively pursuing criminals through self-initiated activities with a focus on problem solving and community oriented policing practices.

Also supervised in the Criminal Investigation in which I managed and monitored the activities of the detectives assigned to the crimes against persons section and the forensic technician in CID.

- **Patrol Officer and Detective – Criminal Investigations Division, CSPD, Jan. 1993 – Sept. 2001**
Responsible for the response to calls for service and later the follow up investigations on a variety of criminal offenses including burglary, robbery, assaults, sexual assaults and capital murder. Provided testimony in court to allow for convictions.

Specialized Assignments

- **Budget Manager – CSPD, Sept. 2006 – April 2009**
Responsible for keeping the Chief of Police and command staff apprised of budget issues. Send out monthly reports to command staff for review of their division's budget. Work as a liaison between Police department and the Finance department by meeting regularly with the Budget Analyst assigned. Coordinate and gather target budget information, service level adjustments and performance measures for upcoming fiscal year from command staff and present the findings to Chief of Police and Assistant Chiefs prior to sending to Finance Department.
- **Supervision of Red Light Camera project – CSPD, Feb. 2008 – Nov. 2008**
Responsible for monitoring activities and time involved by those officers assigned to review the red-light citations issued. I review all incidents, investigate the circumstances and make recommendations to Chief in which emergency vehicles are involved in running the red light at a monitored location.
- **Field Training Officer – CSPD, Oct. 1994 – May 1995**
Trained Recruit Officers to the degree in which they could effectively perform their job tasks on their own.

Texas A&M University Police Department Aug. 1989 - Jan. 1993

Brazos County Attorney's Office Jan. 1989 - Aug. 1989

Education

- Master of Science, Leadership and Management
Sam Houston State University – Huntsville, TX, August 2012
- Bachelor of Science, Criminal Justice/Law Enforcement
Sam Houston State University – Huntsville, TX
- Associates Degree
Lee College – Baytown, TX

Certifications & Continuing Education

- Northwestern University - Evanston, IL, 21 hours, School of Police Staff and Command
- Master's Peace Officer Certificate – March 2000
- TCLEOSE Instructor License – February 1995

Professional Affiliations & Activities

- Board Member – Big Brothers and Big Sisters of Central Texas (2009 – 2013)
- Member of College Station Noon Lion's Club
 - Served on Board (Currently serving since 2017)
- Member Texas Police Chief's Association (Since 2008)
 - Executive Board – (2012 – 2014)
- Member International Association of Chiefs of Police (Since 2009)
- Member Texas City Managers Association (Since 2014)

Awards

- M.A.D.D. Award - 1991
- Officer of Year – TAMU PD 1992
- City of College Station Star Award – 2000 (For work on Capital Murder case)
- Officer of Year – CSPD 2001
- Supervisor of Year CSPD 2003
- Supervisor of Year CSPD 2005

Personal Interests

My wife of 26 years is Lisa. She currently is the Quality Resource Manager for LSPI Corporation. We have one child, Jeremy, who is 24 years of age and involved in a variety of church and sporting activities. My wife and I enjoying leading a Life small group bible study through our church.

I enjoy spending time with my family and helping my son develop skills in the various activities which interest him. I fish and hunt as time allows. Our family enjoys camping and traveling with friends and fellow church members.

Candidate

Robert D. Goode, P.E.

Synopsis

- A committed executive with proven performance and achievement in municipal and county local governments via 29 years of experience in city/county management serving fast-growing university communities. 6 years of experience as a civil engineering consultant serving municipalities, counties, universities, and private development. Licensed Professional Engineer in Texas.
- Proven work ethic demonstrated by awards for Dedication, Organizational Commitment, Sustained High Performance, Employee of the Year, and Achievement in Recognition of Exceptional Accomplishments.
- Extensive finance/budget experience. Currently develop and oversee annual operational budgets totaling \$880 million and annual capital budgets totaling \$318 million. Developed \$1.2 Billion departmental budget for Austin Energy.
- Broad experience developing and implementing comprehensive Capital Improvement Programs ranging from \$184 Million to \$1 Billion.
- Collaborative, inclusive, team-oriented leader focused on cultivating positive relationships based on a foundation of ethics, transparency, and accountability.
- Accessible, engaged administrator with the ability and determination to motivate and inspire.
- An empathetic leader who is sought out for advice and mentoring. Developed/authored two Team Training programs.
- Comprehensive employee management experience with 2,500 employees in my current work group. Skilled at handling difficult and sensitive matters.
- Experienced in identifying new ways of delivering services with a customer-centric focus. Focus on effective and continuous process improvements and quality management. Currently leading review of City's Capital Review Delivery System using "LEAN" techniques.
- Strategic Planner. Developed Mobility and Air Quality plan, Zero Waste Master Plan, Departmental Strategic Plans, Strategic Mobility Plan, Urban Trails Master Plan, Sidewalk Master Plan, Safe Routes to School Infrastructure Plans, Bicycle Master Plan.
- A decisive yet diplomatic leader with a track record of innovative problem solving using strong analytical capabilities.
- Adept at managing a fast-paced and dynamic environment.
- A willing partner with the Mayor and City Council focused on community relations, economic development, and intergovernmental interactions.

