

EDUCATION

- University of Colorado at Denver. Graduate School of Public Affairs.
Doctor of Philosophy. August 2000. Studies emphasize municipal management and law.
Dissertation Title: The Sales Tax Revenue Implications and Administrative Efficacy of Colorado Municipal Home Rule
- San Jose State University. **Master of Public Administration.** August 1993.
Studies emphasized public personnel administration and finance.
Member of Pi Alpha Alpha, the national honor society of public affairs and administration.
- California Polytechnic State University, San Luis Obispo.
Bachelor of Arts, political science with an emphasis in law. December, 1991.
Dean's list (Fall 1990 and Spring 1991).
- Cuesta College, San Luis Obispo, California. **Associate in Arts,** 1989.

MEMBERSHIPS AND ASSOCIATIONS

- California Polytechnic State University Political Science Alumni Advisory Board
- American Society for Public Administration;
- Pi Alpha Alpha, the national honor society for excellence in public administration academics;
- International City Management Association (Credentialed Manager, Ten Year Service Award recipient, and member of "Practitioners Who Teach");
- Governmental Finance Officers' Administration (Distinguished Budget Award Reviewer);
- Local Government Chapter of the American Bar Association;
- American Political Science Association;
- Metro City and County Management Association;
- Colorado City and County Manager's Association;
- Cuesta College, Cal Poly, San Jose State, and University of Colorado alumni associations.

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.
- With Cynda Collins Arsenault, Superior a Folk History Private Publication, 1997.
- "Managing Chaos: Use It to Your Advantage," Public Management 78:9 (September 1996), 6-8.

PANELS, TALKS, AND PRESENTATIONS

- "Performance Measurement as a Budgeting Tool." 2003 Annual Conference. International City Management Association. September 22, 2003.
- "The Policy Process in the Town of Superior." Democracy and the Policy Process. Summer 2001 course. University of Colorado Graduate School of Public Affairs. July 28, 2001.
- "Where Do We Go From Here?" College of Liberal Arts Careers Forum. Cal Poly University Open House. April 21, 2001.
- "Setting Municipal Fees." Budget and Finance Workshop. Colorado Municipal League, May 15, 1999.
- "The Municipal Government Practice of Complying with TABOR." The Public Issues Forum: TABOR: Today and Tomorrow. University of Colorado at Denver Graduate School of Public Affairs. January 20, 1999.
- "Home Rule in Colorado." Home Rule and State-Local Relations in the States: A Colloquium. Southwestern Political Science Association Annual Meeting. March 21, 1996;

EMPLOYMENT HISTORY

California State University Northridge

Affiliate Faculty

Master of Public Administration program instructor with the College of Extended Learning.

Courses Taught: "Public Policy Process," and "Organization Theory & Human Behavior"

Colorado Community College Online

Instructor

Develop and serve as course instructor for public administration courses using WebCT Vista.

Courses Taught: "State and Local Govt.," "American Govt.," and "Public Budgeting and Finance."

County of Santa Barbara, California

Assistance County Executive Officer

Serve as budget director, financial officer, and manage special high profile projects.

Certified Trainer - Completed a comprehensive Trainer Certification September 2004

Courses Taught: "Performance Measures," and "Policy Development in a Political Environment."

University of Colorado at Denver – Graduate School of Public Affairs

Guest Lecturer

Courses: "Democracy and the Policy Process" a graduate-level course for Dr. Ralph Longobardi.

San Jose State University

Research Assistant - Political Science Department

Worked in conjunction with Professor Dongsung Kong in analyzing and examining the financial planning systems used by municipal and county governments in the San Francisco Bay Area. The goal of the research was to determine the long-term adequacy of financial planning systems in use.

Teaching Assistant - Political Science Department (May 1993 - August 1993)

Courses: graduate-level "Management Information Systems" using computers and financial software

California Polytechnic State University

Research Assistant

Served as research assistant to Dr. Allen Settle in his capacity as professor of political science and municipal official.