

CITY OF SAN ANTONIO

ECONOMIC WORKFORCE DEVELOPMENT COUNCIL COMMITTEE AUGUST 31, 2022

GOAL SETTING COMMITTEE

SLATE OF APPLICANTS (4) 2 AT-LARGE CITIZEN MEMBER SEATS



CITY MANAGER'S OFFICE

ECONOMIC DEVELOPMENT DEPARTMENT

FINANCE-PURCHASING DIVISION

TRANSPORTATION/CAPITAL IMPROVEMENTS DEPARTMENT

DEBBIE RACCA-SITTRE, CITY CLERK

CITY OF SAN ANTONIO

ECONOMIC WORKFORCE DEVELOPMENT COUNCIL COMMITTEE WEDNESDAY, AUGUST 31, 2022

SAN ANTONIO ECONOMIC DEVELOPMENT CORPORATION BOARD OF DIRECTORS

SLATE OF APPLICANTS (4) 2 AT-LARGE CITIZEN MEMBER SEATS

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Slate of Applicants (4)	
City Residents:	
Ms. Julianna Lopez	9
Non-City Residents (residency waiver eligible)	
Dr. Monica Dominguez	14
Mr. Frank Munoz	20
Dr. Liang Ward	23

DEPARTMENT: Economic Development Department

DEPARTMENT HEAD: Brenda Hicks-Sorensen

COUNCIL DISTRICTS IMPACTED: City-Wide

SUBJECT:

Consideration of Applicants to the Goal Setting Committee (2 seats)

SUMMARY:

The Economic and Workforce Development Council (EWDC) Committee will review and consider applicants to the Goal Setting Committee (GSC) (2 seats). Appointee will serve a term of office to begin upon approval by City Council and to expire on May 31, 2023.

BACKGROUND INFORMATION:

The Small Business Economic Development Advocacy (SBEDA) Ordinance requires a Goal Setting Committee (GSC) establish annual aspirational and contract-specific small, minority, and woman-owned business enterprise (S/M/WBEs) tools for City of San Antonio Contracts. Per the Fiscal Year 2021 SBEDA Annual Report, the SBEDA tools applied by the GSC resulted in \$277 million or 57% of payments to 526 unique S/M/WBEs on City contracts in which the SBEDA Program applied.

In order to set SBEDA tools on City contracts, the GSC reviews recommendations from the Economic Development Department based on S/M/WBE availability in relation to the specified project scope of work, S/M/WBE utilization on historical projects similar in scope of work, etc.

The GSC is comprised of six (6) members from the following categories: City Manager designee (Chair) - one (1) seat; Economic Development Department - one (1) seat; Finance (Procurement Division) - one (1) seat; Originating Department requesting the good or service – one (1) seat; and Citizens At-Large (they are allowed to vote when reviewing contracts over \$3 million and when establishing annual aspirational goals) – two (2) seats. The two (2) Citizens At-Large seats are appointed by the City Council. The terms for the Citizen members have since lapsed and require new appointments.

After marketing and community outreach efforts, a total of ten applications were received and 10 were deemed qualified applicants for two (2) vacant seats for the category of Citizen At-Large. On April 20, 2022, the Economic and Workforce Development Committee created a Subcommittee to review applicants for the vacant position. The Subcommittee included Councilmember Teri Castillo and Councilmember John Courage.

On June 7, 2022, the Subcommittee met and created a ‘shortlist’ of candidates to recommend to the EWDC Committee for interviews for the two (2) vacant seats for the category of Citizen At-Large at its August 31, 2022 meeting.

ISSUE:

Recommendation of applicants to be appointed by City Council to the Goal Setting Committee (GSC). A final list of four (4) Candidates* will be forwarded to the Economic and Workforce Development Council Committee for interviews:

- Dr. Monica Rosalez Dominguez
- Julianna Lopez
- Frank Munoz
- Dr. Liang Ward

**One candidate withdrew*

Appointees will serve a term of office to begin upon approval by City Council and to expire on May 31, 2023.

ALTERNATIVES:

The Committee can reject all or some of the applicants. If applicants are rejected, this would require the application process to start over.

FISCAL IMPACT:

There is no fiscal impact.

RECOMMENDATION:

The recommendation of the Economic and Workforce Development Council Committee will be presented to the full City Council for approval at a future Council A Session.

City of San Antonio Boards and Commissions

Goal Setting Committee

Term: 1 year

Term Limit:

Liaison: Natalie Palmer (210) 207-3924

Name	Representing	Date Appointed	Date Reappointed	Date 2nd Reappointed	Date Expires
Linda Lopez-George	At Large	Jan 18, 2018	Apr 11, 2019		
Construction/Architectural & Engineering					
Vacancy	At Large				2020
Professional Services					

Ethnic/Gender Breakdown Goal Setting Committee

Name	District	Ethnicity	Gender
Linda Lopez-George	At Large	H	F
Vacancy	At Large		

Total Members: 2

GENDER		%
FEMALES	1	50.0%
MALES:	0	0.0%

ETHNICITY		%
B=African American:	0	0.0%
H=Hispanic:	1	50.0%
I=American Indian/Alaska Native:	0	0.0%
O=Other:	0	0.0%
P=Asian or Pacific Islander:	0	0.0%
U=Unknown:	0	0.0%
W=Non-Minority:	0	0.0%

Gender: M=Male; F=Female

Ethnicity: B=African American; H=Hispanic; I=American Indian/Alaska Native; O=Other, P= Asian/Pacific Islander; U=Unknown; W=Non-Minority

