

## Candidate

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

## Experience

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

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

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

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

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

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

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

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

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

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

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

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

**Education**

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

**Certifications  
& Continuing  
Education**

- 2002 Senior Executive in Local Government Program, Harvard University

**Professional  
Affiliations  
& Activities**

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

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

**Community  
Activities**

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

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

## **Publications**

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

## **Presentations**

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