



CITY MANAGER (& CAO of Redevelopment & Regional Wastewater Districts)

Seaside, California

Est. 1954 | Population 35,000+ | Dec. 2015 - Present

Creative & collaborative CAO of exceptionally diverse coastal college community. Report to Mayor & Council. 125+ employees & \$77M budget.

In Brief: Include. Innovate. Inspire.

Highlights Include: Produce 4 surplus budgets (after 5 years of deficits, prior to my arrival) / Triple City’s reserves / Reconstruct “Main Street” into a vibrant, ped & bike friendly downtown / Open downtown “Seaside Creates” econ development office / Create sustainable, carbon-negative growth plans for \$1B+ of new investment, including a “Campus Town” project (largest in City history) / Add multiple revenue sources to General Fund / Implement largest street & park improvement programs in City’s history / Reduce crime & use of force by 30%+ / Add social workers to staff so every emergency isn’t a police emergency by default / City Hall solar energy conversion & interior restoration / Initiate regional \$31M bonding effort to tear down barracks on former Army base & repurpose land for development / New website & social media platforms / Facilitate multiple Strategic Planning sessions / General Plan update / Begin PD & FD accreditations / Early retirement program, saving \$1.5M annually / Defer all salary increases, then cut salary in response to pandemic budget challenge / Open recruitment processes to public / City & School District shared facilities agreement / Create non-profit to build affordable housing / Implement market-based compensation plan, initiate peer evals & substantially improve labor relations / Volunteer as Seaside High School baseball coach / Direct report offered CAO position

CITY ADMINISTRATOR (& CAO of Regional Wastewater Utility)

Davenport, Iowa

Est. 1836 | Population 103,000 | Aug. 2001 - June 2015

Open, agile and purposeful CAO of historic, diverse city. Report to Mayor & 10 member Council. 1,000+/- employees & \$250M+/- budget.

In Brief: Led dynamic, transparent & participative revitalization, with strong school and business partnerships. Set tenure record, received Key to City.

Highlights Include: \$100M+ civic/cultural facilities, including 2 new libraries, art & music museums, City Hall & ballpark renovations / Population decline changed to growth / Operating efficiency improved 62% / Crime reduced 57% / Taxes for new investment cut in half / \$2B+ taxbase growth / With partners, secured \$1B+ state & fed \$ / Doubled fund balance / National transparency & quality of life awards / Multiple LEED buildings / 250+ acres of parks added or improved / Full ADA access / Partner w/school district on early ed, art magnet school & universal collegiate scholarship programs / Led 13 successful flood fights from the front lines / Left with downtown thriving, leading region in investment / 9 direct reports become CAOs ... etc.



SUMMARY

Nationally Recognized

- City Manager, Assistant Manager & County Leader of the Year
- Most Livable, Sustainable, Transparent City Awards

Uniquely Qualified

- Three Masters Degrees
- 32 Years Experience, 21 as CAO
- Harvard Senior Exec & NPLI

Highly Professional

- First full PD, FD, PW, Parks, Library & EMS Accreditation in U.S.
- Helped Author ICMA Credential Exam
- Twelve Direct Reports Become CAOs

Making Places Better & More Fun

Five Cities, Two Counties, Park District, Metro Planning Organization Public School, Private Business

\$5+ Billion Community Development Experience

Devout Midwesterner, With Competent Grasp of Pond Hockey & Complete Mastery of Culver’s Menu

CONTACT

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EXPERIENCE (cont.)

ADMINISTRATIVE COORDINATOR (i.e. County Administrator)

Douglas County, Wisconsin

Est. 1854 | Population 42,000 | June 1999–August 2001

CAO for 1,340 square mile county on the shore of Lake Superior, with 272,000 acre County-owned forest. Report to 30 member Board. Supervise 18 appointed department heads, collaborate with 5 elected department heads and direct labor relations for 350 employees. Responsible for \$52M budget.

In Brief: Serve as first permanent professional CAO in County history

Highlights Include: Simultaneously serve as CAO, Personnel Director and Zoning Administrator. Settle all labor contracts without arbitration. Implement first performance evaluation program and reorganize departments to better serve citizens. Oversee largest project in County history (\$43M) incorporating Superior City Hall into County-built metro government center, reducing combined costs by \$18M. Two direct reports become County Administrators. Serve as consultant to County following separation. Shovel snow. Shovel a LOT of snow.