**Goal Setting Committee
Applicant Demographics**

Prefix	Last Name	First Name	Middle Name	Suffix	Preferred Name	Gender	Ethnicity	City	State	Zip	District	Employer	Job_Title	Occupation
City Residents:														
Mr	Languirand	Perry			Perry	Male	White/Non-Hispanic	San Antonio	TX	78218	District 2	Cy-Quest Global	CEO/Owner	Cybersecurity
Ms	Nicho	Diane				Prefer not to Answer	Hispanic/Latino/a	San Antonio	TX	78250	District 6	UT Health San Antonio	Agreements Specialist	
Ms.	Lopez	Julianna	A			Female	Hispanic/Latino/a	San Antonio	TX	78201	District 1	Trust Bank	VP, Branch Leader	Banker
Ms.	Yan	Yan			Yen Yan	Female	Asian	San Antonio	TX	78209	District 10	Real Broker LLC	Commercial Real Estate Consultant	Real Estate Sale
Non-City Residents (residency waiver eligible):														
Mrs	Samarie	Lambou			Sam	Female	Hispanic/Latino/a	San Antonio	TX	78244	Nonresident; residency waiver eligible	Cowgirl and Brothers, LLC	Owner	CEO
Mrs.	Dominguez	Monica	Rosalez			Female	Hispanic/Latino/a	San Antonio	TX	78258	Nonresident; residency waiver eligible	USAA	Executive Director, Innovation	
Dr.	Ward	Liang	Lin			Female	Asian	San Antonio	TX	78253	Nonresident; residency waiver eligible	UTSA	Assistant Professor of Instruction	Education
Mr.	Munoz	Frank	Moreno		Frank	Male	Hispanic/Latino/a	Von Ormy	TX	78073	Nonresident; residency waiver eligible	ECS Southwest, LLP	Business Development Mgr	Professional Services Marketing
Ms	Walker	Candace	Sue	MBA	Candy	Female	White/Non-Hispanic	San Antonio	TX	78261	Nonresident; residency waiver eligible	Retired		Administrator / Teacher

Goal Setting Committees At Large Professional Services	Application No: No: 20220303144548_12490
ELIGIBILITY	
PROFILE	
Prefix	Ms.
Last Name	Lopez
First Name	Julianna
Middle Name	A
Suffix	
Preferred Name	Julianna
Title	VP, Branch Leader
Are you a City of San Antonio resident?	Yes
San Antonio Resident Length - Years	36
In which City Council District do you reside?	01
How many years have you lived in the City Council District where you reside?	10
Address Type?	Residence
Address	
City	San Antonio
State	TX
Zip	78201
Phone Type?	Cell
Phone number	
Phone 2 Type?	Business
Phone 2 number	
Address 2 Type?	Business
Address 2	
City 2	
State 2	
Zip 2	
eMail	
Employer	Truist Bank
Job Title	VP, Branch Leader
Occupation	banker
Board/Commission/Committee Name	Goal Setting Committees~At Large~Professional Services~01
DEMOGRAPHIC INFORMATION	
The City of San Antonio strives for boards and commissions to be representative of	

our diverse community Providing the following demographic information is voluntary, and will only be used for statistical and reporting purposes.	
Race/Ethnicity (Please select all that apply):	Hispanic/Latino/a
Gender	Female
Age:	45 to 54
Do you identify as a sexual minority (such as lesbian, gay, bisexual, queer, etc.)?	No
QUESTIONS	
If this board position requires residency within Bexar County, the City of San Antonio city limits or within a particular council district, do you meet those residency requirements?	Yes
Do you or any of your immediate family members or any businesses that you or they own currently have any direct or indirect financial interest in any contract(s) with the City, including subcontracts?	No
Will you or any of your immediate family members or any businesses that you or they own seek a contract(s) with the City in the foreseeable future?	No
Do you or any of your immediate family members or any businesses that you or they own have any financial interest, direct or indirect, in any sale to the City of any land, materials, supplies, or service?	No
Does your employer or an employer of your immediate family members have a contract with the City?	No
Do you or any of your family members currently serve or in the past year served as an administrative aide to a Councilmember?	No
Do you currently serve in any elected or appointed public government office?	No
Are you a member and/or officer and/or employee of any boards, commissions, corporations, non-profit entities, agencies, or other entities?	Yes
Give the title and dates of any position which you have held in such organization	South SA Chamber of Commerce Board member 2018 2021, Harvey Najim YMCA Board member 2019 2022
Do you receive any compensation for service on this entity(ies)?	No
Do you intend to seek election or appointment to any public office or board or commission in the foreseeable future?	No
Have you ever been hired for a position with the City of San Antonio?	No
Describe your Educational history.	Holmes High school diploma, and Bachelors degree Incarnate Word University
Describe your Professional History & Certification designations (Current and historical).	31 years in Banking, commercial lending, and private banking, visit SA Tourism ambassador
Describe your Volunteer Experience & Community Service	Previously served as CASA, sat on YMCA Board 4 years, South Chamber board for 4 years, American Legion Committee, and Swell Advisory Committee,

	Chair the Business Advisory Committee with the Chamber
Please provide a brief narrative outlining your reasons for seeking appointment to this board or commission	I recently termed off the South Chamber Board and have been looking for an organization to volunteer with. This open position was emailed to me. It sounded interesting.
APPLICATION SIGN-OFF	
As a board, commission, or committee member, you will be asked to adhere to: Code of Ordinances, City of San Antonio, Part II, Chapter 2, Article IX, Sec.2-534. All board and commission members must file a Financial Disclosure Report with the Office of the City Clerk upon appointment, and annually thereafter, throughout the member's term. Failure to file a Financial Disclosure Report within the time required by the City's Ethics Code will be considered an automatic removal.	
I understand that if any member of the public makes a request for information included in this Application for Appointment, most of the information must be disclosed under the Public Information Act. I understand that the City of San Antonio will attempt to maintain the confidentiality of highly private matters by seeking an Attorney General's opinion in accordance with the Public Information Act. I understand that it may not be legally possible to maintain the confidentiality of such information, and I hereby release the City of San Antonio, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Public Information Act or any other law requiring its release.	Acknowledged
OATH: I have read and understand the guidelines set out in this application. The foregoing statements are true, accurate, and complete. I agree that any misrepresentation or omission of facts may result in my disqualification for appointment.	Acknowledged
Enter Your Name	Julianna Lopez
Date of submission.	3/3/2022
The Texas Public Information Act provides that each government official may choose whether to allow the public access to the information in the custody of the City that contains your home address, home telephone number, or reveals whether you have family members. Please note that this does not apply to business addresses, which are subject to public disclosure. If an open records request is filed requesting to view or obtain records that contain your personal information, the City will take steps to protect your personal information as authorized by the Texas Public Information Act, but only if you have elected to protect personal information.	
I want the public to have access to my Home Address.	No
I want the public to have access to my Home Telephone Number	Yes
I want the public to have access to my Social Security Number.	No
I want the public to have access to my Emergency Contact Information.	No
I want the public to have access to my Family Information.	No
Please attach any additional information, such as a current resume, using the Attachments panel at the bottom of this page.	

