



**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. 150+ employees & \$94M budget.

**In Brief:** Include. Innovate. Inspire.

**Highlights Include:** Produce 6 surplus budgets (after 5 years of deficits, prior to my arrival) / Fund balance grown from \$3.7M to \$27.2M / Implement largest street & park improvement programs in City's history / Reconstruct "Main Street" into a vibrant, ped & bike friendly downtown, with downtown storefront economic development office / Create carbon-negative growth plans for \$1B+ of new investment, including a 1,485 home "Campus Town" project (largest in City history) / Acquire \$20M+ grants, add multiple revenue sources to General Fund / Reduce crime & use of force by 30%+ / Secure community-wide green energy choice / City Hall solar energy & interior restoration / Add social workers to staff so every emergency isn't a police emergency by default / Initiate regional \$31M bonding effort to tear down barracks on former Army base & repurpose land / New website & social media platforms / Begin General Plan update, PD & FD accreditations / Early retirement program, saving \$1.5M annually / Defer all my salary increases, then cut salary in pandemic to help fund community food bank / City & School Dist. shared facilities agreement / Open recruitments to public / Create non-profit to build affordable housing / Implement peer evals & market compensation / 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 college scholarship programs / Led 13 100% successful flood fights from the front lines / Left with downtown thriving, leading region in investment / 9 direct reports become CAOs ... etc.



**SUMMARY**

**Uniquely Qualified**

- 32 Years Experience, 21 as CAO
- Three Masters Degrees
- Harvard Senior Executive in State & Local Government / National Preparedness Leadership Initiative

**Highly Professional**

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

**Nationally Recognized**

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

**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 complete mastery of Portillo'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 CAOs. 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<sup>†</sup>
- Never used a sick day in my professional career\*<sup>†</sup>

<sup>†</sup> 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"