

## James Mercer

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**From:** Dan Biles [dfbiles@gmail.com]  
**Sent:** Monday, June 6, 2016 7:30 PM  
**To:** jmercer@mercergroupinc.com  
**Subject:** Las Cruces City Manager position  
**Attachments:** Dan Biles resume.pdf; Dan Biles Cover letter.pdf

Jim,

Attached is my cover letter and resume for the Las Cruces position. Attached are both a cover letter for this position as well as my resume for your review and use. I am confident I would be able to make an immediate and positive impact on Las Cruces in much the same way I have impacted every organization I have led. I look forward to hearing from you.

Sincerely,

Dan Biles  
(c) 361-446-5901  
[dfbiles@gmail.com](mailto:dfbiles@gmail.com)  
<https://www.linkedin.com/in/danbiles>

Mayor Ken Miyagishima  
City Council  
Las Cruces, NM  
c/o Mr. James Mercer  
The Mercer Group, Inc.

Mayor and Council,

With the utmost enthusiasm, I would like to express my interest in the City Manager position at Las Cruces, NM. I believe that my passion for leading impactful, award-winning teams, strong commitment to integrity and transparency, and keen interest in improving the lives of my fellow citizens make me an ideal candidate to lead your city management team. I have over 25 years of experience leading and developing award-winning teams, from the best Engineering unit in the Air National Guard to a market dominating consulting firm to the “we can’t believe the” culture changes in both the Public Works Group at the City of Corpus Christi and the Jefferson County Infrastructure Group.

A dynamic and seasoned leader: In my role as Deputy County Manager – Infrastructure, I reached out to both the development and the environmental community and brought them together with a plan and strategy to work together to rewrite our development standards to both better protect the natural environment while stimulating economic development.

As a paradigm breaking leader: In my role as Executive Director of Public Works, I initiated the reconfiguration of the City’s 10 year infrastructure capital improvement plan as well as our bond program, from a crisis response process to one that evaluated the complete risk assessment of the individual programs and prioritized the projects based on the maximum impact to reducing each program’s operating risk.

As a visionary, strategic leader: At each organization I’ve led, I not only developed award-winning teams, but I also ensured the development of the future leaders of our organization. As a commander of three different Air National Guard units, each of whom were awarded outstanding unit awards, I developed the next generation of leaders that continued to lead those award winning teams.

With this background, I am confident I would be able to make an immediate and positive impact on your city in much the same way I have impacted every organization I have led. I look forward to hearing from you.

Sincerely,

Dan Biles  
(c) 361-446-5901  
[dfbiles@gmail.com](mailto:dfbiles@gmail.com)  
<https://www.linkedin.com/in/danbiles>

# Daniel Biles, P.E., Col (ret)

361-446-5901, [dfbiles@gmail.com](mailto:dfbiles@gmail.com), [www.linkedin.com/in/danbiles](http://www.linkedin.com/in/danbiles)

## PROFESSIONAL PROFILE

Leader of award winning organizations; successfully built highly motivated internal and external teams focused on achieving project, program and organizational goals through teamwork and shifting of outdated paradigms with new strategies under broad vision. **Highly decorated military officer** that has successfully led military, construction and municipal teams through complex operations in harsh environments under challenging conditions. A **developer** of organizations into award-winning performers at every step in his career journey.

**Accomplished manager and strategic thinker** with a proven ability to develop and implement strategies that support the respective business, financial and political objectives. Has led key project teams that have delivered a wide variety of residential and commercial development and infrastructure rehabilitation projects across the public works spectrum. Recognized as **an expert** in applying leadership and management concepts to the full scope of organizational processes to continually improve operational processes and deliver "best of class" results.