Julianna A. Lopez

EXPERIENCE

BB&T now Truist

March 2018 – Present

Market Leader/Vice-President

Responsible for overall balanced performance of branch with an emphasis on commercial lending, deposit acquisition and non-interest income generation. Proactively initiate, develop and manage long-term, profitable relationships with consumer and commercial clients. Provide supervision of branch staff with a focus on the branch's sales efforts and coaching. Oversees branch operations including audits.

Randolph-Brooks Federal Credit Union

May 2016 – March 2018

Business Loan Officer/Processing

Responsibilities include outbound sales for commercial loans. Loan Processing of Commercial Real Estate loans including Construction Loans, and SBA Loans. The input of the initial application into Credit Management to Quality Check after the loan has closed. Developed Loan application file, to include opening title with Title Company, pulling Flood, ordering appraisals and environmental. Scheduled closing with members and obtaining Tax Certificate, Hazard Insurance, and Membership with the members.

J.A. Lopez Business Consulting, San Antonio, Texas

September 2014-March 2018

Self Employed

Consulting services to boost the growth of small businesses by focusing on areas of risk to the business and deliver solutions tailored to the business and the users of the financial statements. Review of plan documents and operating procedures for overall plan strategy and cost structure. Assessment and recommendations for benefit service providers, payroll, bookkeeping, credit card processing, and financial and retirement planning. Advisory services for entity selection and restructuring, financial projections and forecasts, business valuations, mergers, acquisitions and sales, including debt and finance.

Bank of America, San Antonio, Texas

February 2011-September 2014

Small Business Banker/Vice-President

Responsibilities were to serve small businesses in the Central San Antonio area with annual revenues from \$250k up to \$7 million and leverage the power of the bank to provide comprehensive financial solutions to the customer. Managed business development for the central city area including managing a loan portfolio, coaching and training multiple branches, and completing product and service presentations in a high growth environment. Responsible for profitability of the small business customer base by leading with credit and deposit relationships along with all products and services of the bank. Accountable for prospecting and acquiring new priority small businesses as well as retaining and deepening existing relationships.

**WAMU Bank / Chase Bank, El Cajon, California
Small Business Relationship Manager/Vice-President**

July 2007-Sept 2010

Responsible for handling the relationship of portfolio clients of 4 branches to include small business accounts and commercial loans with one million or more in revenue. Built the relationships and serviced all the needs of 200 plus business clients in portfolio, and grew portfolio by cross selling to existing customers and outside sales to prospects. To work directly with each branch manager to reach the overall business goals of the branch, and assist in developing and cross training branch staff business products and services.

**California Bank & Trust, La Mesa, California
Client Relationship Officer/Assistant Vice-President**

July 2004-July 2007

Acquired and serviced business/commercial loans and bank services in accordance with individual established business development goals. Achieve portfolio growth and cross-sales goals. Made presentations regarding bank products and services to prospective clients and company principles. Performed underwriting functions as needed. Managed and would oversee lending assistants and loan specialists in branch.

**First Republic Bank, La Jolla, California
Assistant Branch Manager**

June 2001-July 2004

Responsible for raising branch totals for private bank with outside business development by proactive sales, outbound calling, networking, and cold calls to high net businesses. Managed a portfolio of private bank clients. Supervised and monitored quality, proactive customer service, and efforts of the sales team. Opened and closed branch which included, but not limited to, preparing and balancing daily work, bank deposits, ATM, and cash vault. Participated in weekly Asset and Liability meetings, manager meetings, and conducted sales meetings.

EDUCATION

The University of the Incarnate Word, San Antonio, Texas 1992 - 1999

Completed course work requirements for a BA in Business, and planning to complete a Masters of Psychology of Organization and Development.

Palo Alto College, San Antonio, Texas 1989 - 1992

AFFILIATIONS

South/West San Antonio Chamber – Board Member -Government Affairs & Business Advisory

San Antonio Bike Share – Serving Advisory Committee

Harvey Najim YMCA – serving as Board member

The Women's Club of San Antonio- member

Greater San Antonio Chamber of Commerce - previously on Ambassador Committee

American GI Forum - previously on Housing Committee

References Available Upon Request

Goal Setting Committees At Large Professional Services	Application No: No: 20220314190210_12527
ELIGIBILITY	
PROFILE	
Prefix	Mrs.
Last Name	Dominguez
First Name	Monica
Middle Name	Rosalez
Suffix	
Preferred Name	
Title	
Are you a City of San Antonio resident?	Yes
San Antonio Resident Length - Years	09
In which City Council District do you reside?	09
How many years have you lived in the City Council District where you reside?	03
Address Type?	Residence
Address	
City	SAN ANTONIO
State	TX
Zip	78258
Phone Type?	Cell
Phone number	
Phone 2 Type?	
Phone 2 number	
Address 2 Type?	Business
Address 2	
City 2	San Antonio
State 2	TX
Zip 2	
eMail	
Employer	
Job Title	
Occupation	
Board/Commission/Committee Name	Goal Setting Committees~At Large~Professional Services~01
DEMOGRAPHIC INFORMATION	
The City of San Antonio strives for boards and commissions to be representative of our diverse community. Providing the following	

