



Leaders at the Core of Better Communities

2010 Annual Awards Program
Professional Awards Nomination Form
Deadline for Nominations: March 12, 2010

Complete this form (sections 1, 2, and 3 as applicable) and submit with your descriptive narrative.

SECTION 1: Information About the Nominee

Professional Award Category (*select only one*):

- ☒ Award for Career Excellence in Honor of Mark E. Keane
- ☐ Award for Career Development in Memory of L. P. Cookingham
- ☐ Assistant Excellence in Leadership Award in Memory of Buford M. Watson, Jr.
- ☐ Academic Award in Memory of Stephen B. Sweeney

Name of person being nominated: Mark McDaniel

Title of Nominee: City Manager

Jurisdiction/organization where nominee is employed: City of Tyler

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Scott Wall

Title: Assistant City Manager Jurisdiction: City of Tyler

Street address: 212 N. Bonner Ave.

City: Tyler State/Province: Texas

Zip/Postal Code: 75702 Country: United States

Telephone: (903) 531-1250 Fax: (903) 531-1166

E-mail: swall@tylertexas.com

SECTION 3 Endorsement of Elected Official *(for Award for Career Excellence in Honor of Mark E. Keane nominations only)* **or CAO** *(for Assistant Excellence in Leadership Nominations only)*

Signature of
endorsing elected
official or CAO:



Name of endorsing
elected official or
CAO:

Barbara R. Bass

Title:

Mayor

Jurisdiction:

City of Tyler

Street address:

212 N. Bonner Ave.

City:

Tyler

State/Province:

Texas

Zip/Postal Code:

75702

Country:

United States

Telephone:

(903) 531-1250

Fax:

(903) 531-1166

E-mail:

bbass@tylertexas.com

Mark McDaniel

Nomination for 2010 ICMA Award for Career Excellence

Based on significant contributions in the field of local government in the past 18 months, Mark McDaniel, City Manager of Tyler, Texas, merits consideration for the ICMA Award for Career Excellence for 2010.

Mark McDaniel joined the City of Tyler in October 2004, as Deputy City Manager after serving with several other Texas cities in progressively responsible roles. In early 2008, he was appointed City Manager Designate and on Jan. 1, 2009 he began his tenure as Tyler's City Manager.

Mr. McDaniel's efforts as City Manager have made a significant impact on the organization and are demonstrated best practices in the field of local government management. His contributions are vast; however, the most notable are focused upon strategic planning and execution, employee relations and development, and fiscal management.

Under the leadership of McDaniel, the Tyler City Council adopted the Tyler 21 Plan in late 2007. This 20-year comprehensive plan outlined a shared vision for Tyler's future as well as goals and actions to ensure the vision is realized. McDaniel served as the project lead for the development of the plan and, since being appointed City Manager, has led the implementation effort. To date, more than 50 percent of the action items in the plan have seen significant progress. Some of the major achievements include the launch of two Tax Increment Reinvestment Zones, completion of more than four miles of major arterial roadways aimed at easing traffic congestion; the adoption of a unified development code; the opening of a City-owned and operated art gallery to spur downtown revitalization; the launch of a Neighborhood Empowerment Zone and the start of construction of water and sewer lines in north Tyler to encourage private reinvestment.

In addition to the implementation of the Tyler 21 Plan, Mark has led the effort to develop area plans for the college districts, master plans for each of Tyler's lakes, as well as an updated Parks Master Plan.

The plans outlined in Tyler 21 are lofty and require significant allocation of resources to accomplish. McDaniel recognized this as a challenge because the City has a very low ratio of employees for its population. In fact, the current number of employees is similar to the number in the mid 1980's while Tyler's population has grown by 30 percent. To aggressively address this challenge, McDaniel launched a Lean Sigma initiative. The program is aimed at eliminating waste and deviation in City processes which will free time and resources from non-value added activities. The program was launched by hiring a Master Black Belt who has trained the entire leadership team on Lean and Six Sigma principles. Currently, the City's first class of Green Belts is underway with each candidate undertaking a Lean Sigma project to improve the organization's efficiency.

This investment in the people who make up the City of Tyler team is a hallmark of McDaniel's leadership. He has taken several decisive actions since his appointment to improve employee relations and development. First, as City Manager Designate, he directed the launch of City University - Tyler's employee training program. In its first year of operation, more than 24 training classes were held in four tracks: Core Competency, Innovation, Professional Development and Leadership Development. More than 32 percent of the City's employees have accessed training through the program with an estimated annual savings of nearly \$30,000 had the employees been sent to external training programs. In its second year of operation, the program has expanded to include a Leadership Academy track as well as a Toastmaster's Chapter. McDaniel personally attends each session of the Leadership Academy and leads a book discussion focused on leadership skills.

In addition to the launch of City University, McDaniel also rolled out a comprehensive internal communications campaign, "Called to SERVE". The campaign was multi-faceted and

included personal visits to each department where he set the stage for the servant leadership philosophy. Next was the launch of an internal Intranet site, a monthly employee newsletter, monthly leadership messages, quarterly "Called to SERVE" events to celebrate organizational successes (including a barbecue and a chili cook-off), and a new Blueprint Bravo program to recognize above and beyond contributions by individuals in the organization. The impact has been tremendous. In a year where the budget was very tight and cuts were being made across the organization, morale remained high and communication strong.

The last year has been a difficult one economically for most Texas cities and managers throughout the state have risen to the occasion. In Tyler, McDaniel has aggressively managed the annual budget process to ensure the City Council would have a balanced budget without the need to raise taxes. Tyler continues to have the lowest tax rate among cities with a population greater than 15,000. By taking decisive action early in the budget year, McDaniel was able to implement strategies that ensured Tyler was able to end the year under budget - even with a \$2.2 million revenue shortfall. Even more admirable for a city Tyler's size is the AAA general obligation bond rating recently earned from Standard and Poor's.

Tyler's Mayor Barbara Bass puts it this way, "I am very impressed with the energy Mark and his leadership team exhibit and their can-do attitudes."

Councilmember Ralph Caraway commented, "I think the professionalism and expertise Mark brings to the job just makes us all better."

Apparently McDaniel's alma mater, the University of North Texas, agreed when he was selected as alumnus of the year in 2007. McDaniel also completed the Senior Executive in Local Government Program at Harvard and has been active in TCMA, having served on the board and as a past president.

In summary, Tyler City Manager Mark McDaniel is a credit to his chosen profession of city management and in this past year as city manager has contributed significantly to the field of local government through his leadership of the City of Tyler employees and their entire

management team in the implementation of a servant leadership concept that also makes use of innovative management techniques to add value to the quality of life in Tyler, Texas. He has deftly steered the administrative structure of the City in troubled financial times to enable his City Council to deliver great service at reasonable cost and has earned consideration for the 2010 ICMA Award for Career Excellence.