## CIVILIAN EXPERIENCE

2014 To Present

Jefferson County Commission, Birmingham, AL

### DEPUTY COUNTY MANAGER - INFRASTRUCTURE

- Interim County Manager for Infrastructure for 6 months during County Manager's medical leave.
- Leads the County Infrastructure Group which includes: Environmental Services, Roads and Transportation, General Services, Land Planning, Inspection Services and Storm Water.
- This group accomplishes their respective missions with 850 personnel on an annual operating budget of \$130M and annual Capital Budget of almost \$94M.
- Led the development of the first ever strategic road and facility maintenance and capital plans for the County; effort was praised by the Commission and led to State Legislative success for the funding to support the long term implementation of these plans.
- Coordinated road improvement plans with multiple individual municipalities elected officials as well as state transportation officials to ensure that our efforts complemented and met the long term needs to maintain connections between economic centers in the county.
- Developed a short term and long term roadside litter collection strategy and plan, resulted in over 100 tons picked up in first four months of implementation. The County received state level awards from Alabama People Against a Littered State for this effort.
- Worked with stakeholders to build a multi-year strategy to improve river water quality while reducing capital commitments at existing wastewater treatment plants. This ongoing effort has been praised by diverse groups from all sides of the spectrum from the Cahaba River Society and Black Warrior Riverkeepers to the regulatory agencies, the development community as well as multiple other groups.
- Streamlined the Wastewater Operating and Capital Plans; Implementation of the improvements and subsequent briefing to the Rating Agencies directly led to improvement in the County's Bond Ratings.
- Led the customer service improvement initiative in the permitting process based on feedback from the development/building community. Work applauded by the Greater Birmingham Home Builders Association.

2010 To 2014

City of Corpus Christi, Corpus Christi, TX

### EXECUTIVE DIRECTOR, PUBLIC WORKS ('13-14)

### DIRECTOR ('12-13); ASSISTANT DIRECTOR ('10-'12) ENGINEERING SERVICES DEPARTMENT

- Led the Street Operations Department, the Solid Waste Department and the Capital Programs Department. This group accomplishes its mission with 341 personnel on an annual operating budget of \$53.6M and annual Capital Budget of almost \$300M.
- Handpicked by the City Manager to be the staff member representative to many outside organizations: Island Strategic Action Committee, Downtown Management District, Metropolitan Planning

Organization Technical Advisory Committee, Chamber of Commerce Infrastructure Committee, North Beach Community Association, Lindale Park Association, Texas A&M – Corpus Christi 20/20 Plan Committee, Destination Bayfront Committee, Bold Future.

- Testified to several Legislative Committee issues on infrastructure and local government issues.
- Also led the 84 person Engineering Department – Enterprise impact from Capital and Bond project management to Land Acquisition to Construction Management and Traffic Engineering. The Department was working on 190 active projects valued at over \$700M. Executing the planning, design and construction projects to maintain and construct infrastructure across the enterprise.
- Completely reimagined and rebuilt the culture of the Department, led to many – “we can’t believe the change” comments from political and community leaders.
- Worked with the Downtown Management District to develop a long term infrastructure and streetscape improvement plan that jump-started over \$50M in privately funded downtown redevelopment projects.
- Developed the Street Risk Assessment Matrix that utilizes industry standard benchmarks to assist in the prioritization of proposed Bond 12 and Bond 14 Street reconstruction project list.
- Specifically requested the review of Department operations by an American Society of Civil Engineers (ASCE) team of experts. This team noted that they were “truly impressed by the amount of work the department does”, noted that the “Department does an exceptional job of delivering projects.”
- Developed monthly project status reports that track schedule and budget status for each individual project; increased project manager accountability and transparency with the public resulted in maintaining "on schedule" and "on budget" projects in excess of 90%.
- Implemented a client-based project management structure: aligned specific project managers with specific departments to be their advocate within the Engineering Department.
- Initiated the development of a “one of a kind” public information and involvement campaign to support and educate the traveling public of the S. Staples Road reconstruction project. Lead the business and contractor partnering effort on this project resulting in an accelerated completion while simultaneously overcoming significant competing obstacles.
- Led the negotiations with Valero resulting in the first of its kind agreement for industry to purchase wastewater effluent for their plant operations and thereby eliminating their use of 4 million gallons a day of raw water from our water supply reservoirs.
- Lead the Department into electronic plan review process, eliminating significant reproduction costs; brought the private utilities into the plan review process through this initiative; led to significantly reduced construction start delays due to utility relocations.
- Was a key team member for the City in the negotiations with both the Corpus Christi Hooks Baseball team that resulted in a long term renewal of their lease and the Schlitterbaun group that resulted in their selecting North Padre Island for not only their next park, but their first mixed use community.
- Elected by the Leadership Corpus Christi Alumni to serve as a Leadership Corpus Christi Board Member.

2008 To 2010

Maverick Engineering, Inc., Corpus Christi, TX

**INFRASTRUCTURE BUSINESS STREAM MANAGER**

- Accountable for the company’s Infrastructure Business Sector engineering quality, performance, profit/loss statement and marketing. Work includes transportation, residential, commercial and industrial land development, water, storm water, wastewater, and public works.
- Led the Business Group with the development and implementation of refined budgeting and cost control/analysis procedures that identified and corrected internal process inefficiencies. Improved unit profitability by 10% in first year of implementation.
- Developed plans and procedures that led to improved customer service and schedule predictability.