demographic information is voluntary, and will only be used for statistical and reporting purposes.	
Race/Ethnicity (Please select all that apply):	Hispanic/Latino/a
Gender	Female
Age:	35 to 44
Do you identify as a sexual minority (such as lesbian, gay, bisexual, queer, etc)?	No
QUESTIONS	
If this board position requires residency within Bexar County, the City of San Antonio city limits or within a particular council district, do you meet those residency requirements?	No
Do you or any of your immediate family members or any businesses that you or they own currently have any direct or indirect financial interest in any contract(s) with the City, including subcontracts?	No
Will you or any of your immediate family members or any businesses that you or they own seek a contract(s) with the City in the foreseeable future?	No
Do you or any of your immediate family members or any businesses that you or they own have any financial interest, direct or indirect, in any sale to the City of any land, materials, supplies, or service?	No
Does your employer or an employer of your immediate family members have a contract with the City?	No
Do you or any of your family members currently serve or in the past year served as an administrative aide to a Councilmember?	No
Do you currently serve in any elected or appointed public government office?	No
Are you a member and/or officer and/or employee of any boards, commissions, corporations, non-profit entities, agencies, or other entities?	No
Do you intend to seek election or appointment to any public office or board or commission in the foreseeable future?	No
Have you ever been hired for a position with the City of San Antonio?	No
Describe your Educational history.	Doctor of Business Administration in Leadership, Capella University (candidate) Master of Business Administration, University of Phoenix Bachelor of Business Administration, University of the Incarnate Word
Describe your Professional History & Certification designations (Current and historical).	Product Management Academy Course Completion, Cronin Consulting Services, Inc. SAFe Practitioner 5.0 Certified, CA Technologies Balance Scorecard Certified, The Palladium Group
Describe your Volunteer Experience & Community Service	I have volunteered mostly at the Food Bank and animal shelters This is one of the reasons why I would like to serve on a committee I believe that my experience, knowledge, education, etc. can offer the City of San Antonio

	increased value in support of our aspirations for future growth.
Please provide a brief narrative outlining your reasons for seeking appointment to this board or commission:	I want to contribute my expertise, knowledge, education in a way that delivers greater value to the City. I also want to leave a lasting personal legacy that will support future development for a city that I love. I believe that everyone should give back, especially if you've been blessed with a good and prosperous life. By sitting on a committee, I believe that this is an opportunity to help others achieve their dreams.
APPLICATION SIGN OFF	
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I understand that if any member of the public makes a request for information included in this Application for Appointment, most of the information must be disclosed under the Public Information Act I understand that the City of San Antonio will attempt to maintain the confidentiality of highly private matters by seeking an Attorney General's opinion in accordance with the Public Information Act. I understand that it may not be legally possible to maintain the confidentiality of such information, and I hereby release the City of San Antonio, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Public Information Act or any other law requiring its release	Acknowledged
OATH: I have read and understand the guidelines set out in this application. The foregoing statements are true, accurate, and complete. I agree that any misrepresentation or omission of facts may result in my disqualification for appointment.	Acknowledged
Enter Your Name	Monica Dominguez
Date of submission.	3/14/2022
The Texas Public Information Act provides that each government official may choose whether to allow the public access to the information in the custody of the City that contains your home address, home telephone number, or reveals whether you have family members Please note that this does not apply to business addresses, which are subject to public disclosure If an open records request is filed requesting to view or obtain records that contain your personal information, the City will take steps to protect your personal information as authorized by the Texas Public Information Act, but only if you have elected to protect personal information	
I want the public to have access to my Home Address.	No
I want the public to have access to my Home Telephone Number.	No
I want the public to have access to my Social Security Number.	No

“I LIVE AT THE CROSSROADS OF PROVIDING EXCEPTIONAL CUSTOMER EXPERIENCES & DELIVERING VALUE IN EVERY INTERACTION.”

- **Compelling track record of strong, decisive leadership.**
- **Influences organizational transformation with cultural norms and desired behaviors.**
- **Results-oriented, growth-centric, globally focused executive.**
- **Dynamic change agent skilled in strategically repositioning organizations.**

PERFORMANCE HIGHLIGHTS

EXACTS FULL INDIVIDUAL & TEAM CAPABILITIES, DELIVERING EXPECTED BUSINESS VALUE...

- Trusted advisor to senior executive management on business and transformation strategies for domestic and international business models with significant legal sensitivities.
- Influenced 100% SAFe transformation ownership across the Auto Insurance product line of business (LOB) and 5 supporting LOB functions.
- Consistently achieves above average employee engagement and satisfaction scores, MoM/YoY; facilitated through team inclusion, collaboration, ingenuity, and effectively role modeling desired leadership behaviors.
- Enables organizational change adoption through high organizational awareness, supporting business needs, corporate culture, and strategic goals attainment.

EVOLVING THE BUSINESS IN ALIGNMENT WITH STRATEGY AND GROWTH INITIATIVES...

- Leads the P&C Auto Insurance M&A due diligence and integration management across the entire Auto Insurance value chain through effective agile methods and operations.
- Directed the International Simplified Legal Structure merger transaction across 7 value chain functions, re-designing, re-defining, and developing the business and operating model in alignment with evolving governance and standards, leveraging the BREXIT situation for strategic value.
- Co-created enterprise architecture methodology that unites strategy, innovation, customer experience, business architecture and enterprise architecture into a cohesive, aligned, repeatable practice.
- Designed, established, and directed strategy management practice, including formulation, alignment, operational planning, and execution.
- Developed and directed ideation and innovation workshops for improved strategies, business models, products, services, and experiences (customer and employee).
- Crafted and facilitated the development of a new digital business model, its related customer experiences, mobile app strategies, and channel management transformation roadmap in partnership with senior executive management.
- Jointly developed and implemented the business segmentation model, the associated supporting strategies with fully cascaded balanced scorecards, and the corresponding P&Ls with CEO, ensuring strategic alignment across 4 new lines of business.
- Developed initial strategic architecture models and framework, resulting in a capability-based planning approach that reduced redundant efforts by 74% across the enterprise.

ULTIMATELY CONTRIBUTING A PRODUCT THAT EXCEEDS CUSTOMERS' EXPECTATIONS...

- Orchestrated the usage-based auto insurance product delivery through an M&A transaction, deepening customer value optionality and flexibility.
- Increased Agile PMO efficiency by instantiating a facilitation framework and SAFe methodology, yielding a faster time-to-market business solution design by an average of 6 months.
- Developed the company's first digital customer experience business operations and mobile app implementation approach.

PROFESSIONAL EXPERIENCE

USAA, PROPERTY & CASUALTY COSA, AUTO INSURANCE

2017 - PRESENT

EXECUTIVE DIRECTOR, INNOVATION

Accountable for introducing, developing, and implementing innovative products that support strategic growth for existing and new USAA P&C insurance business models. Provides executive leadership and oversight on CoSA specific M&A transaction management from due diligence activities to operational integration management. Leads and manages the design, creation, and operationalization of business agility for Strategic Integration and new acquisitions. Drives the development of new offerings, enablement and technology platforms that span the entire ecosystem, effectively managing the innovation portfolio and the end-to-end innovation process from ideation to in-market launch.