Experience

Assistant City Manager City of Austin, Austin, Texas March 2008 - Present

Duties:

- Provide executive leadership for all city functions as part of the Senior Management Team for the 11th largest City in the country.
- Provide leadership and support to the City Manager in the preparation, monitoring and administration of \$4 billion budget and management of a workforce of 14,000 employees.
- Advise City Council, boards and commissions on issues related to governmental operations, ^[SEP]citizen engagement, public meetings and media communications.
- Partner with governmental agencies, counties, universities, school districts, community colleges, ^[SEP]nonprofits and businesses on various issues that impact the community.
- Currently provide direct executive leadership and oversight for city departments (Water Utility, Transportation, Public Works, Solid Waste, Mobility Corridor Implementation Office, Project Systems Intelligence Office) – 2,500 employees. Also provided oversight for Austin Energy, Aviation, Code Compliance, and Capital Planning. Served as Interim General Manager for Austin Energy.

Accomplishments:

- Led creation of “Accelerate Austin” to jump-start Capital Program Construction during the recession of 2008 to infuse capital funding into the community.
- Directed the design and construction oversight for \$163 million Waller Creek Flood Control Tunnel to remove 28 acres in downtown Austin from the floodplain enabling redevelopment.
- Provided leadership support for creation of 14 separate Business Incentive Assistance Grants bringing \$539 million of new investments to Austin.
- Guided the creation of the first Transportation Inter-Agency Executive Coordination Team (Austin, TxDOT, Central Texas Regional Mobility Authority, Capital Area Metropolitan Planning Organization, and Capital Metro Transit) to ensure program coordination.
- Led creation of the City’s Innovation Office, Transportation Department, Capital Planning Office, Corridor Implementation Office, Code Enforcement Department, and Project Systems Intelligence Office.
- Guided the creation of the Neighborhood Partnering Program to offer grant programs to neighborhoods for public works projects.
- Provided Leadership support for the creation of the City’s first Strategic Facility Governance Team and process to coordinate all city facility purchases and leases.
- Led development of 2010 Mobility Bond (\$90 million), 2012 Bond (\$385 Million), 2014 Transportation Bond (\$1 Billion), and 2016 Mobility Bond (\$720 Million) Programs.
- Directed the development of Austin Energy’s Generation Resource Plan.
- Provided executive leadership for the development, design, and construction oversight for \$125 million Central Library recently recognized by Time Magazine as “One of the greatest places in the World”.
- Led creation of Austin’s “Zero Waste Plan”.

- Provided for the creation of the Planning and Development Services' external study to conduct an organizational and operational analysis of the department to increase process efficiency, customer satisfaction, and delivery of accurate and timely services.
- Led Utility Bond Rating presentations to rating agencies.

**Transportation/Public Works Director
City of Fort Worth, Fort Worth, Texas
September 2002 - March 2008**

Duties:

- Directed the activities of the Transportation and Public Works Department comprised of eight programs (Infrastructure Services, Storm Water, Transportation Programming, Capital Projects, Traffic Services, Traffic Engineering, Facilities Management, and Business Support). Supervised a professional/ technical staff of 430 employees.

Accomplishments:

- Led development of City's first Mobility and Air Quality Master Plan.
- Created Fort Worth's Storm Water Utility and Transportation Impact Fee Policy.
- Authored department's first Strategic Plan.
- Created Fort Worth's Facility Master Plan.
- Led evaluation to renovate an historic Post Office into Fort Worth's new City Hall.
- Implemented public/private partnership to construct a 183,000 square foot, \$11.5 million Public Works Service Center.
- Created Leadership Development Program: "Embracing Honesty and Respect – A Class ACT (Accountability, Character, Trust)".
- Led Transportation Infrastructure Bond programs.

**Public Works Division Director
Bury+Partners, Inc., Austin, Texas
December 2001 - August 2002**

Duties:

- Led Public Works program.
- Developed and monitored project schedules and budgets.
- Developed marketing proposals.