2006 TO 2008

SBI Developing LLC, Puyallup, WA

**ENTITLEMENT/PROJECT MANAGER**

- Responsible for the management of all commercial and residential land development projects in the feasibility, entitlement and permitting phase of development throughout western Washington.

- Led the operations for all of the overall engineering design/permitting/approval, schedules, project budgets, contracting and construction management of land development projects for the second largest home builder in Washington.
- Efforts led to a significantly improved time from conception to market for development projects in a highly constrained regulatory environment. Critical to business profitability.
- Managed the efforts of over 20 different sub-consultants covering a wide range of areas of expertise as part of the development and construction of 15 over active projects in municipalities up and down the Puget Sound region.

1998 TO 2006

Hatton Godat Pantier, Olympia, WA

**SR. PROJECT MANAGER/PRINCIPAL**

- Responsible for gaining new work and marketing to the larger builders that entered the Thurston County market. Landed the firms initial projects with two of the largest homebuilders in Washington.
- Leadership and project management was key to the firm's strong growth from a 25-person to a 75-person firm that was the recognized local leader in land development planning and strategies.
- Assisted in the development of the strategic business and customer focus plan that led to HGP becoming the firm of choice by the development community and subsequently dominating the local market share.
- Responsible for civil engineering planning, design, and construction management for all types of residential, commercial, industrial and public projects, from a 1,200-lot project to first successfully constructed residential LID in the state, to a commercial development that attracted first Cabalas store in the state.

**MILITARY EXPERIENCE (AIR NATIONAL GUARD (ANG) & UNITED STATES AIR FORCE)**

2008 To 2015

248th Civil Engineering Flight, ANG, Camp Murray, WA

**COMMANDER ('12-'15); VICE COMMANDER/DIRECTOR OPERATIONS ('08-'12)**

- Named top commander in the Wing and a Superior Performer at USPACOM Exercise Terminal Fury '09
- Leads a Staff Augmentation team that has supported multiple Pacific Command Exercises; deployed 12 members to support ongoing military operations in Southwest Asia.
- Directed joint and combined operations to include theatre battle staff command and control operations in both the Pacific and Southwest Asia theaters of operations.
- Led the unit program and process development that developed the unit from scratch in 2008 to one that became the unit of choice for the Pacific Air Forces Civil Engineer staff during crisis response situations.
- Key leader in ANG issues; Hand selected by the ANG Civil Engineer to be the National Guard Bureau representative to Pacific Air Forces Civil Engineering staff.

2007 TO 2008

120th Fighter Wing Headquarters Squadron, ANG, Great Falls, MT

**COMMANDER**

- Group included multitude of wing agencies such as legal, chaplain, financial, safety, public affairs and command post support as well as EEO coordinator, diversity program, drug testing program, inspector general and family readiness program coordinator.
- Past deployment knowledge was essential as member of the 120th Fighter Wing's Exercise Evaluation Team; Led to increased mission readiness during the Feb 08 Operational Readiness Exercise.

1998 TO 2007

219th RED HORSE Squadron, ANG, Malmstrom AFB, MT

**COMMANDER ('04-'07); DEPUTY COMMANDER ('98-'04)**

- Responsible for all of the design, construction, training and war-fighting efforts of this 120-person mobile engineering and construction unit.
- Leadership resulted in the Unit receiving the Deneke Trophy as the best Civil Engineering Unit in the ANG. Number one of 92 ANG civil engineering units.
- Unit received two "Excellent" Operational Readiness Inspection ratings (2000 & 2007) from the ACC Inspector General during his tenure. We were the only RED HORSE unit in the entire Air Force to receive ratings this high from a Major Command Inspector General.

- Led a successful 8-month deployment into Iraq serving as Deputy Commander for a 400-person mobile construction unit tasked to complete missions at multiple locations across northern Iraq.
- Managed all of the logistical support for over 500 Air Force engineers in 9 different countries through contracts and purchases valued at over \$120M during a '02-'03 deployment to SW Asia.
- Coordinated for CENTCOM of all of the theater engineering support necessary to support the Air Force build up to Operation Iraqi Freedom. Ensured that the Air Force could execute the President's directives.

