

MAJED AL-GHAFRY

January 2, 2019

Mr. Joel Jenks, Executive Recruiter
City of San Antonio
Riverview Towers Building
111 Soledad, Suite 100
San Antonio, TX 78205

City Manager Position with the City of San Antonio, Texas

Dear Mr. Jenks,

I am writing to express my sincerest interest in the City Manager position with the City of San Antonio, and I am very excited about the prospect of returning to a great city I called home for over five years and re-joining the progressive city government. Please refer to my attached résumé which will provide you with a summary of my qualifications.

San Antonio is a very desirable place for me to serve, and for my family to call home again. It is a thriving center for diverse economy in business services, manufacturing, health care, commerce, and tourism, and enjoys a variety of attractions including the River Walk, the Alamo, performing arts activities and numerous amenities with abundant shopping, dining, recreational and entertainment opportunities. The City is home to several educational institutions where my four children can ideally pursue and achieve their educational and career goals. The City of San Antonio government maintains AAA bond rating and is committed to investing in infrastructure, creating more affordable housing opportunities, advancing smart city objectives, and addressing operational and administrative challenges while continuing to be the “employer of choice.”

The City organization is looking for a committed, transparent and accountable leader who is outstanding at communicating with the City Council and the community and providing exemplary public service to a diverse clientele with varied agendas and interests. The ideal candidate will build effective, communicative and trusting relationships with the elected officials, foster collaboration with internal and external stakeholders and exert sound fiscal judgement. The ideal candidate will set and communicate a clear vision and organizational objectives, be a supportive leader, provide tools and pathways to develop and maintain a highly-skilled professional executive leadership team and create a culture of accountability and transparency among City staff. The ideal candidate will also possess other high-quality traits and skills to maintain a culture of continuous improvement of City services and processes, promote business development and provide optimum customer service.

I believe I am ideally positioned to assume this role from several perspectives. I am a highly qualified public servant with an impeccable record of achievement at all levels in my career. I have developed effective working relationships with all internal and external stakeholders, realized several public private partnership opportunities, led the efforts of several initiatives and functions, cultivated positive relationships to forge strategic and results-driven outcomes and helped create numerous

economic development opportunities. I am innovative and experienced in analyzing and handling difficult and sensitive matters, monitoring, managing, evaluating and optimizing the functions of major administrative and operational programs and departments. I have extensive experience in re-organizing departments while paying special attention to resource allocation, short-term and long-term fiscal impacts. I have excellent decision-making and organizational management skills, and I possess the savvies to function as the top-level executive in multi-governmental environments.

In my current assignment as the Assistant City Manager for the City of Dallas over Infrastructure, I oversee several departments and 3,035 professional and technical staff members, with fiscal year 2019 general fund budget of over \$136 million, enterprise fund budget of over \$758 million and capital fund budget of over \$650 million in bond program and other City departments' projects. I also want to highlight that during my assignment as the Public Works Director for the City of San Antonio from 2008 to 2013, I oversaw the operations of up to 879 dedicated employees with a general fund budget of over \$130 million.

I am always passionate about the organization I serve, and I preach and practice transparency, accountability and optimum service delivery. For twenty-nine years in municipal government, I have developed a comprehensive understanding of competing stakeholders' interests, and I have mastered the skills to balance those interests with that of the organization I serve. I strive to fully understand the administrative, operational, financial and social challenges the organization and the community both face, and I thrive to reach optimum resolutions that benefit all. For San Antonio, I am committed to working with the City Council to continue moving the City forward.

I have unequivocal sense of ethics, integrity and compassion. My "Servant and Inclusive Leadership" approach enables me to relate to employees at all levels in the organization, while inspiring, motivating and coaching competent teams and individuals. I am known for setting clear and precise expectations with emphasis on achieving desired goals and meeting deadlines. I have nurtured trusting, transparent and cooperative relationships with the City Council, local and regional leaders, colleagues, community and business stakeholders, and have succeeded in building collaborative environments where "win-win" results are achieved.

I truly believe that my qualifications and reputation qualify me as a strong candidate and a valuable asset in this role, and I am excited to be part of this recruitment process. Thank you for your consideration, and I look forward to speaking with you to discuss my qualifications and work experiences in further details.

