



## CITY MANAGER

### Seaside, California

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

Creative & collaborative CAO of diverse coastal college community. Report to Mayor & City Council. 145+/- employees & \$77M+/- budget.

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

**Highlights Include:** Produce 4 surplus budgets (after 5 years of deficits, prior to my arrival) and triple the City's reserves / Reconstruct "Main Street" into a vibrant, pedestrian-friendly downtown / Remake vacant downtown storefront into "Seaside Creates" economic development office / Create smart growth development plans for \$1B+ of new investment, including a "Campus Town" project (largest in Seaside history) / Add multiple revenue sources to General Fund, including two from ballot measures / Implement \$11M street & \$5M park improvement programs / Reduce crime & use of force by 30%+ / City Hall interior restoration complete, solar energy conversion in progress / Initiate regional \$31M bonding effort to tear down blighted barracks on former Army base, so the land may be repurposed for development / New website & social media platforms / Facilitate multiple Strategic Planning sessions / Begin PD & FD accreditations / General Plan update / Create early retirement program, saving \$1.5M annually / Defer all salary increases, then cut salary to reduce expenses in response to pandemic budget challenge / Open recruitment processes to public / City & School District shared facilities agreement / Create non-profit to build housing for homeless students / Implement market-based compensation plan, initiate peer evals & substantially improve labor relations / Volunteer as Seaside High baseball coach / Direct report offered CAO position

## CITY ADMINISTRATOR

### 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:** Cut crime by 57% / Grew city over 100,000 / Improved operating efficiency by 62% / City taxes for new investment cut in half / \$2B+ taxbase growth / With partners, secured \$1B+ state & federal funds / Doubled fund balance / \$100M+ new & renovated cultural attractions / Net City assets increased \$50M+ / Multiple LEED buildings / 250+ acres of parks added or improved / Midwest's largest 4 STAR city / Led 13 successful flood fights from the front lines / Downtown thriving & leading region in new investment / Full ADA access / 9 direct reports become CAOs



## 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 Local Govt. Experience, 19 Years As CAO
- Harvard Senior Exec & National Preparedness Leadership Initiative

### Highly Professional

- First full PD, FD, PW, Parks, Library & EMS Accreditation in U.S.
- 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 Development Experience

Encyclopedic Recall of 1980s Midwest Punk Bands, Substantial Knowledge of Western U.S. Mountain Peaks

## 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 second career professional CAO in County history (the first resigned after 100 days).

**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.

### **ASSISTANT MANAGER / ASSISTANT TO THE MANAGER / ADMINSTRATIVE ASSITANT**

#### **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, high service quality suburb, helping position community to feature a AAA bond rating and no municipal property tax. Received Key to City.

**Highlights Include:** Coordinate annexation of thousands of acres and \$2B of consistently improving development. Develop fiscal impact model guiding land use and budget decisions. Multimillion grant acquisition and service delivery savings. Integral part of management team which doubled size and population, with a nearly eightfold tax base increase; design / construction of every major municipal facility, and accumulation of fund balance equal to two years operating budget, all while delivering outstanding services without a property tax. Direct reports move on to professional success, including one becoming a City Manager.

### **FOUNDER / BOARD MEMBER**

#### **Prairie Crossing Charter School**

1995–1999

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



## AWARDS

**Outstanding Manager of the Year**  
ICMA (2004)

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

**Assist. Excellence in Leadership Award**  
ICMA (1998)

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

**Best Communication by Public Official**  
Monterey County Weekly (2017)

**Community Resilience Award**  
Army Sustainment Command  
(2015)

**Top 10 Digital Cities**  
Center for Digital Govt. (2013 & 2014)

**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 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
- No Mayor or County Board Chair I've worked for has ever lost a re-election bid to a non-incumbent†
- Never called in sick in my professional career\* †
- 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 tax rebate program, partnered with school district dual enrollment program, to offer college for all
- First sales/hotel tax sharing program to fund college scholarships for high school grads
- 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)

\* One three day vacation in a hospital

† Knock on wood

## EDUCATION

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

**MA – PUBLIC ADMINISTRATION**      **MGS – URBAN PLANNING & POLICY**  
University of Illinois (Urbana)      Roosevelt University (Chicago)  
City Management Thesis [4.1 GPA]      Community Development Focus [4.0 GPA]

**MA – HUMAN RESOURCES DEVELOPMENT**      **MA CANDIDATE - SUSTAINABILITY**  
Webster University (Chicago)      Harvard University (Cambridge)  
Public Sector Concentration [4.0 GPA]      Currently Enrolled

**BA - POLITICAL SCIENCE**      Western Illinois University (Macomb)      [3.7 GPA]

## 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

(2019)

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

## MEMBER / VOLUNTEER

American Society for Public Administration | American Planning Association | California City Management Foundation | Society of Professional Journalists | ICMA-CM & APA-AICP (formerly) for 15+ Years | Numerous National, State & Local Civic Groups | Youth Sports Coach | Scout Volunteer | Big Brothers Mentor



## 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"