1997 TO 1998

819th RED HORSE Squadron, Malmstrom AFB, MT

**CHIEF OF ENGINEERING**

- Responsible for all phases of the development, planning, design and construction management of over 20 stateside and international projects annually.
- Designed and built the Engineering Section of this new unit from the ground up, utilizing the best processes and procedures from the other existing RED HORSE units.
- Commanded the unit's first overseas deployment to SW Asia, leading a team of 40 craftsmen to complete two construction projects at a forward base in Kuwait as well as responded to a short notice mission to expand another Kuwaiti location for additional aircraft and support crews in response to a Presidential Directive under Operation Southern Watch.

1995 TO 1997

36th Civil Engineer Squadron, Andersen AFB, Guam

**MAINTENANCE ENGINEERING CHIEF ('96-'97); ENVIRONMENTAL FLIGHT CHIEF ('95-'96)**

- Led the effort to open up the mothballed, dilapidated Andersen South housing complex to take in 10,000 Kurdish refugees; began receiving within 48 hours of notification.
- Provided the 250 person Operations flight with project management, design, phasing, tasking and technical design support.
- Responsible for ensuring environmental restoration, compliance, and conservation. Flight's efforts resulted in an "excellent" rating from an internal Air Force environmental compliance audit.
- Led the Environmental Flight to "Best in the Command" results from PACAF

1992 TO 1995

56th Civil Engineer Squadron, Luke AFB, AZ

**CIVIL ENGINEERING OFFICER**

- Engineering Flight Civil Engineer and then Environmental Flight Hazardous Waste Program Manager.
- Unit received the "Best in the Command" award from Air Education and Training Command.

**EDUCATION**

1994 Texas A&M University, College Station, TX

MASTERS OF SCIENCE, CIVIL ENGINEERING

1990 Texas A&M University, College Station, TX

BACHELOR OF SCIENCE, CIVIL ENGINEERING

Continuing Education includes professional military education such as Air War College, Air Command and Staff College, Squadron Officer School and as well as engineering and business related short courses.

**PROFESSIONAL REGISTRATION & AFFILIATIONS**

Professional Engineer, Texas License 101367  
International City/County Managers Association  
Emerging Local Government Leaders  
National Guard Association of the United States  
Society of American Military Engineers

Leadership Corpus Christi Class of XXXVIII  
Alabama City County Management Association  
Alabama County Administrators Association  
Washington Association of the National Guard  
Water Environment Federation

**MAJOR MILITARY AWARDS AND DECORATIONS**

Legion of Merit (pending NGB approval)  
Meritorious Service Medal (2)  
Air Force Achievement Medal  
Meritorious Unit Award  
Multiple Superior Performer and Officer of the Quarter Awards

Bronze Star  
Air Force Commendation Medal (3)  
Joint Meritorious Unit Award  
Air Force Outstanding Unit Award (5)

## James Mercer

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**From:** Bev and Stuart Ed [bevandstuart@aol.com]  
**Sent:** Monday, July 25, 2016 3:25 PM  
**To:** jmercer@mercergroupinc.com  
**Subject:** Fwd: Las Cruces City Manager  
**Attachments:** Stuart C. Ed Cover Letter - Las Cruces New Mexico.pdf; Stuart\_C\_\_Ed\_-\_El\_Paso\_\_Resume July 2016 Updated.pdf; Stuart C. Ed - References July Updated.pdf

Hi Jim,

I just wanted to make sure you received my resume packet.

I noticed the City's bond issue in September 2015 included \$7.2 million for energy efficiency upgrades.

I hope to get a chance to share my experience leveraging guaranteed Energy Savings Performance Contracts.

The Public Facility Energy Efficiency and Water Conservation Act [6-23 NMSA 1978] authorizes use of these performance contracts in New Mexico. Additionally, Las Cruces can leverage any of the State of New Mexico's seven procured Energy Service Companies (ESCOs) whenever they are ready to move without the time and expense of procuring the services. The State has bid, pre-qualified, and approved these companies for direct contracting by any state and local governmental agency through their state-wide price agreement.

It's an exciting opportunity I hope to share with Mayor Miyagishima and City Council.

Thanks.  
Stuart

-----Original Message-----

**From:** Bev and Stuart Ed <bevandstuart@aol.com>  
**To:** bevandstuart <bevandstuart@aol.com>; jmercer <jmercer@mercergroupinc.com>  
**Sent:** Wed, Jul 20, 2016 11:08 pm  
**Subject:** Re: Las Cruces City Manager

Good evening Jim,

Attached are three PDF's: Cover Letter, Resume, and References.

Please let me know if you require any additional information.

Have a great night and be safe. Thank you again for the consideration.