Accomplishments:

- Developed Quality Assurance Program
- Developed 5-year business plan for new Public Works Division

**Planning/Engineering Services Director
Travis County, Austin, Texas
September 2000 - December 2001**

Duties:

- Directed Travis County's Public Works Department comprised of six programs (Capital Improvements, Real Estate, Development Services, Traffic Engineering, Stormwater/On-site Septic Facilities, and Transportation Planning).
- Performed all functions of the Travis County Engineer. Acted as the chief engineering/technical advisor on policies and programs related to public infrastructure within all unincorporated areas within Travis County.
- Managed the overall design, construction, and coordination of Travis County's Public Works Capital Improvements Projects including right-of-way acquisition.

Accomplishments:

- Developed standardized project cost estimating process.
- Developed \$184 million Capital Improvement Bond Program which included leading the Citizen's Bond Development Committee.

**Engineering Division Manager/Design and Construction Supervisor
City of Olympia
January 1992 - September 2000**

Duties:

- Managed the activities of the Engineering Division, Design/Project Management Section.
- Managed the design, construction, and coordination of Capital Improvements Projects.

Accomplishments:

- Developed comprehensive Project Management Project Implementation/Tracking System
- Developed Team Advancement Program focused on defining and improving teams.

**Floodplain Administrator/Hydrologist
Travis County, Austin, Texas
December 1988 - January 1992**

Duties:

- Supervised development permitting. Reviewed site plans, plats, and subdivisions for compliance with current regulations.
- Provided professional expertise, analysis, and recommendations regarding watershed management issues within Travis County.
- Designed and supervised construction of drainage improvements to address local flooding.
- Provided Leadership for County's Emergency Response teams.

Accomplishments:

- Awarded Public Improvements and Transportation Department Employee of the Year, 1991.
- Developed response plan for severe weather-related emergencies.

Engineer IV
Baker-Aicklen & Associates, Austin, Texas
June 1985 - December 1988

Duties:

- Designed, coordinated, and managed engineering projects.

Accomplishments:

- Analyzed and designed comprehensive wastewater rehabilitation/reconstruction project for University of Texas in a dense, inner-city environment.

Engineer-in-Training/Office Manager
Smith & Kangas Engineers, Donnelly, Idaho
May 1983 - June 1985

Duties:

- Managed branch office. Designed, coordinated, and managed engineering projects.

Accomplishments:

- As Resident Engineer/Inspector, brought municipal sewer construction projects in under budget and on time.

Education

- Bachelor of Science in Civil Engineering
University of Idaho, 1982

Candidate

Terrence R. Moore, ICMA-CM

Experience

City Manager College Park, Atlanta, Georgia 2013 - Present

A full service, urban, inner suburb of Atlanta, Georgia, College Park, also known as Georgia's Global City/Air Transportation Gateway, is home of Hartsfield-Jackson Atlanta International Airport, the world's busiest airport, Chick-fil-A Corporate Headquarters, two of the United States top yielding Coca-Cola Bottling Company's production and distribution plants, Sysco Foods Atlanta, and 33 hotel and motel facilities, all to help support a daily daytime population of 300,000, and 20,000 permanent residents. Additional notable aspects of the community include the Southeast United States Regional Headquarters of the Federal Aviation Administration, and Woodward Academy, the largest independent preparatory school in the continental United States. Chief executive officer responsible for preparation and oversight of a \$125 million total operating budget, as well as leadership, supervision, and involvement of operating line departments of police, fire, public works, engineering, airport affairs, finance and accounting, economic development (including the College Park Business and Industrial Development Authority), inspections, recreation, communications, human resources and risk management, and municipal court. Other municipal operations include the Georgia International Convention Center (GICC), the newest and second largest convention facility in the State, as well as multiple service utilities, including College Park Power, the City's electricity distribution system.

Key Achievements:

- Lead negotiations to secure the National Basketball Association's Atlanta Hawks Developmental League Team as a long-term tenant at the Georgia International Convention Center Complex's (GICC) Multipurpose Facility;
- Lead property transaction and incentive negotiations to result in development and construction of the new Southeast United States BMW Training Facility at the Gateway Center adjacent to GICC;
- Lead negotiations to secure 30 year Car Rental Tax Cooperative Agreement with the City of Atlanta, enabling long-term revenue bond financing for infrastructure improvement to Phillips Arena to support continuous home games and operations for the Atlanta Hawks;
- Lead renegotiations on Federal Aviation Administration (FAA) lease agreements with the United States General Services Administration, yielding net user square foot rates increasing 32%, as well as financing and implementation for facility modifications to expand operations by nearly 400 additional federal positions;
- Direction to engage Google leadership to consider College Park as one of nine municipalities in Metropolitan Atlanta as a Google Fiber Community. Formal selection to this effect announced January 27, 2015;
- Directed various bond refinancing activities that yielded a total savings of nearly \$20 million during the remaining periods for existing loans;

