

EMPLOYMENT HISTORY

County of Santa Barbara, California

Assistant County Executive Officer

Serve as the primary assistant to the County Executive Officer in operating the County organization consisting of 23 departments, 4400 employees, and a budget of \$900 million. Additional responsibilities include:

- Budget Director: Develop and control the County's annual budget organized into 115 separate funds with 233 capital projects; supervise the employees of the Budget and Research division of the County Executive Office;
- Financial Officer: coordinate Countywide financial issues including debt issuances and financial forecasting.

Director – Parks Department

This interim assignment demonstrated the confidence the elected officials and County Executive Officer had in me to direct a department of 85 employees with a budget of approximately \$5 million. Primary accomplishments:

- Developed and implemented a departmental strategic plan; Recruited and retained a permanent Director;
- Assured a complex labor-centric organization operated efficiently and effectively and had the resources necessary to excel as expected by the public.

Project Manager – County Executive's Office

A member of the County Executive's management team involved in strategic planning and high profile special projects.

- Strategic Planning: financial analyses of annexations, overseeing performance management for the organization, developing a technology business plan for the entire County, identifying budget policies and practices;
- High Profile Projects: Coordinating annexations and community facilities districts; serving as intergovernmental liaison; coordinating analysis for a voter initiative to split the County; and managing a breadth of other high profile projects including tax negotiations, economic development, homeless programs, GIS implementation, and others.

Town of Superior, Colorado

Assistant Town Manager

Key staff person managing the fastest growing municipality in the U.S. during the 1990s (according to Census data).

As part of the management team, I managed all aspects of the municipality with the following accomplishments:

- Financial: managed a growing accounting and finance staff, implemented an automated accounting system, created an investment program, designed a long-range financial planning model, enhanced financial reporting;
- Budget: formulated budgets for the Town, Urban Renewal Authority, and Metropolitan Districts; negotiated annual law enforcement and other contracts; increased reserves to nearly 100% of annual expenditures;
- Planning: staffed Planning and Zoning Commission meetings; coordinated development operations; successfully negotiated retail, residential, and office development. Oversaw Comprehensive Plan and Land Use Code updates;
- Districts: created districts including developing and managing service plans; gained control of a utility district which had been developer controlled; negotiated a dissolution and reorganization plan for two service districts;
- Other Successes: construction management of park and public work projects, implemented a retirement benefit program, revised the personnel manual, developed an urban renewal authority, and improved Town's revenue base.

PRIOR LOCAL GOVERNMENT MANAGEMENT EXPERIENCE

City of Westminster, Colorado

Management Assistant - City Manager's Office

- Annual budget development; staff liaison at public meetings; representative of the City Manager.

City of Thornton, Colorado

Management Intern - Budget Office; City Manager's Office

- Fleet replacement program; long-term fiscal and operational planning; development \$10 million, 127 project CIP.

City of Mountain View, California

Assistant to the Shoreline Manager - Shoreline Division

- Capital project manager; litigation research; policy analysis for Shoreline preserve and environmental regulations.

EDUCATION

- University of Colorado at Denver. Graduate School of Public Affairs. **Doctor of Philosophy**. 2000. Studies emphasize municipal management and law including municipal home rule.
- San Jose State University. **Master of Public Administration**. 1993.
- California Polytechnic State University, San Luis Obispo. **Bachelor of Arts** (Political Science), 1991.
- Cuesta College, San Luis Obispo, California. **Associate in Arts**. 1989.

PROFESSIONAL MEMBERSHIP

- International City Management Association (Credentialed, 10-year service award)
- Government Finance Officers' Association (Distinguished Budget Award Reviewer)
- American Political Science Association
- Treasurer, Central Coast Chapter, Municipal Management Assoc. of Southern California (MMASC)
- American Society for Public Administration
- Local Government Chapter of the American Bar Assc.
- ICMA Adjuncts (Practitioners Who Teach)

ORGANIZATIONAL ACTIVITIES

- Session Co-Presenter "The Performance Dividend of Professional Management." 2005 Annual City Managers' Department Meeting. League of California Cities. February 3, 2005.
- Session Presenter "Performance Measurement as a Budgeting Tool." 2003 Annual Conference. International City Management Association. September 22, 2003.
- Public Administration instructor for Colorado Community College and California State University at Northridge.
- Panelist "The Public Issues Forum: TABOR: Today and Tomorrow." University of Colorado at Denver Graduate School of Public Affairs, January 20, 1999.
- Panelist "Setting Municipal Fees." Colorado Municipal League's Budget and Finance Workshop, May 15, 1999.

AWARDS and RECOGNITION

- 2005 – Certificate of Distinction for the County of Santa Barbara from the ICMA Center for Performance Management.
- 2004 – Certified Trainer by the County of Santa Barbara.
- 2004 – First ever Certificate of Distinction for Santa Barbara County from the ICMA Center for Performance Mgt.
- 2003 – Certificate of Achievement for Excellence in Financial Reporting given by the GFOA for the production of the Town of Superior's Comprehensive Annual Financial Report for the first time in the Town's history.
- 2002 – Bonus Recipient. Received the first-ever Town of Superior employee bonus for financial work on a water purchase agreement that saved the Town \$3 million at closing.
- 2002 – Distinguished Budget Award given by the Government Finance Officers' Association for the production of the Town of Superior's budget for the first time in the Town's history.
- 2002 – Productivity Improvement Award, Denver Regional Council of Governments, Honorable Mention for the Town of Superior's takeover of the utility district from a developer and subsequent management improvements.
- 1998 – Cooperative Service Award, Denver Regional Council of Governments, First Place for the intergovernmental tax sharing and land use agreement between the Town of Superior and City of Louisville.

PUBLICATIONS

- With Michael F. Brown, "The Ethical Foundation of Performance Measurement and Management," Public Management 87:5 (June 2005), 22-25.
- With Robert Gage, "Home Rule in Colorado," in Home Rule in America: A Fifty State Handbook. Congressional Quarterly Publishing, 2001.
- The Sales Tax Revenue Implications and Administrative Efficacy of Colorado Municipal Home Rule. Doctoral dissertation, University of Colorado, Denver, 2000.
- "Managing Chaos: Use It to Your Advantage," Public Management 78:9 (September 1996), 6-8.