Stuart

-----Original Message-----

**From:** Bev and Stuart Ed <bevandstuart@aol.com>  
**To:** jmercer <jmercer@mercergroupinc.com>  
**Sent:** Mon, Jul 18, 2016 1:53 pm  
**Subject:** RE: Las Cruces City Manager

Ok Jim. I'll throw in then.

I'll send you a cover letter and resume and list of references.

Thanks. Looking forward to working with you again.

Stuart

Sent from AOL Mobile Mail

On Monday, July 18, 2016 James Mercer <[jmercer@mercergroupinc.com](mailto:jmercer@mercergroupinc.com)> wrote:

Glad to have you and not too late.

Jim

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From: Bev and Stuart Ed [<mailto:bevandstuart@aol.com>]

**Sent:** Monday, July 18, 2016 12:37 PM

**To:** [JMercer@mercergroupinc.com](mailto:JMercer@mercergroupinc.com)

**Subject:** Las Cruces City Manager

Hi James,

I just called and left you a voice message. I am considering applying for the Las Cruces City Manager position. If you'll have me and it's not too late.

I hope you are doing well.

Thanks,

Stuart Ed

915-494-7387



# STUART C. ED

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4730 Rosinante Road · El Paso, Texas 79922 · Mobile: (915) 494-7387 · Email: bevandstuart@aol.com

July 20, 2016

James L. Mercer  
President/CEO  
The Mercer Group, Inc.  
1000 Cordova Place #726  
Santa Fe, New Mexico 87505

Dear Mr. Mercer:

I am very interested in the Las Cruces City Manager position posted on The Mercer Group's website.

Enclosed is my résumé outlining my unique qualifications for your consideration as Las Cruces' next City Manager. I have over 18 years of diverse municipal government experience, including more than 10 years at the senior executive level. I was the Director of the City of El Paso's General Services Department for over five years; served four years at the Police Department on the Chief of Police's Executive Staff; and was the Mass Transit Department Assistant Director for a year.

Most recently I experienced a different perspective outside municipal government as President and CEO of Goodwill Industries of El Paso. I added economic and workforce development, retail business operations, and regional collaborative partnership experience to my professional development while serving the southern New Mexico and West Texas region.

My dynamic, well-rounded municipal background includes responsibilities as an executive or senior manager in every portfolio at the City of El Paso. I have overseen budget planning and implementation for the various municipal budget categories including General, Enterprise, Internal Service, and Capital Improvement Program Funds and was directly responsible for three of the five largest operational budgets within the City. Additionally, I spearheaded the City's only guaranteed-performance contract utilizing innovative financing totaling \$42 million for facility energy upgrades that creatively funded improvements through energy cost-avoidance and savings.

My company, Goodwill Industries of El Paso, sub-contracted with the local Workforce Board to provide skilled workers for employers by advancing education and employment opportunities through intake and assessment at five regional job centers. Additional economic development experience at the municipal level included overseeing major construction projects that are the foundation of El Paso's ambitious downtown revitalization and redevelopment efforts. The Union Plaza Streetscape; Union Plaza Transit Terminal; Engine Number 1; Oregon Street; and San Antonio Transit and Pedestrian Mall projects transformed blighted downtown into a livable community. These capital improvement construction projects I oversaw paved the way for El Paso's downtown ballpark to become a reality.

I believe the competencies and impact I have described, along with the broad experience and knowledge illustrated in my resume, position me as an excellent candidate. I look forward to sharing my vision, passion, and credentials with you, Mayor and Council, and the citizens of Las Cruces.

Sincerely,



Stuart C. Ed

# STUART C. ED

4730 Rosinante Road · El Paso, Texas 79922 · Telephone: (915) 494-7387 · bevandstuart@aol.com

## PROFESSIONAL EXPERIENCE SUMMARY

Over 20 years of diverse public/non-profit enterprise experience proudly serving the west Texas and southern New Mexico region, including 14 years at the senior executive level. Areas of expertise include public works (facilities, land management, sports field maintenance, sustainability, and fleet); public safety, capital program and project management; finance and budgeting; long- and short-range planning; procurement; performance contracting; retail, workforce development and job placement, and marketing; Master's degree in Public Administration, Minor in Accounting.

## SPECIALIZED EXPERIENCE

### GOODWILL INDUSTRIES OF EL PASO, INC. • AUGUST 2014 – JULY 2016

*President and Chief Executive Officer • 1 year 11 months*

Chief executive of a diversified not-for-profit social enterprise providing various services that assist a broad population of disadvantaged and disabled individuals to achieve their highest level of physical, social, intellectual and economic independence. Oversaw a business enterprise of 320 associates, eight retail stores, eight donation centers, and six job centers totaling nearly \$9 million in annual revenues.