- Reduced municipal expenditures by 20% via various managed reduction practices and efficiencies in operations strategies;
- Elevated the City's Standard and Poor's municipal bond rating from A+ to AA;
- Increased total fund balance reserves by 100%;
- Directed various business and industry incorporation and retention efforts, resulting in Chick-fil-A Corporate Headquarters and Sysco Foods Atlanta expanding its facilities and
- operations presence in College Park; as well as the annexation of Naturally Fresh, Inc., Tree House Foods, Inc. and other adjacent properties in the Buffington Road vicinity of the South Fulton Industrial Corridor;
- Resolved various matters with the City of Atlanta, including a multi-million dollar occupational tax settlement resulting from additional net sales revenues at Hartsfield Jackson Atlanta International Airport, as well as acquisition of excess land to help support
- current and future redevelopment activity in the recently designated College Park Tax Allocation District.

City Manager
Morgantown, West Virginia
2010 - 2013

Growth oriented, full service community that serves as the regional hub of North Central West Virginia. Morgantown is the county seat of Monongalia County and is home of West Virginia University, the largest institution of higher education in the State, with an annual enrollment of over 30,000 students; and is the medical, cultural, and commercial hub of the region, with a daytime population of over 70,000, 31,000 permanent residents, and a metropolitan statistical area of nearly 140,000. Chief executive officer responsible for preparation and oversight of a \$160 million total fund operating budget for city council review and approval, as well as leadership, supervision, and involvement of operating line departments including police, fire, public works and engineering, Morgantown Utility Board (water, wastewater and storm water services provided to over 90,000 residents throughout both Morgantown and Monongalia County), finance, Morgantown Municipal Airport (including commercial air service operations provided by United Airlines), legal, development services, Board of Parks and Recreation, and Morgantown Parking Authority. Management and guidance of day-to-day affairs also involves directing projects, programs and services in a community with a high level of citizen participation with expanding expectations. Chairman of police, fire and general/utility employee pension funds. Recognized by various trade and business periodicals as being one of America's best cities to conduct business (currently ranked third best performing small metro area in the United States by the Milken Institute), as well as one of the smartest places to live (Forbes and Kiplinger's Personal Finance).

Key Achievements:

- Secured approval of intergovernmental and real estate purchase agreements involving both the Federal Aviation Administration (FAA) and the Monongalia County Development Authority; necessary to finance and implement infrastructure improvements to support both the recently initiated West Virginia National Guard Readiness Center and Morgantown Municipal Airport Business and Technology Park. Other economic development outcomes include various partnerships with West Virginia University, including the Square at Falling Run commercial development, Evansdale Campus Redevelopment Program, and expansion of West Virginia University Hospital System, yielding significant additional job growth in the community;

- Secured and administered grants, as well as state and federal appropriations totaling nearly \$10,000,000. Funding includes support for various infrastructure improvements at Morgantown Municipal Airport, and Downtown Morgantown Streetscape Improvement Program;
- Expanded citywide annual street/roadway resurfacing and reconstruction program;
- Initiated fund balance policy that yielded an increase in municipal reserves by 90%;
- Initiated five year capital improvement planning and programming so as to effectively identify capital projects and equipment purchases, as well as to strategically provide a schedule and identify options for financing;
- Instituted organization-wide performance based budgeting model, enabling the identification of goals and objectives of departments and sections to be achieved, with
- the application of measurement tools to report effectiveness, as well as support funding commitments.

City Manager
Las Cruces, New Mexico
2005 - 2010

Growth oriented, full service community that serves as the regional hub of Southern New Mexico. The second largest city in New Mexico, home to over 101,000 permanent residents, Las Cruces is the county seat of Dona Ana County with many municipal services being provided to various unincorporated areas as well (the Las Cruces Metropolitan Statistical Area population exceeding 200,000). Home of New Mexico State University and is the principal community serving and supporting White Sands Missile Range, one of the largest military installations in the United States. Chief executive officer responsible for preparation and oversight of a \$314 million full service operating budget for city council review and approval, as well as direction, supervision and management of operating line departments including police, fire, public works, joint utilities (water, wastewater, natural gas and solid waste), public services (museums, public bus transit system, seniors services, library and convention and visitors bureau), facilities (including parks and recreation and Las Cruces International Airport), legal, community development and information technology. Leadership and guidance of day-to-day affairs also involves directing projects, programs and services in a community with a high level of citizen participation with expanding expectations. Recognized by various trade and relocation periodicals and journals as being one of the best cities in America to live, retire and conduct business.