Span of control: 6 directors, 1 analyst, 1 process engineer, 71 total staff

EXECUTIVE DIRECTOR, OPERATIONS & PLANNING

Provides consultative and strategic support to Senior Executive leadership teams. Ensures leadership and operational direction and oversight for various functions. Designs and establishes operational routines and risk management practices across LOB functions and enabling partners. Delivers business strategic and operational performance analysis against stated organizational goals. Supports and facilitates continuous improvement efforts related to LOB P&L efficiency and productivity ratio targets. Communicates with key stakeholders across the enterprise to plan, execute, and ensure the effectiveness of the assigned functional area. Utilizes strong business acumen and decision-making abilities and provides effective hands-on management and administrative support.

Span of control: 6 directors, 1 analyst, 1 contractor, 71 total staff

BUSINESS STRATEGY & PLANNING DIRECTOR, P&C AUTO INSURANCE

Accountable for the Auto Insurance line of business strategy and operational planning outcomes, portfolio investment management, and resource capacity planning. Facilitates Auto Insurance executive management in the definition, development, implementation, and communication of specific business strategies across business functional areas and cross-functional partnerships. Leads executive leadership in the design and synchronization of strategy management to SAFe agile execution processes, across the value chain. Indirectly manages a team of professionals in the successful delivery of strategic capability enhancements and enablement. Directs G&A financial planning and expense management, compliance and risk issues performance management, and workforce planning governance and controls.

Span of control: 5 contractors and 4 matrixed full-time employees

BUSINESS STRATEGY & PLANNING DIRECTOR, P&C INSURANCE

Oversaw and orchestrated strategic planning process for the Auto Insurance line of business. Facilitated executive management team in developing strategic alignment plans, bridging strategy to operational implementation. Acted as key advisor to the Auto Insurance leadership team related to strategy management, SAFe agile transformation, and resource capacity planning.

Span of control: 4 matrixed full-time employees

WHATABURGER RESTAURANTS, LLC

2012 – 2017

BUSINESS STRATEGY & OPERATIONS MANAGER

Led key cross-functional talent to direct the strategy management process from strategy development to operationalization. Served as key advisor to executive leadership and creative facilitator in developing business unit strategy, defining, translating, and planning transformational and business innovation initiatives, whose primary intent was the realization of the company vision. Accountable for developing, planning, and managing business operational plans, performance, long-term strategies, and business models in alignment with corporate strategic direction.

Span of control: 4 full-time employees and 10 matrixed full-time employees

CHIEF OF STAFF MANAGER

Served as Chief of Staff business administrator and liaison to the OCEO, OCOO and Sr. Leadership Team. Directed the development and administration of the enterprise strategic, quarterly, annual and business plans. Created and managed the enterprise business strategic and operations planning cycle, ensuring effective change management and communication was cascaded across the organization. Responsible for overseeing the shared service cost model administration, enterprise wide.

Span of control: 4 full-time employees and 2 matrixed employees

BUSINESS & STRATEGIC PLANNING MANAGER

Responsible for planning, organizing, directing, controlling, and leading the enterprise strategic planning process; specialized in strategy development, planning, change management communication and leadership; operated within broad objectives to ensure strategy management capabilities are executed to expectation.

Span of control: 2 full-time employees and 2 matrixed full-time employees

THE SHELTON GROUP & ASSOC.

2008-2012

DIRECTOR, PROGRAM DEV. & SPONSORSHIP

Oversaw all activities within the events department. Recruit, train and supervise highly skilled advertising and sponsorship sales team as well as event program specialists. Had full P&L responsibility for strategic events operations; developed and administered annualized multi-million-dollar operating plan. Consistently implemented strong market expansion, global events, sales, and operations planning initiatives to fuel business development year-over-year.

Span of control: 2 full time employees

PREVIOUS EMPLOYMENT

SPIRIT INTERNATIONAL, **ACCOUNT & PROGRAM MANAGER**

2005 – 2008

JACQUELIN ENTERPRISES, **DEPARTMENT MANAGER**

2003 – 2004

CREDENTIALS

Doctor of Business Administration in Leadership, Capella University (candidate)

Master of Business Administration, University of Phoenix

Bachelor of Business Administration, University of the Incarnate Word

Product Management Academy Course Completion, Cronin Consulting Services, Inc.

SAFe Practitioner 5.0 Certified, CA Technologies

Balance Scorecard Certified, The Palladium Group

Goal Setting Committees At Large Professional Services	Application No: No: 20220105090725_12277
ELIGIBILITY	
PROFILE	
Prefix	Mr.
Last Name	Munoz
First Name	Frank
Middle Name	Moreno
Suffix	
Preferred Name	Frank
Title	
Are you a City of San Antonio resident?	No
Address Type?	Residence
Address	
City	Von Ormy
State	TX
Zip	78073
Phone Type?	Cell
Phone number	
Phone 2 Type?	
Phone 2 number	
Address 2 Type?	Business
Address 2	431 Isom Rd, Suite 114
City 2	San Antonio
State 2	TX
Zip 2	78216
eMail	
Employer	ECS Southwest, LLP
Job Title	Business Development Mgr
Occupation	Professional Services Marketing
Board/Commission/Committee Name	Goal Setting Committees~At Large~Professional Services~01
DEMOGRAPHIC INFORMATION	
The City of San Antonio strives for boards and commissions to be representative of our diverse community Providing the following demographic information is voluntary, and will only be used for statistical and reporting purposes.	
Race/Ethnicity (Please select all that apply):	Hispanic/Latino/a