- Awarded El Paso's 2015 and 2016 "Best of the Best in Thrift" by *What's Up* magazine. First time since 2007.
- Increased the number of persons served from 3,000 annually to nearly 13,000 people per month.
- Increased donations 24%.
- Increased performance contracting by 91%.
- Expanded mission services to New Mexico and retail into west Texas for the first time in company history.
- Created a new enterprise (Goodwill Staffing Solutions of El Paso) connecting job-seekers with businesses.

### CITY OF EL PASO (TEXAS) GENERAL SERVICES DEPARTMENT • FEBRUARY 2009 – AUGUST 2014

*Director • 5 years, 6 months*

Executive director of the City's fifth-largest department budget with the mission of maintaining and sustaining the City's 2,500 vehicles and heavy equipment fleet; 310 buildings totaling 3.2 million square feet; the community's open green spaces consisting of 215 outdoor parklands; and records management. Directs the efficient day-to-day operation of the Department's 290 authorized associates and its \$50 million annual enterprise-fund operating budget.

- Awarded the Administrative Excellence Award by the Texas Recreation and Park Society (2014).
- Awarded Governing Magazine's "100 Best Fleets" in North America (2014).
- Awarded the National Institute for Automotive Service Excellence (ASE) Blue Seal of Excellence every year. One of only two private- or public-sector automotive shops in the region to earn such a designation (2009-2013).

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## CITY OF EL PASO (TEXAS) GENERAL SERVICES DEPARTMENT - CONTINUED

- *Awarded the Outstanding Government Organization Award by the State of Texas' Clean Air through Energy Efficiency (CATEE) Conference (2009).*
- *Awarded the American Public Works Association's Public Works Project of the Year (2009).*
- *Reduced fleet expenditures by over \$1 million annually.*
- *Entrusted to stabilize and improve three major services previously assigned to other Departments (Records, Land Management, and the Sustainability Office) nearly doubling the Department's size.*
- *Implemented a fleet night shift resulting in an operational savings of \$2.4 million.*
- *Did more with less. Reduced vehicle turn-around time by 25% and billable hours by 6% the first year.*
- *Implemented a \$42 million facility energy efficiency program energy consumption citywide by 26% since 2009.*
- *Converted 17 600 streetlights (60%) to energy-efficient LED standards, reducing energy consumption 66%.*

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## CITY OF EL PASO (TEXAS) POLICE DEPARTMENT • APRIL 2004 – JANUARY 2009

*Administrative Services Manager • 4 Years, 9 Months*

Member of the Chief of Police's Executive Staff responsible for all administrative services supporting the City of El Paso's largest department and its 1,400 assigned personnel; an operating General Fund budget totaling \$104 million; a grants program totaling \$22 million; a fleet of over 700 vehicles; and seven separate facility complexes. Executive responsibilities include overseeing 320 associates directly assigned to the department's Financial Services, Records, Facilities, Fleet, Planning and Research, Grants, Information Technology, and 911 Center.

- *Awarded the Department's 2005 and 2008 Executive of the Year.*
- *Oversaw the Department's CALEA certification. Improved management best practices while reducing department liability and risk exposure; all 446 standards evaluated as 100% compliant.*
- *Implemented a new Records Management System. First large Texas municipality (population greater than 500,000) to transition to the National Incident-Based Reporting System as recommended by the FBI.*
- *Developed the specifications, request for proposal, procurement, and contracting of a Red-Light Camera enforcement program; first large Texas municipality to successfully implement such a program.*
- *Streamlined fleet use by successfully implementing the Department's first centralized motor pool program.*
- *Authored and awarded over \$1 million in federal grant funding for an Automatic Fingerprint Identification System that is interoperable with local, state, and federal electronic identification databases.*
- *Leveraged innovative financing solutions within the first 30 days of being hired to provide every employee a desktop computer for the first time in Department history.*
- *Replaced an inefficient manual payroll and staffing system into a fully functional electronic paperless one.*
- *Audited, identified, and successfully segregated over \$250,000 in inaccurate annual Overtime charges.*
- *Relocated the Police 911 Communications Center to a new state-of-the-art facility.*
- *Successfully investigated, reconciled, and resolved a \$7.2 million grant audit finding inherited from 2001.*

## CITY OF EL PASO (TEXAS) MASS TRANSIT DEPARTMENT (SUN METRO) • MARCH 2000 - MARCH 2004

*Assistant Director, Administration & Development • 1 Year*

*Transit Program Manager • 3 Years*

Second-in-charge of a municipal transit department with 650 employees, a \$52 million federally-funded capital program, and a \$42 million annual operating budget. Executive responsibilities included the department's capital improvement program, construction, strategic planning, grant administration, accounting, personnel, payroll, and marketing functions.

