

Roderick J. Sanchez, AICP, CBO

January 1, 2019

Joel Jenks  
Executive Recruiter  
City of San Antonio  
P.O. Box 839966  
San Antonio, TX 78283-3966

Dear Mr. Jenks:

Please accept this letter and enclosed resume as my application for the position of City Manager for the City of San Antonio. I believe my proven track record of building partnerships and mending relationships through compassionate cooperation, is what our City needs to overcome our current challenges and bring us into a new age of public service.

Currently, I am an Assistant City Manager and oversee five departments, which consist of nearly 1400 employees and budgets totaling approximately \$281 million dollars. Prior to my current position, I have held several positions with the City of San Antonio including Director and Assistant Director of the Development Services Department, Assistant Planning Director, as well as positions in the Budget Office.

Early in my career, I successfully used my creativity and energy to make positive changes at the City. For example, as an Organizational Review Analyst, I recommended building a One Stop Facility and the creation of the Development Services Department. In addition, I revamped a broken zoning process and implemented the case manager process we use today. As a Director, I reconstructed our code enforcement function to address concerns to be more responsive to the community's needs. As such, the improvement I am most proud of is overhauling the Development Services Department and making it the best Development Services Department in the nation. Today, Development Services is one of only a few departments in the United States accredited by the International Accreditation Services (IAS) and has the best Insurance Service Organization (ISO) score in Texas. No other Texas City has ever achieved this score.

Accordingly, I consider relationship building as one of my strengths. As the new Development Services Director in 2006, I took a strained relationship with the development community and transformed it into a very strong partnership. This relationship is now a model that other Texas cities want to emulate. This strong relationship has enabled the City to adopt the latest building codes, numerous UDC amendments and the strongest tree ordinance in the State.

Throughout my 26 years, my teams have been productive, creative and focused on continuous improvement. Moreover, I am a proven manager that is effective at holding employees accountable and for recognizing them for good performance. Overall, my creativity and even-tempered management style have resulted in a positive work environment and a staff who truly enjoys their service to the public.

As Director and Assistant City Manager, I successfully worked with numerous stakeholders to develop balanced and innovative policies for Council consideration. For example:

- Eight ordinances to protect the mission of Camp Bullis
- Four Tree ordinances
- the 2001 overhaul of the UDC
- Formation of an Enterprise Budget to fund Development Services
- the family of ICC Building Codes
- Establishing environmental fees to encourage recycling efforts
- Alternative protection techniques for Woodlawn Lake and Hays Street bridge and
- Development of the Breathe Today SA Tomorrow campaign

Most notably, a significant milestone of my career was working with the City Council and local contractors to consolidate the four trade boards into one professional construction board.

On a personal note, I am a native of San Antonio, born and raised in City Council Districts 1 and 7, and currently living in District 8. San Antonio is home to my family and my wife's family and I want to do all that I can to make San Antonio an even better place to live, work and play. I love this City and believe in the promise and potential of building partnerships with our fellow public servants, our business community and most importantly, our citizens. It is my hope that together as faithful leaders, we foster an abundance of opportunities that inspire our children to keep San Antonio as their home for years to come. I am confident that I am the right person to take our City organization to the next level of excellence and look forward to discussing my qualifications and ideas with the City Council.

Sincerely,

A handwritten signature in blue ink that reads "Roderick J. Sanchez". The signature is stylized, with the first name "Roderick" and the last name "Sanchez" written in a cursive-like font. The initials "R.J.S." are clearly visible.

Roderick J. Sanchez, AICP, CBO

# RODERICK J. SANCHEZ. A.I.C.P.. C.B.O.

## CAREER OBJECTIVE

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To use my skills in relationship building, team building and management to make San Antonio a better place to live and work by promoting a strong fiscal position, economic development, public safety, public health, neighborhood vitality, a cleaner environment and compassionate city.

## PROFESSIONAL CERTIFICATIONS & MANAGEMENT TRAINING

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- American Institute of Certified Planners – License No. 017161
- ICC Certified Building Official
- ICC Certified Electrical Code Official
- ICC Certified Building Code Official
- Executive Leadership Program – 2012
- Licensed Code Enforcement Officer- Lic. No. 5762
- Licensed Journeyman Electrician – TX No. 111284
- Leadership San Antonio Graduate – Class XXX
- Leadership San Antonio Steering Committee – Class XXXIII

## EDUCATION

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### **Trinity University**

*Master of Science, 1993, Urban Administration*

### **St. Mary's University**

*Bachelor of Business Administration, 1991, Finance*

### **St. Phillip's College**

*Certificate of Completion in Electrical Construction, 2005*

### **Harvard University**

*JFK School of Government Executive Education- 2008 – Leadership for the 21<sup>st</sup> Century*

## PROFESSIONAL EXPERIENCE

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**February 2017 – Present**

**City of San Antonio, City Manager's Office**

*Assistant City Manager – Responsibilities include:*

- Oversee the Development Services Department which consist of 428 employees and a budget of \$49.7 M
- Oversee the Solid Waste Department which consist of 725 employees and a budget of \$145M
- Oversee the Historic Preservation Department which consist of 20 employees and a budget of \$2M
- Oversee the Building and Equipment Services Department which consist of 189 employees and a budget of \$81M
- Oversee the Office of Sustainability which consist of 9 employees and a budget of \$2.9M