Gender	Male
Age:	45 to 54
Do you identify as a sexual minority (such as lesbian, gay, bisexual, queer, etc.)?	No
QUESTIONS	
If this board position requires residency within Bexar County, the City of San Antonio city limits or within a particular council district, do you meet those residency requirements?	Yes
Do you or any of your immediate family members or any businesses that you or they own currently have any direct or indirect financial interest in any contract(s) with the City, including subcontracts?	No
Will you or any of your immediate family members or any businesses that you or they own seek a contract(s) with the City in the foreseeable future?	No
Do you or any of your immediate family members or any businesses that you or they own have any financial interest, direct or indirect, in any sale to the City of any land, materials, supplies, or service?	No
Does your employer or an employer of your immediate family members have a contract with the City?	No
Do you or any of your family members currently serve or in the past year served as an administrative aide to a Councilmember?	No
Do you currently serve in any elected or appointed public government office?	No
Are you a member and/or officer and/or employee of any boards, commissions, corporations, non-profit entities, agencies, or other entities?	No
Do you intend to seek election or appointment to any public office or board or commission in the foreseeable future?	No
Have you ever been hired for a position with the City of San Antonio?	No
Describe your Educational history.	Texas A and M University San Antonio Master of Business Administration Graduate Degree
Describe your Professional History & Certification designations (Current and historical).	Over 22 years in the Engineering and Consulting Industry. My current role is Marketing and Business Development of professional services in the A/E/C Industry
Describe your Volunteer Experience & Community Service	Food Bank - Sorter
Please provide a brief narrative outlining your reasons for seeking appointment to this board or commission:	As a life long resident of Bexar County I have seen this City grow. I want to help with its growth while ensuring we preserve it"s small town appeal.
APPLICATION SIGN-OFF	
As a board, commission, or committee member, you will be asked to adhere to: Code of Ordinances, City of San Antonio, Part II, Chapter 2, Article IX, Sec.2-534. All board and commission members must file a Financial Disclosure Report with the Office of the City Clerk upon appointment, and annually thereafter, throughout the member's term. Failure to file a Financial Disclosure Report within the	

time required by the City's Ethics Code will be considered an automatic removal.	
I understand that if any member of the public makes a request for information included in this Application for Appointment, most of the information must be disclosed under the Public Information Act. I understand that the City of San Antonio will attempt to maintain the confidentiality of highly private matters by seeking an Attorney General's opinion in accordance with the Public Information Act. I understand that it may not be legally possible to maintain the confidentiality of such information, and I hereby release the City of San Antonio, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Public Information Act or any other law requiring its release.	Acknowledged
OATH: I have read and understand the guidelines set out in this application. The foregoing statements are true, accurate, and complete I agree that any misrepresentation or omission of facts may result in my disqualification for appointment	Acknowledged
Enter Your Name	Frank Munoz
Date of submission.	1/5/2022
The Texas Public Information Act provides that each government official may choose whether to allow the public access to the information in the custody of the City that contains your home address, home telephone number, or reveals whether you have family members. Please note that this does not apply to business addresses, which are subject to public disclosure. If an open records request is filed requesting to view or obtain records that contain your personal information, the City will take steps to protect your personal information as authorized by the Texas Public Information Act, but only if you have elected to protect personal information.	
I want the public to have access to my Home Address.	No
I want the public to have access to my Home Telephone Number.	No
I want the public to have access to my Social Security Number	No
I want the public to have access to my Emergency Contact Information.	No
I want the public to have access to my Family Information.	No
Please attach any additional information, such as a current resume, using the Attachments panel at the bottom of this page.	

Goal Setting Committees At Large Professional Services	Application No: No: 20220307224957_12505
ELIGIBILITY	
PROFILE	
Prefix	Dr.
Last Name	Ward
First Name	Liang
Middle Name	Lin
Suffix	
Preferred Name	
Title	Professor
Are you a City of San Antonio resident?	Yes
San Antonio Resident Length - Years	06
In which City Council District do you reside?	06
How many years have you lived in the City Council District where you reside?	06
Address Type?	Residence
Address	
City	San Antonio
State	TX
Zip	78253
Phone Type?	Cell
Phone number	
Phone 2 Type?	
Phone 2 number	
Address 2 Type?	Business
Address 2	
City 2	San Antonio
State 2	TX
Zip 2	
eMail	
Employer	UTSA
Job Title	Assistant Professor of Instruction
Occupation	Education
Board/Commission/Committee Name	Goal Setting Committees~At Large~Professional Services~01
DEMOGRAPHIC INFORMATION	
The City of San Antonio strives for boards and commissions to be representative of our diverse	

community Providing the following demographic information is voluntary, and will only be used for statistical and reporting purposes	
Race/Ethnicity (Please select all that apply):	Asian
Gender:	Female
Age:	45 to 54
Do you identify as a sexual minority (such as lesbian, gay, bisexual, queer, etc.)?	No
QUESTIONS	
If this board position requires residency within Bexar County, the City of San Antonio city limits or within a particular council district, do you meet those residency requirements?	Yes
Do you or any of your immediate family members or any businesses that you or they own currently have any direct or indirect financial interest in any contract(s) with the City, including subcontracts?	No
Will you or any of your immediate family members or any businesses that you or they own seek a contract(s) with the City in the foreseeable future?	No
Do you or any of your immediate family members or any businesses that you or they own have any financial interest, direct or indirect, in any sale to the City of any land, materials, supplies, or service?	No
Does your employer or an employer of your immediate family members have a contract with the City?	No
Do you or any of your family members currently serve or in the past year served as an administrative aide to a Councilmember?	No
Do you currently serve in any elected or appointed public government office?	No
Are you a member and/or officer and/or employee of any boards, commissions, corporations, non-profit entities, agencies, or other entities?	Yes
Give the title and dates of any position which you have held in such organization	1. President, San Antonio Taiwanese Chamber of Commerce 2 Vice President, Asian American Educational Foundation 3. Chair of Education Committee at Asian American Alliance of San Antonio 4. Board member, Alamo Asian American Chamber of Commerce 5 Committee member, Committee for College Guidelines at UTSA 6. Committee member, Advancing Next Gene Leadership Fellowship Program at UTSA (nominated in progress) 7. Advisor, UTSA Taekwondo Culture Club 8 Advisor, ASPIRE at UTSA 9. Chapter coordinator, International Foreign Language Honor Society (Phi Sigma Iota) 10 Advisor, Taiwanese Student Association at UTSA 11. Advisor, Chinese Language and Culture Club at UTSA
Do you receive any compensation for service on this entity(ies)?	No