Sincerely,

Majed Al-Ghafry



MAJED A. AL-GHAFRY

OBJECTIVE

To lead a progressive organization that embraces world-class services; to utilize my executive professional experiences and leadership skills for the benefit of the community and the organization

Dedicated, Ethical, Strategic and Visionary Executive offering broad range of technical, professional and management experiences; possess diverse expertise in creating innovative programs that benefit all stakeholders. **Core Competencies and skills include:**

- “Servant Leadership” Approach
- Strategic Planning and Strong Analytics Skills
- Budget and Policy Development
- Business Process and Program Optimization
- Consulting/Contract Negotiation and Management
- Inclusive Management and Team Development
- Performance Management of Resources
- Community and Stakeholder Relations
- Political Acumen and Conflict Resolution
- Creativity and Innovation

NOTABLE CAREER HIGHLIGHTS AND ACCOMPLISHMENTS

- **Led the implementation efforts for the City of Dallas 2017 Bond Program**, a \$1.05 billion initiative with over 1,300 projects for propositions in streets, parks, flood control, facilities, economic development and housing.
- **Initiated the Project Assistance Center (PAC)**, a collaboration of the Building, Engineering and Planning groups for the City of El Cajon, to optimally aid developers and homeowners with their construction projects’ entitlement process.
- **Partnered with a distinguished affordable housing developer, Domus Development**, for a mixed-use project in Downtown El Cajon that will create an economic development stimulus for the area.
- **Rectified the City of El Cajon’s Utility Billing System** to provide for accurate and timely billings for over 16,500 accounts while recouping over \$2.5 million in uncollected revenues.
- **Created a Comprehensive Street Pavement Preservation Program** designed to optimize roadways’ life-cycle and projected to save the City of San Antonio over \$2 billion in construction costs during a 50-year street improvement cycle.
- **Modified San Antonio’s Fee In Lieu Of Detention** methodology to better align storm water impacts with mitigation needs. This enabled the City to collect additional fees of \$5 million annually.
- **Instituted a Public-Sector Project Management Program** for the City of North Las Vegas which resulted in quadrupling the execution of City projects.
- **Created the City of Lemon Grove’s First Comprehensive Long-Range Capital Improvement Program (C.I.P.)** to optimize project delivery and create transparency in public services.

PROFESSIONAL EXPERIENCE

City of Dallas, Texas

2017–Present

Assistant City Manager (ACM)

I provide leadership and management oversight for several City departments and functions including the Department of Water Utilities, Public Works, Transportation, Sustainable Development and Construction, Office of Environmental Quality and Sustainability, the 2017 Bond Program and High-Speed Rail, with staff of over 3,000 and an overall budget of over \$1.5 billion. My role also allows me to be involved in other City initiatives such as the Smart Dallas Roadmap, a link that explores how data, insights and technology can be used to realize the vision, goals and objectives of City’s future service plans.

Highlighted activities include the implementation of the City of Dallas 2017 Bond Program, a \$1.05 billion initiative with over 1,300 projects, the creation of the new Transportation Department in an effort to assume leadership position in the Dallas-Fort Worth area on matters relating to mobility, transportation and smart initiatives, and the introduction of the City's first Strategic Mobility Plan to align all mobility activities with economic development opportunities into one comprehensive roadmap with specific key deliverables that benefit the entire region.

City of El Cajon, California

2013–2017

Assistant City Manager (ACM)

I provided oversight for City functions including Building and Fire Safety, Development Services, Engineering and Transportation, Housing, Planning and Community Development, and Public Works Operations, with staff of 119, an annual operating budget of over \$30 million and an average annual C.I.P. budget of \$40 million. I assisted in the development of the City's long-range plans, and created, presented and explained City programs, policies and activities to internal and external stakeholders. I monitored and evaluated the effectiveness of service delivery methods and procedures, identified opportunities for improvements and directed implementation. I also participated in and led the efforts of economic development initiatives and projects, and represented the City at events and on local, regional and state committees.

Highlighted projects included the privatization of custodial services to enhance service delivery while reducing operational costs, the design and implementation of a new 12,000 square-foot animal care facility, the construction of a new 120-room Marriott Courtyard Hotel, and the completion of Fire Station 6 Improvements. Projects under development included the East County Performing Arts Center Improvements, a 69-unit affordable housing project, an 86-room Hampton Inn, and several single-family and multi-family residential developments throughout the City.

City of San Antonio, Texas

2008–2013

Director of Public Works (DPW)

I provided oversight and direction to the Public Works Department for the "Sixth Largest City in the Country." The department included three major divisions with staff of 644 and an annual budget of over \$130 million (Fiscal Year 2012-13). Responsibilities included managing all department services and activities, monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures, managing the development and administration of the department's budget, providing staff support to the City Manager, City Council and pertinent boards and commissions, coordinating with engineers and contractors to discuss progress on contracted work and resolve matters relating to projects, participating in a variety of local and regional economic development initiatives, and representing the City on the Bexar County Metropolitan Planning Organization (MPO) Board.

Highlighted projects and major economic development initiatives' involvement included creating the City's first American with Disabilities Act (ADA) transition plan, re-organizing the functions of the entire department to better align with service delivery, re-organizing Fleet Services to exceed daily demands of client departments, initiating and completing the citywide Traffic Signal System Synchronization and Modernization (TSSM) program, evaluating the Lone Star Rail feasibility study, and participating in the creation and evaluation of the San Antonio Downtown Transportation Study, the Eastside Summit, the Westside Initiative, the Streetcar Initiative and the Wheatly Courts Choice Neighborhood Improvements.