**August 2006 – February 2017**                      **City of San Antonio, Development Services Department**  
*Director – Building Official* – Responsibilities included:

- Led and managed all daily operations of the department including the activities of over 400 staff
- Served as Building Official for the City of San Antonio
- Supervised all administrative functions to include managing the department's enterprise fund and General Fund budget.
- Promoted a consistent development process and established standards, policies and procedures to foster excellent customer service, continuous improvement and high employee morale.
- Successfully led the department to achieve accreditation through the International Accreditation Services (IAS) and to obtain an Insurance Services Organization (ISO) score of 1 and 2. An ISO score of 1 and 2 is the best score a Texas City has ever received and San Antonio at that time was only one of 12 cities/counties across the country with this score.
- Repaired and established strong working relationships with the development community.
- Improved Code Enforcement by focusing on quicker compliance, quicker response times and proactive inspections.
- Improved the customer experience through the deployment of numerous technology enhancements.

**October 2008 – October 2010**                      **City of San Antonio, Planning & Development Services Dept**  
*Director* – Responsibilities included:

- Oversaw the Development Services department and the Planning Department for two years, while the departments were consolidated.
- Established community plans for 50% of the City.
- Developed and adopted several ordinances to protect Camp Bullis, to include lighting and sound overlays, and ordinances to protect endangered species and trees.

**March 2001 – August 2006**                      **City of San Antonio, Development Services Department**

*Assistant Director* – Responsibilities included:

- Managed the Land Development Division of Development Services including the activities of up to 35 staff.
- Exercised direct supervision over team supervisors including the Zoning, Subdivision and Engineering teams.
- Led the annual update processes for the Unified Development Code
- Re-established an excellent working relationship with board members, commissioners and City Council members and the development community.
- Developed goals and objectives for the division and continually evaluated and improved all division processes and levels of service

**December 1999 – March 2001**                      **City of San Antonio, Planning Department**

*Assistant Director* – Responsibilities included:

- Oversaw all daily operations for the land development services division, which included the zoning and subdivision functions.
- Served as department liaison and Secretary to the Zoning and Planning Commissions.
- Successfully converted an outdated zoning process to the present case manager system.
- Led staff efforts on many code updates including the 2001 overhaul of the UDC.

**August 1997 – December 1999**

**City of San Antonio, Planning Department**

*Executive Assistant* – Responsibilities included:

- Directed, managed and oversaw the administrative operations of the Planning Department, including interpreting, formulating and implementing departmental policies and procedures
- Developed and administered the Planning Department's budget.
- Provided staff support for the Planning, Zoning and Historic and Design Review Commissions.

**January 1995 – July 1997**

**City of San Antonio, Organizational Review**

*Management Analyst* – Responsibilities included:

- Designed and implemented management studies with the purpose of improving the effectiveness and efficiency of departments and the overall City organization.
- Developed performance reviews to determine the accuracy of performance measures and identified the measures link to departmental budgets.
- Served as the City's representative on the Neighborhood Technical Advisory Committee of the ICMA Comparative Performance Measurement Consortium, which involved developing, reporting and tracking identical performance measures in an effort to benchmark best practices among cities.

**January 1993 – January 1995**

**City of San Antonio, Management Services**

*Budget & Management Analyst* – Responsibilities included:

- Assembled, analyzed and monitored the budgets for the Police, Fire, Planning, Parks and Recreation, Library and Health Departments.
- Served as the budget representative in the negotiations of the firefighter's employment contract.

## **PROFESSIONAL COMMITTEES**

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Juvenile Outreach and Vocational/Educational Network (JOVEN)-former Vice Chairman  
City of San Antonio's Animal Care Services Advisory Board - Member

## **COMMUNITY INVOLVEMENT/RECOGNITION**

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St. Mary's Alumni Association  
St. Luke's Parishioner  
St. John's ACTS team member  
Habitat for Humanity volunteer  
CYO Coach Baseball/Softball/Basketball/Football/Track  
Associated Builders and Contractors South Texas Chapters 2012 Chairman's Award  
Greater San Antonio Builders Association Presidential Citation 2015

## **PROFESSIONAL MEMBERSHIPS**

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American Planning Association – Member  
International Code Council - Member  
Building Officials Association of Texas – Member  
International City/County Management Association - Member

## **REFERENCES**

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Attached

**RODERICK J. SANCHEZ, AICP, CBO**  
**List of References**

Ed Kelley

Phil Hardberger

Gene Dawson

Barbara Witte-Howell  
River Road Neighborhood Association

Chuck Saxer  
Northside Neighborhoods for Organized Development Board Member

James V. Cannizzo  
Counsel US Army

Kevin Wolff

Janie M Gonzalez  
President and CEO Webhead

## **RODERICK J. SANCHEZ, AICP, CBO**

Toni Moorhouse  
Pecan Valley Neighborhood Association

Louie Barrios

Gordon Hartman

Jackie Gorman  
CEO/Managing Partner Ivy Consulting

Ramiro Cavazos  
President & CEO  
United States Hispanic Chamber of Commerce

Deputy Chief Gus Guzman  
San Antonio Police Department

T.C. Broadnax  
City Manager, City of Dallas