Do you intend to seek election or appointment to any public office or board or commission in the foreseeable future?	No
Have you ever been hired for a position with the City of San Antonio?	No
Describe your Educational history.	Ph D Texas A and M University Kingsville, Bilingual Education, 2015 U.S.A. M.A. Arkansas Tech University, English with TESL Option, 2010 U S A B A National Kaohsiung Normal University, English and Teacher Education, 2006 Taiwan B S National Chin Yi University of Technology, Industrial Engineering and Management, 1998, Taiwan
Describe your Professional History & Certification designations (Current and historical).	List in my CV.
Describe your Volunteer Experience & Community Service	Note speaker for elder center in San Antonio Note speaker for introducing Chinese cultures in public schools and districts Volunteer for job fairs Volunteer for anti-Asian activities Volunteer for cultural events in San Antonio
Please provide a brief narrative outlining your reasons for seeking appointment to this board or commission:	1. Provide professional experiences and suggestions through being a representative in two committees, including "Goal Setting Committees" and "City of San Antonio Commission on Education." 2. Offer assistance and advice for any affair related to these committees. 3. Help create networks and communications whenever needs arise. 4. Promote the growth and development of San Antonio City through active participations in the committees.
APPLICATION SIGN-OFF	
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I understand that if any member of the public makes a request for information included in this Application for Appointment, most of the information must be disclosed under the Public Information Act I understand that the City of San Antonio will attempt to maintain the confidentiality of highly private matters by seeking an Attorney General's opinion in accordance with the Public Information Act I understand that it may not be legally possible to maintain the confidentiality of such information, and I hereby release the City of San Antonio, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Public Information Act or any other law requiring its release	Acknowledged

OATH: I have read and understand the guidelines set out in this application. The foregoing statements are true, accurate, and complete. I agree that any misrepresentation or omission of facts may result in my disqualification for appointment.	Acknowledged
Enter Your Name	Liang Ward
Date of submission.	3/7/2022
The Texas Public Information Act provides that each government official may choose whether to allow the public access to the information in the custody of the City that contains your home address, home telephone number, or reveals whether you have family members. Please note that this does not apply to business addresses, which are subject to public disclosure. If an open records request is filed requesting to view or obtain records that contain your personal information, the City will take steps to protect your personal information as authorized by the Texas Public Information Act, but only if you have elected to protect personal information.	
I want the public to have access to my Home Address.	No
I want the public to have access to my Home Telephone Number.	No
I want the public to have access to my Social Security Number.	No
I want the public to have access to my Emergency Contact Information.	Yes
I want the public to have access to my Family Information.	No
Please attach any additional information, such as a current resume, using the Attachments panel at the bottom of this page.	

Liang Ward

Assistant Professor of Instruction, Department
of Modern Languages and Literatures, UTSA

- *Specialize in networking with international contacts, governmental collaboration, and student recruitment.*
- *Excellent skills in designing and developing study-abroad programs and student/scholar exchange programs.*
- *Excellent skills of interpersonal communication, seeking sponsorship, networking, bargaining, and negotiation.*
- *Great supervisory experiences for more than ten years.*

Educational Background

Ed.D.	Texas A&M University-Kingsville	Bilingual Education	2015 U.S.A.
M.A.	Arkansas Tech University	English with TESL Option	2010 U.S.A.
B.A.	National Kaohsiung Normal University	English & Teacher Education	2006 Taiwan

Supervisory Roles, 2007-present

- Program Director, Designer, & Coordinator, UTSA, 2018-present
- Program Director, Designer, & Coordinator, Texas A&M University-Kingsville (TAMUK), 2012-2013
- Cyberlearning Program Coordinator & Instructor, Universidad Politécnica del Estado de Guerrero, Mexico, 2013-2014
- English Language (cram) School Owner, Taiwan, 2007-2011

International Collaboration and Network, 2012-present

Networking and cooperating with 14 universities in Taiwan and China:

- (1) Network and cooperate with international universities.
- (2) Taiwan Study Abroad Program
- (3) Cooperation of exchange student and scholar programs
- (4) Cooperation with Intensive Chinese Language Program

International Partnership, 2018-present

Partnership with Overseas K-12 Schools and Publishers in Taiwan

A) Public Schools (K-12) in Kaohsiung City of Taiwan, 2019-present

- Cooperate with local K-12 schools in Taiwan to offer UTSA students teach English in Taiwan

B) American Eagle Institutes in Taiwan, 2019-present

- Cooperate with American Eagle Institutes in Taipei City and Taichung City of Taiwan to help UTSA students get hired for English teacher jobs and attend free teaching training

C) HuGiggles Publishing Co. in Taiwan, 2019-present

- Cooperate with HuGiggles Publishing Co. to offer UTSA students with teaching training and English teacher jobs in Taiwan

Cooperation with Foreign Governments, 2018-present

Cooperating with TECO in Houston (Taiwanese government office), 2018-present

- (1) Provide several scholarships for students to study abroad in Taiwan, including *Taiwan Scholarship* (for graduate programs), *Huayu Enrichment Scholarship* (for learning Chinese in Taiwan), and *Study-abroad Scholarships* (for summer study-abroad programs).
- (2) Applied for national grants from Taiwan to host culture events and scholar seminars on UTSA campus

Supervisory Roles in San Antonio City and Community, 2021-present

- **President**, San Antonio Taiwanese Chamber of Commerce, 2021 to present
- **Vice President**, Asian American Educational Foundation, 2021 to present
- **Chair of Education Committee**, Alamo Asian American Chamber of Commerce (AAACC), 2022 to present

University Leadership and Advisor of College Student Organizations, 2018 to present

- **Committee member**, Committee for College Guidelines at COLFA, UTSA, 2022 to present
- **Advisor**, Taekwondo Culture Club, UTSA, 2021 (in progress)
- **Advisor**, ASPIRE at UTSA, UTSA, 2020 to present
- **Chapter coordinator**, International Foreign Language Honor Society (Phi Sigma Iota), UTSA, 2019 to present
- **Advisor**, Taiwanese Student Association at UTSA, 2018 to present
- **Advisor**, Chinese Language and Culture Club at UTSA, 2018 to present

Other Employment History

A) College-Level Teaching

Assistant Professor of Instruction, University of Texas at San Antonio (UTSA), Texas; 2021 to present.

Lecturer II, University of Texas at San Antonio (UTSA), San Antonio, Texas; 2018 to 2021.

Instructor, ITT Technical College, San Antonio, Texas; spring to summer 2016.

Instructor, Universidad Politécnica del Estado de Guerrero, Taxco, Mexico; winter 2013 to 2014.