ASSISTANT MANAGER/ASSISTANT TO THE MANAGER/ADMINISTRATIVE ASSISTANT

Vernon Hills, Illinois

Est. 1958 | Population 20,000 (daytime 60,000+) | September 1988–June 1999

Assistant Manager responsible for community development, human resources, staff supervision, environmental programs, risk management, tech support, public information, facilities, grants and budget coordination.

In Brief: Jack of all trades assistant for inclusive, fast-growing, high service quality suburb, helping position community to feature AAA bond rating, no municipal property tax & a 7 term Mayor. Set tenure record. Received Key to City.

Highlights Include: Coordinate annexation of thousands of acres & \$2B of high quality development, including first TND in region. Create fiscal impact model guiding land use / budget decisions. Millions in grants & service delivery savings. Integral part of mgmt. team which doubled size & population of Village, with 8X taxbase increase. Planning / design / construction of Village Hall, police station, library & central park. Accumulate fund balance equal to two years operating expenses, while delivering excellent services without a property tax. Direct report becomes CAO.

CHARTER AUTHOR / FOUNDER / BOARD MEMBER

Prairie Crossing Charter School

1995–1999

Founding board member of the first parent-created school authorized by the Illinois Board of Education. The national award-winning K-8 public school, open & free to all, features small class sizes, empowered (AFT represented) teachers, welcomed parents and a hands-on citizenship / environmental science core curriculum. It is a small and unique neighborhood school, beloved by those who choose to attend, & not affiliated with any for-profit charter operation.

My daughter cut the ribbon on opening day for her first day of kindergarten ... today, she is a public school teacher.



AWARDS

Outstanding Manager of the Year
ICMA (2004)

County Leader of the Year
American City & County (2001)

Assist. Excellence in Leadership
ICMA (1998)

Best Overall Website, Cities 99,000+
3CMA “Savvy” & “Silver Circle”
davenporttoday.com (2015)

Beacon Award - Energy Reduction
Institute for Local Govt. (2020)

Best Communication
Monterey County Weekly (2017)

Community Resilience Award
Army Sustainment Command
(2015)

Top 10 Digital Cities
Center for Digital Govt. (2013/14)

**Innovations in American Government
“Bright Idea”**
Harvard KSG Ash Center (2013)

“Sunny” Award
Sunshine Review (2013)

All American City (QC Literacy)
National Civic League (2012)

Siemens Sustainability Award Finalist
U.S. Chamber of Commerce
(2010)

International Sustainability Award
ICMA (2008)

America’s Most Livable Small City
U.S. Conference of Mayors (2007)

Best Comprehensive Plan
Iowa APA (2006)

Achievement Award
National Assoc. of Counties
(2001)

Econ Development Award of Merit
American City & County (1996)

EXPERIENCE (cont.)

CONSULTANT / PUBLIC SPEAKER

Private (pro-bono) Business

Periodically assist local governments / communities with short-term assignments.

PLANNING TECHNICIAN

Libertyville, Illinois

Summer / Fall - 1988

Assisted with site plan review and implemented a computerized land use inventory.

YOUTH CONSERVATION CORPS MANAGER

Lake County Forest Preserve

Summer - 1987

Managed summer program, teaching job skills to teens while constructing capital improvements.

GRAYSLAKE PARK DISTRICT

Various Titles

Summers & Winter Breaks of 1984-1987

Worked in various capacities including lifeguard, program assistant and operations supervisor.

UNIVERSITY OF ILLINOIS

Teaching Assistant

1986 - 1987

Received tuition waiver and got paid to attend graduate school. Thank you, citizens of Illinois.

NORTHEASTERN ILLINOIS PLANNING COMMISSION

Intern

Summer - 1986

Completed general administrative tasks and office procedures update.

GRAYSLAKE, ILLINOIS

Village Manager's Office Intern

Summer - 1985

Completed general administrative tasks and a local economic development project.