Key achievements:

- Secured approval of six revenue bond issues totaling \$75 million to respectively finance and implement development and construction of New Las Cruces City Hall, the Las Cruces Convention Center, the Joint Utilities Water and Wastewater Treatment Plant, New Laabs Swimming Pool, the East Mesa Bataan Memorial Pool, the Waterfalls Regional Pond and other neighborhood enhancements and infrastructure improvement projects;
- Successfully secured grants and state and federal appropriations totaling over \$50 million. Funding includes for the Downtown Main Street Plaza Revitalization Program, various capital infrastructure improvements, runway infrastructure/economic development expansion at Las Cruces International Airport, new and existing parks and recreation improvements, new active and passive park construction, historic preservation and various crime prevention/law enforcement expansion initiatives;

- Established Las Cruces Downtown Tax Increment Development District, including financing to implement the three phase Downtown/Main Street Plaza Revitalization Program;
- Successfully annexed 22 additional squares miles of unincorporated land resulting in substantive and revenue positive commercial and residential development, as well as assurance of future “growth elasticity” and management;
- Secured approval of Vision 2040 Plan – regional comprehensive plan; via partnership with both Dona Ana County and New Mexico State University;
- Implemented citywide annual street/roadway resurfacing and reconstruction program;
- Implemented additional managed reductions resulting in reduced operational expenses by 25%.

**City Manager
Sebastian, Florida
1999 - 2005**

Rapidly growing, suburban, waterfront community situated along East Central Florida’s Treasure Coast. Encompassing nearly 15 square miles with a build out rate currently at 60%, with a permanent resident population exceeding 22,000 that anchors a metropolitan statistical area of nearly 140,000. Known nationally as ‘Home of Pelican Island’, America’s First National Wildlife Refuge. Chief executive officer responsible for preparation and oversight of a \$30 million full service operating budget for city council review and approval, as well as direction, supervision and management of 10 operating line departments including police, public works, stormwater utility, municipal airport and golf course, while concurrently directing projects, programs and services in a community with a high level of citizen involvement and expectations. Recognized by Money Magazine as being one of the best communities to live on the Southeast United States.

Key achievements:

- Secured approval of three revenue bond issues totaling \$20 million to respectively finance the 2001 Sebastian Municipal Golf Course Renovation Program; Sebastian Municipal Complex to include construction of the City’s first fully functional city hall facility, police station expansion and municipal complex park; and implementation of the Sebastian Stormwater Utility Master Plan – encompassing various citywide stormwater related capital improvements;
- Successfully secured various federal and state grants totaling over \$10 million. Funding includes first blighted neighborhood revitalization program, capital infrastructure improvements, airport facility rehabilitation/economic development expansion, new and existing parks and recreation improvements, new park construction, historic preservation and various crime prevention initiatives;
- Secured approval to establish various alternative revenue sources while concurrently reducing millage (property) tax rates by 29.4% in three-year period;
- Secured adoption of Sebastian Municipal Airport Master Plan, resulting in tremendous public and private sector capital investment, as well as initiation of a corporate park resulting from respective improvements;
- Funded and expanded Community Redevelopment Agency, including updates to respective master plan and financing of respective improvements in the Sebastian Waterfront Overlay District;
- Successfully annexed 3.5 additional square miles of unincorporated land resulting in substantive and revenue positive commercial and residential development;

- Secured approvals of various growth management policies designed to effectively and efficiently manage and direct future commercial and residential development citywide; including adoption of a revised Sebastian Land Development Code and visioning “charette” community planning exercise performed in conjunction with the Treasure Coast Regional Planning Council;
- Established the Sebastian Stormwater Utility Division, responsible for directing and implementing citywide stormwater infrastructure improvements and annual maintenance program;
- Concluded Sebastian Water Expansion Program – in conjunction with the Indian River County Department of Utilities and via private development and investment.

**Assistant City Manager
Deerfield Beach, Florida
1995-1999**

Full Service, waterfront community situated along Southeast Florida’s Atlantic Ocean Gold Coast, located in Northeast Broward County, the state’s second largest county. Primary responsibilities included ancillary support for preparation and oversight of a \$63 million full service operating budget for city commission review and approval, as well as Federal, State and County grant procurement and administration. Duties also included interviewing and selecting personnel for employment and executive appointment, writing and administering the City’s Capital Improvement Program, assisting in the direction of 10 operating line departments, serving as management representative in labor negotiations and disputes, monitoring and responding to citizen complaints as received by the City Manager’s Office.