- *Directed the planning, funding, design, and construction of seven downtown redevelopment projects:*
  - *Union Plaza (\$18 million funded, eight parcels of land acquisition, and owner/tenant relocation);*
  - *Oregon Street Transit and Pedestrian Mall (\$3.2 million);*
  - *"Great Streets" lighting, landscaping, and pedestrian improvements (\$3.3 million);*
  - *San Antonio Transit Plaza (\$1 million);*
  - *International Intermodal Terminal (\$9.2 million);*
  - *SMART Starter Line Light Rail/Bus Rapid Transit (\$10 million);*
  - *El Paso/Juarez International Fixed-Guideway (\$43.75 million federally-programmed).*
- *Directed the planning, funding, design, and construction of five suburban terminals totaling \$10 million.*
- *Successfully authored and awarded El Paso's first Job Access/Reverse Commute grant totaling \$2.4 million.*
- *Radically improved federal grant program and procurement procedure oversight and compliance:*
  - *Perfect "No Faults Noted" on the 2002 Federal Transit Administration Procurement Review;*
  - *98% favorable review on the 2001 Federal Transit Administration Triennial Review;*
  - *Disadvantaged Business Enterprise Program Manager;*
  - *Equal Employment Opportunity Program Manager.*
- *Voting member of the regional Metropolitan Planning Organization's Project Selection Committee.:*

## CITY OF EL PASO (TEXAS) DEPT. OF COMMUNITY DEVELOPMENT • JUNE 1995-MARCH 2000

*Senior Grants Planner • 1 Year, 8 Months*

*Grants Planner • 2 Years, 4 Months*

*Grant Technician • 9 Months*

Senior long-range planner and capital improvement program manager for the City of El Paso's Community Development Department with fiscal accountability and program oversight totaling \$32 million.

- *Directed the planning, funding, design, and construction of 66 redevelopment projects.*
  - *31 municipal facilities (pools, fire stations, libraries, curb cuts, lighting, senior centers, rec centers);*
  - *15 non-profit facilities (elderly/disabled housing, homeless facilities, community service centers);*
  - *20 street and drainage improvements (sewer, sidewalks, streets, expanded right-of-way, ponding).*
- *Directed the department's Land Acquisition Program.*
  - *Purchased 58 privately-owned residential and 2 commercial parcels of property for public use;*
  - *Achieved a perfect acquisition record without a single condemnation proceeding.*
- *Streamlined project implementation procedures. Reduced project "cradle to coffin" time by 43%.*

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## UNITED STATES ARMY (ANSBACH GERMANY, HONOLULU HAWAII, EL PASO TEXAS)

*U. S. Army Officer • Achieved rank of Captain • May 1986 to March 1995*

Progressively responsible training; equipment and facility management; budgeting; planning; accounting; strategic planning; inventory and internal control; training; and regulatory compliance experience. Two years experience in education as an Assistant Professor at a four-year state university (the University of Texas at El Paso).

- *General Manager (Battery Commander) of a logistics support organization with 78 employees.*
- *Impeccable integrity. Successfully served in a variety positions requiring a top-secret security clearance.*
- *Faculty member at the University of Texas at El Paso for two years, Interim Department Chair for 1 year.*
- *Airborne, Ranger, and Air Assault School Graduate.*

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## EDUCATION

- *Masters of Public Administration (Minor in Accounting), NMSU*
- *Bachelor of Arts, Political Science, University of Arizona*

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## COMMUNITY INVOLVEMENT

- *Board Member, El Paso Academy (2015-present)*
- *Boys and Girls Basketball Coach, YMCA of El Paso (2007-present)*
- *Boys and Girls Basketball Coach, St. Mark's School, El Paso (2007-present)*
- *Boys and Girls Basketball Coach, City of El Paso Parks and Recreation (2007-2011)*
- *Cub Scout Pack Committee Chair, Pack 7, Polaris District, Boy Scouts of America (2005-2006)*
- *Den Leader, Den 2, Pack 7, Polaris District, Boy Scouts of America (2004-2008)*
- *Member, School Board of Directors, St. Mark's School, El Paso Texas (2002)*
- *Founder and Board President, Santa Teresa Association of Residents (2002-2005)*