FEDERAL GOVERNMENT EXPERIENCE

1983 - 1988

Interned for two Presidential candidates, two U.S. Senators and two U.S. Representatives.



MANY FIRSTS, SOME NO / NEVERS

- First / only ICMA member recognized as profession's leading practitioner three times
- First public charter school to open authorized by the Illinois State Board of Education
- First large scale traditional neighborhood projects in Quad Cities and Chicago metro regions
- First city in Iowa to open municipal building meeting LEED standards (now, multiple buildings)
- First place in national contest for best minor league ballpark (city owned & renovated on my watch)
- First city in America with accredited police, fire, ambulance, public works, parks and library
- First property tax rebate program, partnered with school district dual enrollment program, to offer free college for all
- First (only?) city manager to post all outgoing and incoming emails to a website
- First continued games at Davenport's riverfront ballpark during Mississippi River floods (since opening in 1931)
- No Mayor or County Board Chair I've worked for has ever lost a re-election bid[†]
- Never used a sick day in my professional career*[†]

[†] Knock on wood

* One three day vacation in a hospital

EDUCATION

HARVARD UNIVERSITY – JOHN F. KENNEDY SCHOOL OF GOVERNMENT
Senior Executive in State & Local Govt. (2001) Natl. Preparedness Leadership Initiative (2007)

MA – PUBLIC ADMINISTRATION
University of Illinois
City Management Thesis

MGS – URBAN PLANNING & POLICY
Roosevelt University
Community Development Focus

MA – HUMAN RESOURCES DEVELOPMENT
Webster University
Public Sector Concentration

BA - POLITICAL SCIENCE
Wester Illinois University
Public Administration Minor

GRADUATE COURSEWORK - MA SUSTAINABILITY Harvard University
Attending hybrid classes (weekend on-campus / online) as schedule permits

ICMA SERVICE (1988 - 2018)

SUSTAINABLE COMMUNITIES COMMITTEE
Founding member

CREDENTIAL ASSESSMENT REVIEW
One of ten who redrafted ICMA-CM credentialing exam questions

E-GOVERNANCE TASK FORCE
Developed best practices for local government E-Governance

STATE & INTERNATIONAL AWARDS COMMITTEES
Review best practices / recommend award recipients

ETHICS TRAINING
Completed training to serve as ICMA Ethics Trainer

DHS / NLC / ICMA EMERGENCY MGMT. COMMITTEE
One of fifteen who guided national training effort

NLC ENERGY, ENVIRONMENT & NATURAL RESOURCES COMMITTEE
ICMA's appointee to NLC's "Green Committee"

GOVERNMENTAL AFFAIRS & POLICY COMMITTEE
Guides ICMA public policy development

PUBLIC MANAGEMENT MAGAZINE
Periodic contributor

COACH
Participate in ICMA Coach Connect program (as non ICMA member)

MEMBER

American Society for Public Administration
American Planning Association (former, and renewable, AICP)
California City Management Foundation
Monterey Bay Area Managers Group (former Chair)



FREQUENT PUBLIC SPEAKER

(partial list)

ICMA Annual Conferences

- "Are You Ready For The Manager's Chair?"
- "Beyond Transparency"
- "Comprehensive Sustainability"
- "Being Bold Without Being Fired"
- "Leading From The Heart"
- "Creating Communities For All Ages"
- "Innovation, Risk & Resiliency"
- "Forging Onward After Failure"

Iowa City Managers Association

- "Managing Under Pressure"
- "Free Beer & Questionable Advice"

APA Annual Conferences

- "Planning Like Marines"
- "Innovative Floodplain Management"

Harvard University Kennedy School

- "Emergency Management: Cities On The Front Lines"

Wisconsin APA / ASLA Annual Conference

- "Remarkable & Resilient Floodplain Management"

ICMA Restoration Conference

- "Disaster Planning, Response & Recovery"

American Planning Association Midwest Conference

- "Traditional Neighborhood Development"

U.S. National Academy of Science

- "Community Resilience"

National Community Reinvestment Coalition

- "Community Engagement"

Mainstreet Annual Meeting

- "Building Sustainable Communities"

Mayor's Institute on City Design

- Brownfields Redevelopment

International Economic Development Council

- "Downtown Revitalization"