Key achievements:

- Successfully secured various federal, state and county grants totaling over \$6.4 million. Funding includes the City’s first redevelopment initiative along the beach, the Federal Emergency Management Agency’s Showcase Community Program (Deerfield Beach as one of seven municipalities nationwide selected to participate, 1997), capital infrastructure improvements, recreational/open space improvements, historic preservation, affordable housing, summer youth employment, public facility restoration, transportation services, waterway accessibility and enhanced law enforcement/crime prevention;
- Designation of Community Development Block Grant (CDBG) Entitlement Community; Began Fiscal Year, 2000;
- Secured approval for the construction of a Boys & Girls Club facility via the acquisition of vacant commercial and residential property by way of good faith negotiations with absentee landlords;
- Reduced municipal expenditures 9% in real dollars over two years and reduced workforce 4% without service cuts;
- Increased undesignated fund balance from \$2,946,000 to \$3,950,000 while maintaining a constant millage (tax) rate;
- Received Government Finance Officers Association Annual Award for Best Budget Presentation;
- Received “best practice” recognition two consecutive years from the National League of Cities Livability Awards Program;
- Implemented Total Quality Management (TQM) and customer service training programs throughout all departments.

**Management Analyst
City Manager's Office Peoria, Illinois
1994 – 1995**

Community located in Central Illinois serving as the commercial, industrial and cultural center for the 339,000 population of Peoria, Woodford and Tazwell tri-county area. Responsibilities included serving as budget analyst performing field evaluations of departmental operations, estimating current and future year revenues and expenditures and responding to complaints as received by the City Manager. Recruited to become assistant city manager of Deerfield Beach, Florida.

Key Achievements:

- Initiated budget cut recommendations for Fire and Emergency Services Departments;
- Developed and initiated five-year capital improvement program;
- Provided and initiated recommendations for cost reduction in the municipal warehouse, resulting in annual savings of over \$200,000;
- Implemented policy addressing purchasing and solicitation to bids for citywide projects;
- Participant in the development of the Human Resource Department's Workplace Diversity Program, which guided hiring practices into the 21st century.

**Analyst/Auditor
Office of the Mayor, City of Chicago, Illinois
1991-1993**

Primary responsibilities included auditing financial interest and campaign contribution reports for over 5,000 city employees and all 53 elected officials; as enforced by the City's Governmental Ethics Ordinance and Campaign Financing Ordinance. Performed research and provided inquiries pertaining to various issues city wide as directed by Mayor Richard M. Daley and Dorothy Eng, Executive Director of the Board of Ethics. Left Mayor's Office to accept full graduate assistantship towards completion of the University of Illinois MPA Program - from where ultimately recruited to serve as Management Analyst for Peoria, Illinois City Manager Peter A. Korn.

Key Achievements:

- Provided and implemented recommendations to the Board of Ethics for Campaign Financing Ordinance violations in excess of \$500,000;
- Updated over 600 case summaries pertaining to violations of noted ordinances.

Education

- Bachelor of Arts, Economics
University of Illinois, 1988 - 1991
 - Illinois Scholar Awarded.
- Master of Public Administration
University of Illinois, 1992 - 1994
 - Graduate College of Urban Planning and Public Affairs. Full graduate assistantship with placement in the City of Chicago's Cooperative Education Program and the Office of Student Affairs. Areas of interests in city management and public finance/budgeting. Elected Vice President of the University of Illinois Chapter of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration.

Certifications & Continuing Education

- Certificate, Community and Economic Development, Florida Atlantic University, 1996 to 1997. Graduate College of Urban and Public Affairs. Post graduate certificate program for agents responsible for developing and administering community and economic development initiatives in municipalities.
- Certificate, Senior Executive Institute, University of Virginia, 1997. Management program for senior level executives in local government. Program provided annually via faculty and resources from the Colgate Darden Graduate School of Business Administration and the Weldon Cooper Center for Public Service.

Professional Affiliations & Activities

- National Board of Directors, Alliance for Innovation.
- Credentialed Manager, International City/County Management Association (ICMA).
- ICMA Advisory Board of Graduate Education and Knowledge Network Advisory Board.
- Practitioner in Residence, Georgia State University Andrew Young School/Policy Studies.
- Guest Lecturer, West Virginia University Division of Public Administration (2011 to 2013).
- Community Board, Health South Mountain View Rehabilitation Hospital (2011 to 2013).
- Director, West Virginia University National Youth Sports Program (2011 to 2013).
- Community Relations Board, Federal Corrections Institute – Morgantown (2011 to 2013).
- Fall 2008 United States Department of Defense Joint Civilian Orientation Conference.
- Board of Trustees, Memorial Medical Center, Las Cruces, New Mexico (2006 to 2010).
- Board of Supervisors, Las Cruces Metropolitan Narcotics Agency (2005 to 2010).
- Life Member, University of Illinois Presidents Council.
- Board of Directors, Las Cruces Public Schools Foundation (2005 to 2010).
- Adjunct Instructor, New Mexico State University Master of Public Administration Program.
- Board of Directors, Florida City/County Management Association (2002 to 2005).