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## REFERENCES

- *Available upon request*

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RESUME ADDENDUM – INFRASTRUCTURE DEVELOPMENT

- City of El Paso Public Facilities:
  - ADA Rehabilitation of the Downtown Library (\$722,500)
  - Armijo Library Renovation (\$284,940)
  - Armijo Pool (\$4,070,350)
  - Basketball Courts Rehabilitation (\$252,000)
  - Borderland Park (\$467,000)
  - Carolina Recreation Center (\$1,784,410)
  - Delta Sports Center (\$1,431,555)
  - El Paso/Juarez International Fixed-Guideway (\$43,750,000 federally programmed)
  - Fire Protection Equipment (\$145,000)
  - Fire Station #9 Renovation (\$75,000)
  - Fire Station #14 Renovation (\$65,000)
  - Great Streets lighting, landscaping, and pedestrian improvements (\$3,300,000)
  - International Intermodal Terminal (\$9,200,000)
  - Lincoln Park (\$227,640)
  - Lomaland Park Jog Path (\$70,000)
  - Mary Webb Park (\$310,270)
  - Middle Drain Park Renovations (\$1,386,000)
  - Nations Tobin Park Jog Path (\$275,000)
  - New Play Equipment (\$568,276)
  - New Play Equipment Phase II (\$268,000)
  - Nolan Richardson Center (\$1,981,625)
  - Northeast/Central Senior Health Service Center (\$457,500)
  - Northeast Tree Planting (\$244,000)
  - Oregon Street Transit and Pedestrian Mall (\$3,300,000)
  - Pavo Real Basement Upgrade (\$260,000)
  - Pavo Real Senior Citizen Center (\$965,000)
  - Pueblo Viejo Park (\$1,637,350)
  - Rae Gilmore Center Rehabilitation (\$531,348)
  - San Antonio Transit Plaza (\$1,000,000)
  - San Juan Recreation Center (\$2,082,740)
  - Senior Citizen Center Reroof (\$826,971)
  - Seville Community Center (\$690,000)
  - SMART Starter Line Light Rail/Bus Rapid Transit (\$10,000,000)
  - 300 South Zaragoza Medical Facility (\$116,000)
  - Traffic and Transportation Street Lights (\$22,500)
  - Tree Planting (\$244,000)
  - Union Plaza Downtown Redevelopment (7,200,000)
  - Union Plaza Transit Terminal (\$11,000,000)
  - Yucca Park Rehabilitation (\$816,784)

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RESUME ADDENDUM – INFRASTRUCTURE DEVELOPMENT (CONT.)

- City of El Paso Street and Drainage Improvements:

- Alexander Place (\$402,000)*
- Apodaca Place (\$114,000)*
- Borderland Road (\$126,000)*
- Carpenter Addition (\$76,000)*
- Cates Addition (\$1,177,000)*
- Cemetery Road (\$716,000)*
- Colingsworth Road (\$907,870)*
- Duran Place (\$573,000)*
- Lafayette Road Phase I (\$1,947,090)*
- Lafayette Road Phase II (\$1,159,225)*
- Loya Road (\$73,000)*
- Mowad Road (\$2,000,000)*
- North Loop Gardens Phase II (\$1,311,250)*
- Red Bird Way (\$177,000)*
- Sahara Addition (\$324,000)*
- San Jose Road (\$3,765,553)*
- Sunland Road (\$1,813,720)*
- Vulcan Avenue Street Lights (\$8,500)*

- El Paso Non-profit Corporation Facility Renovations:

- Bienvivir Senior Health Services Center (\$547,500)*
- Center for the Deaf Demolition/Building Rehab (\$160,994)*
- Centro de Salud Familiar La Fe Wellness Center (\$2,287,000)*
- Coalition for the Homeless Facility Renovation (\$481,937)*
- Good Samaritan Building Improvements (\$322,820)*
- Hospice Special Care Facility (\$376,341)*
- Krupp-Sitgraves Community Center (\$684,335)*
- The Learning Fields-Roosevelt Elementary School (\$213,280)*
- McCall Neighborhood Center Expansion (\$403,908)*
- Project Vida Clinic Expansion (\$543,985)*
- Renovation of the Lighthouse Facility (\$647,630)*
- Robert Hoy Jr. Administration Building (\$143,590)*
- Sexual Trauma and Response Services Administration Facility (\$184,020)*
- Shelter for Battered Women Kitchen Renovation (\$63,136)*
- YWCA Lower Valley Wellness Center (\$559,629)*