

**Retired in January 2015 after 29 years of city management and 35 years of government service. Currently teaching, training, consulting, coaching and mentoring within the profession.**

**Chair, Board of Directors**, HdL Companies, revenue & econ. development services to local governments, 2017-Present

**Chair, Board of Directors**, Institute for Local Government, 2004-2007, 2012-2021

**Senior Partner**, Management Partners, management consulting to local governments, 2017-2021

**Senior Fellow**, Davenport Institute for Public Engagement and Civic Leadership, Advisory Council, Pepperdine University, 2010-2021

**Instructor**, Stanford Local Government Summer Institute, 2015-Present; California Commission on Police Officer Standards and Training (POST), Executive Development Course, 2017-2020; and Pepperdine School of Public Policy Advanced Public Engagement Workshop, 2017-2020

**CITY MANAGER OF SANTA MONICA, CA Los Angeles County**      **1/2010-1/2015**  
Population 92,000

Managed an 8.3 square mile world class beach city with 250,000 daytime population. This full service city operates its own police, fire, general aviation airport, regional bus system, refuse and recycling service, housing & economic development, library system, public works, advanced technology, sustainability, cultural and community development services. Santa Monica had 2,200 full time employees and a \$576 million budget in 2015.

Built an exceptionally strong Leadership Team. Every City department improved service levels based on objective metrics.

Enhanced financial management through two year expenditure control budgeting, surgical cost-cutting, Measure Y approval, strengthened reserves, \$30 million pay down of pension liability, and maintenance of the City's AAA bond rating despite the loss of redevelopment.

Provided unparalleled financial support for local schools and developed excellent working relations with Santa Monica-Malibu Unified School District and Santa Monica College.

Advanced sustainability, including 77% diversion of waste from landfills, 40%+ reduction of imported water, bans on leaf blowers and plastic bags, 14% emissions reductions below 1990.

Human service goal attainment: 5 Star rating for Library system, 20% reduction in homeless in five years, expanded senior services, 100 free cultural events annually, 38% affordable units in new housing and \$1 million Bloomberg prize for the *Wellbeing Project*.

Constructed 10 large scale, award winning capital projects and completed 85% of the \$1.6 billion *Phase 2 Expo Light Rail* extension from Culver City to Santa Monica.

Established *Office of Emergency Management*; Fire Dept. achieved an Insurance Service Office (ISO) Class 1 status; Crime reduction to lowest levels since early 1950s.

Substantially improved infrastructure maintenance and dramatically improved response times to citizen requests for service (averaged 5 day closeout of 64,000 citizen requests per year).

Nationally recognized for the fastest broadband service in U.S. (100 gigabit CityNet), rapidly expanded free WiFi service in city area; synchronized 90% of traffic signals.

Improved mobility through state-of-the-art Transportation Management Center, over 45 miles of new bike lanes, and 11 million riders/year of 100% alternative fueled Big Blue Bus.

Upgraded internal training and organizational development, including establishment of the Santa Monica Institute, and advanced civic engagement, such as the People's Academy.

**CITY MANAGER OF POWAY, CA**  
Population 51,000

**San Diego County**

**1/2006-1/2010**

Managed a 39 sq. mile city located twenty miles northeast of San Diego. Services included public safety (contract law enforcement and city fire service), public works (including water, sewer and storm water utilities and 13 parks), development services, redevelopment, and community services. Administered an \$80 million combined budget with 306 FTE employees.

Set prudent fiscal course through combination of cost allocation and recovery, lean staffing, and process streamlining, while maintaining services, infrastructure, reserves and positive labor relations.

Developed award-winning workforce housing using green technology and introducing sustainable best management practices into City operations.

Managed aggressive two-year 71-project capital improvement budget of \$45 million to significantly upgrade critical infrastructure. Led major reinvestment in technology.

Concerted disaster planning and preparation paid dividends in the 2007 Witch Creek Fire.

Community policing, gang prevention and traffic safety resulted in the lowest crime rate in SD County.

**CITY MANAGER OF SAN RAFAEL, CA**  
Population 58,000

**Marin County**

**6/1996-12/2005**

Managed a full service 22 sq. mile city located 17 miles north of San Francisco. Services included police, fire, public works, planning, library and cultural services, recreation and childcare, 20 parks and abundant open space, management services and redevelopment. Administered \$64 million combined budget and oversaw 450 FTE employees.

Redeveloped downtown with office, retail, housing, entertainment and cultural uses: 1 million sq ft office, 500,000 sq ft retail, 500 housing units, and independent film center.