**Nationally
Recognized
Lectures and
Speaking
Engagements**

- The Cornell University Lab of Ornithology: “Urban Farming as a Function of Sustainability in Cities”. March 2017 Urban Farm of Metropolitan Atlanta, College Park, Georgia.
- International City/County Management Association 101st Annual Conference: “The Phantom Menace: Addressing E-Hostility in Your Community”. September 2015, Seattle, Washington.
- International City/County Management Association 93rd Annual Conference: “Results Oriented Performance Measurements and Indicators”. September 2007, Pittsburgh, Pennsylvania.
- Florida Government Finance Officers Association 2004 Annual Conference: Communication, Staying Connected, “Capital Planning – A Necessary Tool and Process”, May 2004, Tampa, Florida.
- University of Illinois Graduate College of Urban Planning and Public Affairs 2003-2004 Public Administration Lecture Series: “Municipal Finance Practice Via the Council-Manager Plan”, October 2003, Chicago, Illinois.
- Florida League of Cities 74th Annual Conference: Evolve Emerge Imagine, “Council-Manager Relations”, August 2000, Fort Lauderdale, Florida.
- United States Office of Science and Technology 1998 Conference: Public-Private Partnership 2000, “Disaster Recovery Business Alliances”, June 1998, Washington, DC.
- United States Economic Development Administration 1998 Conference: Building Sustainable Communities, “Disasters: Opportunities for Sustainable Development”, May, 1998, New Orleans, Louisiana.

Candidate

Bryan C. Woods

Experience

The City of New Braunfels, TX August 2014 - Present

- **Assistant City Manager, City Administration, June 2017 – Present**

- Leadership of 600+ member organization responsible for service delivery to more than 80,000 residents in the 2nd fastest growing city in the nation
- Direct management of 170+ employees and annual budget of \$85M in operating and capital expenditures
- for departments including Engineering, Capital Programs Management, Public Works (Engineering, Facilities, Fleet Maintenance, Solid Waste, Streets and Drainage, Watershed Protection), Planning and Community Development (Animal Control, Building, Code Enforcement, Environmental Health, Main Street, Planning), Real Estate, Airport and City Secretary's Office
- Coordination with the New Braunfels Economic Development Corporation and their associated projects, economic incentive packages and strategic goals
- Serve as City's liaison to New Braunfels Utilities, TXDOT and utility purveyors as well as all local, state and federal regulatory entities related to real estate, engineering, planning and construction
- Coordination and direction regarding public relations related to all City projects and planning efforts

Significant Accomplishments:

- Improved delivery of services citywide during period of unprecedented growth while lowering the City property tax rate from 49.8 to 48.8 cents
- Negotiation and facilitation of economic development agreements including public/private partnerships such as Veramendi (2,400 ac master planned community, est. \$2B) and the South Castell Visioning Plan (downtown mixed-use redevelopment of City owned property, est. \$150), among others
- Reorganization of multiple departments to improve service levels while decreasing costs
- Proposed shift from a purchase-based equipment and vehicle replacement to a lease/purchase hybrid model that balances out annual expenditures and allows for lifecycle vehicle/equipment replacement
- Development of City's Capital Improvement Plan and currently estimated \$170M+ 2019 Bond Program
- Delivery of City's 2013 Bond Program 5% under original \$86M budget
- Implemented new development review process and fee structure that generates more than \$3M in additional annual revenue and has significantly reduced average plan review duration for residential and commercial development through the use of third party engineering and planning review firms

- **Capital Programs Manager, City Administration, August 2014 - 2017**
 - Direct report to the City Manager. Overall responsibility for the planning, design, ROW acquisition and construction for all capital improvement projects for the City of New Braunfels.
 - Strategic planning, budgeting and preparation of the City's five year and long-range Capital Improvement Plans in conjunction with City Administration, Finance Office and Department Directors.
 - Supervision of the Capital Programs Division's staff consisting of a Real Estate Manager, Construction Project Managers, Project Specialist, Construction Inspectors and a Management Asst.
 - Administration of the City's real estate including the lease, purchase and sale of more than 150 properties.
 - Supervision of the acquisition process for professional and construction related services in conjunction with the Purchasing Division.
 - Accountable for building relationships and interfacing with internal departments and outside regulatory entities to ensure projects are completed in accordance with any applicable laws and ordinances.
 - Regularly provide communication, presentations and recommendations regarding the City's Capital Improvement Program to the City Manager, City Council, community organizations and citizens.