Instructor, the Center for Continuing Education, Texas A&M University-Kingsville (TAMUK); 2011-2012.

Teaching & Research Assistant, Department of Teacher and Bilingual Education, TAMUK; 2012-2015.

B) K-12 School Teaching

Grade 6-8 Chinese Teacher, Longfellow Middle School, San Antonio, Texas; 2017-2018.

Grade 10-12 English Teacher, Youth Senior High School, Taiwan; 2010-2011.

Grade 10-12 English Teacher, National Overseas Chinese Experimental Senior High School; Taiwan, 2008-2009.

Certifications

• Texas Teacher Certificate	Chinese subjects for EC-12 grades	2017 USA
• American Council on the Teaching of Foreign Languages (ACTFL) Certificates	“Superior level” on Chinese writing and oral proficiency	2017 USA
• Preparing Future Faculty program member	Training of being a faculty candidate in universities, Texas A&M University-Kingsville	2011 USA
• Chinese teacher certificate	Teaching Foreigners Chinese Language	2011 Taiwan
• Business Chinese teacher certificate	Teaching Foreigners Business Chinese Language	2011 Taiwan
• Website design certificate	English teaching website manufacture	2009 Taiwan
• Taiwan Grade 1-6 teacher certificate	Teaching Elementary School	2009 Taiwan
• Taiwan Grade 7-12 teacher certificate	Teaching Secondary School & Junior High School	2007 Taiwan

Skills of Computer and Language

- Computer skills: Excel, PowerPoint, Windows, Android, PowerPoint, Word, Microsoft Office
- Educational software: familiar with Terra Dotta
- Online design software: excellent in Canva
- Website design: Weebly
- Language skills: fluent in English, Mandarin Chinese, and Min-Nan languages

Awards and Honors

- UTSA Merit award for the final performance evaluation rating of Exceeds Expectations, Jan. 20, 2022
- UTSA Outstanding Faculty Recognition (from the University of Texas at San Antonio), 2019
- Teacher’s Grant from San Antonio ISD (San Antonio, Texas), 2017
- Who’s Who Among Students in American Universities & Colleges (Texas A&M University-Kingsville), 2013
- Graduate Teaching Assistantships (Texas A&M University-Kingsville), 2013-2015
- Graduate Research Assistantships (Texas A&M University-Kingsville), 2012-2013
- Asian Cohort Program Scholarship (Arkansas Tech University), 2009
- Outstanding grade 10-12 teacher (from the Ministry of Education, Taiwan), 2007
- Outstanding grade 7-9 teacher (from Taichung Municipal Shuang Wen Junior High School), 2006

Professional Memberships

- American Council on the Teaching of Foreign Languages (ACTFL), 2020 to present
- American Research Institute for Policy Development, USA, 2014 to present
- Southwest Educational Research Association (SERA), San Antonio, 2013 to present (peer reviewer)
- International Student Organization, Texas A&M University in Kingsville, 2013 to present
- National Association for Bilingual Education (NABE), Maryland, 2012 to present
- A Doctoral Organization for Bilingual Education (ADOBE), Texas A&M University in Kingsville, 2011 to 2015
*Public Relations
- Texas Association for Bilingual Education (TABE), San Antonio, 2011 to present

Publications

A) Forthcoming Publications

- Ward, L. L., & Terry, A. (2022). A case study of language courses through the IB middle years programme in US schools.
- Ward, L. L. (2022). IB MYP language courses within middle schools in Taiwan and China: implementation and difficulty.

B) Peer-Reviewed Publications

- Ward, L. L. (2014). The role of linguistics in second language classrooms. *American International Journal of Contemporary Research*, 4(3).
- Ward, L. L. (2014). Understanding pronunciation variations facing ESL students. *International Journal of humanities and Social Science*, 4(5).
- Ward, L. L., & Ekiaka Nzai, V. (2014). Using iPad apps to enhance literacy skills of English language learners with special needs. *International Journal of Languages and Literatures*, 2(1).
- Ward, L. L., & Enchelmayr, E. J. (2014). The practice and effect of a workshop approach to teaching English writing in ESL composition courses. *International Journal of humanities and Social Science*, 4(5).
- Ward, L. L. (2013). Review of the book *Children, language, and literacy: Diverse learners in diverse times*, by C. Genishi & A. H. Dyson. *Journal of Creative Education*, ISSN Online: 2151-4771, USA.

C) Conference Proceedings

- Ward, L. L. (2021). IB MYP language courses within middle schools in Taiwan and China: implementation and difficulty. *Proceeding of Southwest Educational Research Association 2022 Annual meeting*, New Orleans, Louisiana.
- Ward, L. L., & Terry, A. (2018). Language acquisition through the IB middle years programme in US schools. *Proceeding of 2018 International Conference on Education, Psychology, and Organizational Behavior*, Taipei, Taiwan.
- Ward, L. L. (2013). Understanding pronunciation variations facing ESL students. *Proceeding of International Conference on Education, Economic, Psychology and Society*, pp. 44-51, ISBN 978-986-89298-9-0, Beijing, China.
- Ward, L. L. (2013). Teaching English with iPad apps. *Proceeding of the Fourteenth Conference on Applied English Personnel Cultivation*, pp. 27-37, ISBN 986-884-062-1, Taoyuan, Taiwan.
- Ward, L. L. (2013). Improving English skills via social networks. *Proceeding of 2013 International Language Education Conference*, pp. 19-23, ISBN 978-986-6417-21-4, Yunlin, Taiwan.
- Ward, L. L., & Ekiaka Nzai, V. (2013). Using iPad apps to enhance literacy skills of English language learners with special needs. *Proceeding of International Conference on Education, Economic, Psychology and Society*, pp. 36-43, ISBN 978-986-89298-9-0, Beijing, China.
- Ward, L. L., & Guzman, N. A. (2013). Teaching English writing with workshop approach in ESL composition courses. *Proceeding of 2013 International Language Education Conference*, pp. 70-82, ISBN 978-986-6417-21-4, Yunlin, Taiwan.

D) Book Review

- Ward, L. L. (2021). Review of the book *Children, language, and literacy: Diverse learners in diverse times*, by C. Genishi & A. H. Dyson. *Journal of Creative Education*, ISSN Online: 2151-4771, USA.