City of North Las Vegas, Nevada

2007-2008

Director of Public Works

I led the activities of the Public Works Department for “One of the Fastest Growing Cities in the Country” at the time. The department’s core divisions included Administration, Building Safety, Engineering Services, Land Development Services and Transportation Services with staff of 286, an annual operating General Fund budget of \$36 million and a 5-year C.I.P. budget of up to \$1.5 billion. Responsibilities included developing plans and objectives to meet the City’s infrastructure goals, evaluating the growth impacts on public works service delivery in the areas of land development, building safety and infrastructure maintenance, providing on-going staff training and development, actively communicating and collaborating with all internal and external stakeholders, developing the department’s budget, recommending additional appropriations and budgetary adjustments to the City Manager for approval, and representing the City on a variety of boards, commissions and professional organizations such as the Regional Transportation Commission and Clark County Regional Flood Control District.

Highlighted projects included the construction of the \$38 million Lamb Boulevard, the re-organization of the traffic Advisory Committee and its bi-laws, the creation of policies for off-site improvement requirements and the initiation of the 7-year pavement preservation and the 10-year traffic signal priority programs.

City of Lemon Grove, California

2004-2007

Public Works Director/City Engineer

I began my assignment in Lemon Grove as the City Engineer, and was later promoted to be the administrator of the Public Works Department with an operating budget of \$5.7 million and 22 full-time employees. The department consisted of the Streets, Grounds, Engineering, Storm Water and Sanitation Divisions. Daily operations included managing the development and implementation of departmental goals, objectives and policies, establishing appropriate service and staffing levels and allocating resources accordingly, assessing and monitoring workload and identifying opportunities for improvement, evaluating and forecasting infrastructure needs and developing mitigation projects, managing and administering a variety of construction contracts and reviewing contractors work to ensure compliance with regulations and procedures, mentoring, motivating, and evaluating assigned personnel and overseeing the development and administration of the department budget.

I also served as the Vice Chair, and then as the Chair of the San Diego Association of Governments (SANDAG) Technical Advisory Committee for Transportation (2005-2007), and as a commissioner for the City of Chula Vista’s Safety Commission (2006-2007).

Highlighted accomplishments included optimizing the pavement and sanitation maintenance services, thereby realizing savings of over \$1 million in annual operational costs, creating a 20-year pavement management program designed to enhance pavement life cycles while minimizing expenditures, and establishing the City’s first Storm Water Quality program and fee structure.

City of Chula Vista, California

1990-2004

Junior Engineer to Civil Engineer Positions

I managed the activities of the Traffic Engineering Section for the “Second Fastest Growing City in California” at the time. Responsibilities included preparing and presenting reports to public groups and the Safety Commission, conducting and reviewing technical studies, performing transportation planning initial studies, planning and designing transportation C.I.P. projects, and reviewing and approving consultants’ plans and documents.

I also served as the Quality Assurance/ Quality Control (QA/QC) Lead for the review and approval of entitlement documents for major master-planned communities such as Otay Ranch, Eastlake Greens, Eastlake Woods, San Miguel Ranch and Rolling Hills Ranch.

During prior City assignments, I issued grading, construction and encroachment permits for various types of land development projects, and developed plans, specifications, cost estimates, technical reports, legal descriptions and right-of-way documents for infrastructure improvement projects totaling over \$35 million in construction costs.

Hunsaker & Associates, San Diego, California

1988-1990

Engineering Designer

I prepared grading and improvement plans for new single-family land development projects, estimated quantity takeoffs and earthwork calculations, produced tentative maps, grading and improvement plans for new subdivisions, and processed engineering documents with several municipalities for permit issuance and as-built approvals.

EDUCATION, ACCREDITATION AND AFFILIATION

University of North Texas, Denton, Texas (In Progress, Summer 2019)

MASTER OF PUBLIC ADMINISTRATION

Northeastern University, Boston, Massachusetts 1982-1987

BACHELOR OF SCIENCE, CIVIL ENGINEERING

- **Registered Civil Engineer**, California, #C052014
 - **Registered Traffic Engineer**, California, #TR-2087
 - **Professional Traffic Operations Engineer**, #551
 - **Registered Civil Engineer**, Texas, #101597
 - **Member**, International City/County Management Association (ICMA)
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HIGHLIGHTED LEADERSHIP DEVELOPMENT COURSEWORK AND TRAINING

- **Leadership San Antonio**, Class XXXV
- **City of San Antonio, Texas** - Executive Leadership Program
- **Clark County, Nevada** - Leadership Forum
- **Public Sector Project Management Program**
- **Franklin Covey Greatness Summit**
- **The 4 Roles of Leadership**
- **The 7 Habits** of Highly Effective People
- **City of Chula Vista, California** - Leadership Series