Significant Accomplishments:

- Negotiated \$2M+ in fee reductions from professional service contracts and identified \$10M+ in ROW and construction savings related to \$86M 2013 Bond Program.
- Completed 100% of projects on time/under budget, 98% ROW acquired without the use of condemnation.
- Partnered with Alamo Colleges to complete the Central Texas Technology Center which provides workforce education through existing education programs at a City owned facility
- Initiated City's first alternative delivery method projects and contracts.
- Spearheaded multi-departmental IDIQ contract procurement resulting in the selection of more than 35 "on call" consultants in 16 disciplines for use on small projects and preliminary design work.
- Hosted or presented at more than 50 public meetings outside of City Council meetings since 2015.
- Established crucial relationships with community partners and bolstered transparency in project reporting.
- Executed City's first joint bid projects with New Braunfels Utilities resulting in significant savings to both property tax and utility rate payers for roadway/utility projects

**Civil Engineer Corps Officer, U.S. Navy Reserve
Naval Mobile Construction Battalion Twenty-Two, Port Hueneme, CA
August 2017 – Present**

- Staff Company Officer/San Antonio Detachment Officer in Charge (OIC)

**Vice President, Office Director
Coyle-SDA, Inc. (a Spalding DeDecker company), San Antonio, TX
October 2007 – August 2014**

- Appointed Vice President of Spalding DeDecker Associates by the Board of Directors to provide companywide executive leadership including strategic goals and daily operations.
- Responsible for overseeing business functions and all phases of civil engineering, survey and construction management/inspection activities for the Texas offices.
- Provided program management for large-scale land development and capital improvement/infrastructure projects for private entities as well as public sector clients such as The City of San Antonio, San Antonio Water System, Our Lady of the Lake University, Bexar County and CPS Energy.
- Collaborated with leadership team members to set companywide strategic goals and implement standard practices. Streamlined company operations and developed new lines of business.
- Oversaw multiple disciplines (engineering, survey, inspection) including budgeting, establishing priorities, maintaining timelines and monitoring financial performance.
- Accountable for drafting and negotiating contracts, initiating budgetary and project controls as well as monitoring outcomes for success and profitability.
- Responsible for all staffing decisions regarding workload delegation, acquisition, termination, training/continuing education and professional development.
- Held Project Manager and Director of Engineering positions prior to serving as VP/Office Director.

**Construction Manager
Harris Construction, Inc, San Antonio, TX
January 2005 - October 2007**

- Estimated, bid, scheduled and supervised commercial/residential construction and renovation projects.

Education

- Master of Public Affairs
The University of Missouri – Truman School of Public Affairs
 - Current Cumulative GPA: 3.55
 - Completed two-year program in one year
- B.S. Construction Engineering Technology with Highest Honors
University of Southern Mississippi– College of Science and Technology
 - Cumulative GPA: 3.974
 - President's Honor Roll (5/6 semesters), Dean's List (1/6 semesters)
 - Graduated at top of class for College of Science and Technology, University Class Rank #32/1374

Certifications & Continuing Education

- TBPE – Engineer in Training (EIT) #50209, eligible for PE Exam/License
- FEMA – IS 100, 200, 700, 800
- USACE Construction Quality Manager and completion of QCS training (Exp. 2015)
- American Institute of Constructors’ Registered Associate Constructor (AC) #23944 (Exp. 2012)
- U.S. Green Building Council – LEED Green Associate (Exp. 2011)

Professional Development & Activities

- Direct Commission Officer Indoctrination (DCOIC) Graduate, United States Navy Officer Training Station Newport, RI
- Leadership ICMA Class of 2017 Graduate, International City/County Management Association: A nationwide, competitively selected two-year ICMA University program designed to cultivate key competencies needed for successful public sector executive leadership
- Senior Executive Institute 2016 Graduate, The University of Virginia Weldon Cooper Center for Public Service
- TSPE Leadership Institute Class of 2013, Texas Society of Professional Engineers: A one year, cohort-based program focused on developing leaders in technical fields in the public and private sectors.
- Construction Industry Advisory Council, The University of Texas at San Antonio College of Architecture
 - Served as Executive Board Member and Curriculum Chairman from the formation of the Construction Science and Management Department through its receipt of accreditation from the American Council of Construction Education
 - Provided industry input regarding curriculum development, technical research, internship program, employment placement, fundraising and scholarship awards.