Employed multi-year performance-based expenditure control budgeting and reporting.

Advanced community policing and code enforcement. Part 1 Crime reduced 23%. Initiated Health & Safety Team to address problem locations and behaviors.

Enhanced safety, quality of life and community pride in new immigrant neighborhood of 12,000.

**CITY MANAGER OF MONROVIA, CA**      **Los Angeles County**      **10/1991-6/1996**  
Population 39,000

Managed a vibrant and diverse full service 16 sq mile city in northeast Los Angeles County, with police, fire, community development, public works, parks, utilities (water & sewer), recreation, library, administrative services and active Redevelopment Agency. Managed \$29 million budget, \$14.5 million Redevelopment Agency budget, and 253 FTE staff. Monrovia was named an All-America City in 1995 by the National Civic League. Its Community Activist Policing was honored as one of the ten most advanced community-based policing programs in the nation.

**ASSISTANT CITY MANAGER OF WALNUT CREEK, CA Contra Costa Co.** 1/1986-9/1991  
Population 64,000

Duties included economic and organizational development, policy analysis, and risk management.

**Other Positions Held Before 1986:**

- **SENIOR MANAGEMENT CONSULTANT**      Deloitte, Haskins & Sells, San Francisco, CA
- **ASSISTANT DEPUTY FOR OPERATIONS**      Boston Housing Authority, Boston, MA
- **CONSULTANT**      Wasserman Associates, Inc., Boston, MA
- **VISTA Volunteer**      Children’s Rights Group, San Francisco, CA

**Education**

**Harvard University, Kennedy School of Government, M.P.A.**  
**Harvard University, Graduate School of Education, Ed.M.**  
**Yale University, B.A. Economics & Political Science, magna cum laude**

**Professional Activities**

- **Consultant to Local Governments:** team building, strategic visioning, goal-setting, governance workshops, executive coaching and leadership development 2015-Present
- **Director of Training,** Center for Public Safety Management, LLC, 2016-2020
- **West Coast Vice President,** International City/County Management Association (ICMA), 2012-2015 (**Chair, ICMA Task Force on Leadership**)
- "State & Local Government Review" **Editorial Board** 2015-2017

- League of California Cities - **Board of Directors** 2007-2009;  
**City Managers Dept. President** 2005-2006
- League of Cities Pension Reform **Committee Chair**, 2006-2012
- **City Manager in Residence**: Stanford University Haas Center for Public Service, 10/2014;  
Pepperdine Graduate School of Public Policy, 3/2011; Cornell Graduate School of Public Affairs,  
10/2010; and USC Graduate School of Policy, Planning and Development, 10/2008
- Poway Community Leadership Institute, **Founding Director and Instructor** 2006-2010
- **Continuing Education**: Senior Executive Institute, University of Virginia 7/2002, Berkeley Executive  
Seminar, Goldman School of Public Policy 7/2001, Stone & Youngberg Fellow, Executive In  
Residence, UC Berkeley, 2000
- **Adjunct Professor**, MPA Programs, USC Sol Price School of Public Policy, 2016-18, San Francisco  
State University, 1997- 2005 and California State University Long Beach, 1992-1996
- **President**, Friends of San Rafael (community nonprofit corporation) 2002-2005
- **President**, Marin County Solid Waste and Hazardous Materials Authority, 2001-2003
- *Public Integrity* periodical **Editorial Board** 2000-2003.
- **ICMA Credentialed Manager** 2008 - Present

## Publications

Authored 18 articles for *Western City*, *Public Management*, *Governing*, *Public CEO* & *Public Risk* magazines

## Awards

2017 ICMA Distinguished Service Award  
 2015 Santa Monica Chamber of Commerce Individual Excellence Award  
 2015 Commendation by NAACP Santa Monica Venice Branch  
 2014 Cal-ICMA Ethics Hall of Fame Award  
 2014 Commendation by Santa Monica Board of Education & District, Education Foundation,  
 Council of PTAs and Community for Excellent Schools  
 2011 Wes McClure City Manager of Distinction Award  
 2011 California State PTA Honorary Service Award  
 2011 Santa Monica Jaycees Outstanding Supporter Award  
 2009 International Communicator Awards - Gold Award of Excellence  
 2008 South Poway Residents Association Community Leadership Award (first recipient)  
 2004 City Managers Department Award for the Advancement of Diverse Communities  
 1996 "Citizen of the Year" Community Service Award from Monrovia Chamber of Commerce  
 1994 Monrovia Community Service Award  
 1991 "Outstanding Assistant City Manager" Award from Municipal Management Association of Nor Cal