

January 2, 2019

The Honorable Ron Nirenberg
Mayor of San Antonio
PO Box 839966
San Antonio, TX 78283

Dear Mayor Ron Nirenberg:

As the attached resume will attest, the City Manager position is an excellent fit for my qualifications. Since June of 2002, I have been employed with the City of San Antonio, which has over 12,000 employees and a General Fund Budget of \$1.26 billion. I currently hold the position of Assistant City Manager. In December of 2003, I received a Master's Degree in Public Administration from the University of Texas at San Antonio. My education and experience are directly applicable to this position.

My communication, interpersonal, and management skills are exactly what the position requires. Through my varied service in the City of San Antonio, I have acquired a broad knowledge of municipal government and have dedicated my career to building relations that have facilitated catalytic change in our City. I am experienced in directing activities in fast-paced, results-oriented environments and have been successful in developing synergistic relationships with internal and external stakeholders in order to implement policy and bring projects to fruition and completion. I have a solid history of producing results and am confident I have the skills and passion that will make me a great City Manager.

Most importantly I love San Antonio and am proud that my daughter will be raised in this City. I am committed to teamwork, integrity, innovation, and professionalism and will continue to exemplify these core values in all that I do. Thank you for your consideration.

Very truly yours,



Lori Anne Houston

LORI ANNE HOUSTON

SUMMARY:

An innovative leader with over 16 years of experience in local government administration. Demonstrated proficiency in implementing policy and interfacing with professionals at all levels. Strong ability to build relationships with diverse stakeholders and communicate effectively. Highly skilled in community and economic development, city planning, project management, and problem solving. Committed to strong financial management, community engagement, and continuous improvement.

CITY OF SAN ANTONIO EMPLOYMENT HISTORY:

Assistant City Manager, July 2015 - Present

General management responsibilities for a full-service city with a permanent population of 1.4 million, 12,000 employees, and a \$2.8 billion budget. Frequent appearances before special interest groups, businesses and community leaders, elected officials, and service organizations. Duties require exceptional communication and consensus building skills. Significant community involvement and intergovernmental relations skills. Responsible for providing highly responsible and complex administrative support to the City Manager. Direct management responsibilities for providing leadership and strategic direction to various offices and departments, which currently include the Center City Development and Operations Department, Department of Arts and Culture, San Antonio Public Library, and the World Heritage Office with combined annual operating budgets of \$93 million and 743 employees. Provide management and oversight of the Alamo Plan, City Hall Restoration, and the Frost Bank Tower Renovation with combined capital budgets of approximately \$565 million. Management portfolio previously included the Convention and Visitors Bureau, Office of Historic Preservation, and the Office of Eastpoint. Accomplishments include:

- Alamo Plan was adopted by the City Council.
- Arts Agency Funding Guidelines were amended to better facilitate equity among the arts organizations.
- Master development agreement between the City and the University of Texas San Antonio was approved by City Council, facilitating creation of a new School of Data Science, relocation of the College of Business, and addition of over 10,000 new students at the downtown campus.
- Center City Housing Incentive Policy and Inner City Reinvestment Infill Policy, which were adopted by the City Council, were redesigned to promote affordable housing, historic preservation, and business development.
- San Antonio was designated a City of Gastronomy by UNESCO.
- Digital collection of the San Antonio Public Library surpassed 6 million digital checkouts since 2007 with over 1.5 million in 2018.
- Construction started for the restoration of City Hall. The Mayor and City Council, City Manager's Office, and other City offices were temporarily relocated and remain accessible to the public.
- The Convention and Visitor's Bureau successfully transitioned into Visit San Antonio.

Director, Center City Development and Operations Department, September 2012 – July 2015

Facilitated economic development in the center city and oversaw 6 divisions: Capital Improvements, Contracts, Development, Events, Parking, and Riverwalk Operations. Accomplishments included:

- Structured a housing incentive policy for downtown that has facilitated construction of over 6,500 housing units.
- Managed a Public Private Partnership (P3) process that will result in a consolidated office tower for over 1,400 city employees, construction of a \$142 million office tower in downtown, and new housing units in the central business district. Ensured compliance with the state and local P3 Guidelines, facilitated the negotiation of 11 contracts, managed the due diligence process for the transaction, and oversaw the disposition process for three City-owned properties.

- Negotiated and executed an economic development agreement with HEB that facilitated a \$75 million expansion of its downtown campus, which included the construction of a 12,000 square foot downtown grocery store.

Assistant Director, Center City Development Office, June 2010 – September 2012

Provided oversight of the incentive programs within the Department and managed relationships with development partners that included the private sector development community, Hemisfair Park Area Redevelopment Corporation, Westside Development Corporation, San Antonio for Growth on the Eastside, and the Office of Urban Renewal San Antonio. Accomplishments included:

- Staffed the process to create the Downtown Strategic Framework Plan and the Center City Implementation Plan that were approved in June of 2012.
- Developed and implemented a housing program that provides down payment assistance to City employees who purchase their first home in San Antonio.
- Managed and coordinated the activities and efforts of the Hemisfair Park Area Redevelopment Corporation and supported the 11-member board and its six committees.

Economic Development Manager, Center City Development Office, May 2008-June 2010

Promoted, managed, and facilitated development activities in the center city. Accomplishments included:

- Assisted in the creation of the Centro Partnership, a public-private partnership between the City and other downtown stakeholders.
- Served as the City's project manager for the San Antonio River Improvements Project, a \$382 million partnership between the City, Bexar County, San Antonio River Authority, and the San Antonio River Foundation.

Special Projects Manager, City Manager's Office, May 2006-May 2008

Managed and coordinated economic development projects. Accomplishments include:

- Assisted in the development of a funding plan for the San Antonio River Improvements Project.
- Developed a naming rights agreement between the City and the San Antonio River Foundation that facilitated the fundraising efforts along the San Antonio River.
- Staffed the Development Services Improvement Advisory Taskforce that identified improvements to staffing and processes within the Development Services Department.

Special Projects Coordinator, Public Works, March 2004-May 2006

Provided policy and administrative support to the City Engineer and the Director of Public Works on transportation, infrastructure, public utilities, and intergovernmental relations. Accomplishments include:

- Coordinated and executed the activities of the Citizens Bond Oversight Commission.
- Managed and implemented the first Citizens' Public Works Academy, a program that educated San Antonio residents on City programs and services and how to effect change in their neighborhood.

City Management Intern, June 2002-March 2004

Supported three departments: Public Works, Brooks City-Base, and Neighborhood Action.

EDUCATION:

The University of Texas at San Antonio, Master of Public Administration

New Mexico State University, Bachelor of Business Administration, Major: Marketing

ACTIVITIES:

City of San Antonio Women's Mentoring Program (Mentor), LOOP (Founder and Inaugural Chair), San Antonio Sports Foundation (Board Member), Hemisfair Park Area Redevelopment Corporation (Board Member), Leadership San Antonio Class #34