

SUMMARY

More than ten years of local government experience with expertise in the following areas:

- * Operations and Project Management
- * Labor Relations
- * Customer Service
- * Organizational Change and Development
- * Strategic Planning and Operations Analysis
- * Financial Operations and Budget
- * Systems Design and Implementation
- * Media Relations

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in managing change and specializing in turnarounds. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Village Manager, Village of Wellington, FL

1995-96

Chief Administrator, Acme Improvement District

1993-96

Wellington is a city with a population of 26,000 covering approximately 30 square miles. It is located in central Palm Beach County, Florida (population 982,000). After its incorporation in late 1995, I directed the creation of a council-manager form of government using the Acme Improvement District and its employees as the base.

Duties and Responsibilities as Village Manager:

- * Chief executive officer of a municipal government with 150 employees and a \$25 million budget. Oversight responsibility for the following functions: police, roads, stormwater drainage, water and sewer utility, parks, recreation, planning, zoning, finance, general services and personnel.
- * Implementation of Council directed policy. Administration of the village's day-to-day operations as well as identification and resolution of long range issues.
- * Preparation and administration of the Village's operating and capital budgets.
- * Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- * Media representation of the Village and the District including appearances on television and radio, interviews with the print media and preparation of press releases.
- * Responsible for the Village's compliance with County, State and Federal regulations such as health, environmental and EEOC.

Achievements:

- * Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to residents' needs.
- * Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated this survey into the budget and the performance monitoring process.
- * Cut operating budget by 9% while maintaining the existing level of service. Revamped budget and financial systems. Shifted organizational focus from "budgeting cheap" to investing in the future and thereby minimizing long-run costs. Won the Government Finance Officers' Association's Distinguished Budget Award.
- * Restored financial integrity to the water and sewer utility fund by retiring a \$4 million accumulated deficit. Additionally, eliminated the odor problem at the Village's wastewater treatment plant.
- * Replaced general obligation bonds with bank loans. Achieved \$2.0 million in cash flow savings.
- * Replaced the existing mini-computer with a local area network (LAN). Reduced costs, eliminated system downtime (by utilizing Novell SFT-3 technology), and greatly expanded user capability. Converted utility billing and began conversion of the financial system to the LAN.

Department of Finance and Revenue, District of Columbia
Associate Director, Finance and Administration

1989-1991

As the nation's capital, the District of Columbia has a population of 644,000 and performs the roles of municipal, county and state government. The Department of Finance and Revenue is responsible for the assessment and collection of local personal income tax, real estate property taxes and 19 different business taxes.

Duties and Responsibilities:

- * Chief Financial and Administrative Officer for an agency of 550 employees. My direct responsibility included management oversight of 60 employees and the following functions: Labor-Management Relations, Finance (accounting, budget and procurement), Administration (planning, operations analysis, general services and personnel), and the Department's 150 station Personal Computer Based Local Area Network.
- * Administered the civil service system as it applied to the department's 550 employees.
- * Accounting for *2.4 billion in revenues and ensuring compliance with local and federal law as well as generally accepted accounting principles.
- * Development and implementation of a *25 million operating budget.
- * Oversight of the District's 1800 user fees which generate *100,000,000 annually.

Achievements:

- * Dramatically improved labor-management relations eliminating a two-year grievance backlog.
- * Developed and implemented a long range plan to manage user fees leading to a projected six million dollars in new revenues in the first year.
- * Instituted a quality of customer service orientation and reduced taxpayer complaints by 65%.
- * Led the development and introduction of a decentralized, local area network (LAN) based management information system providing instantaneous feedback on resource utilization.

Water and Sewer Utility, District of Columbia
Bureau Chief, Bureau of Water Measurement and Billing (three years)

1982-1988

The Water and Sewer Utility is a division of the City's Department of Public Works. It provided water and sewer services to 120,000 homes and businesses within the District of Columbia and had revenues of *150,000,000 annually. It also provided the majority of the region's sewage treatment by operating the world's largest advanced wastewater treatment plant with a capacity of 370 million gallons a day.

Duties and Responsibilities:

- * Direction of the Utility's metering, billing, collections and customer service operations.
- * Management of the day-to-day efforts of 250 employees and a budget of *10 million.
- * Represented the Utility on a variety of intra- and inter-governmental task forces.
- * Served as the Utility's primary spokesperson to consumer groups, industry associations and the media. Testified and/or prepared testimony for a variety of legislative bodies including Congress. Also prepared press releases for distribution to the media.

Achievements

- * Taught the organization to operate like a business. Introduced sound management practices and a strategic plan for long-run improvement. The result was that the operation, previously known for its poor performance, was given an A rating by *Washingtonian* magazine and recognized as an extremely well run operation by the *Washington Times*.
- * Developed/implemented an innovative program, consistent with Baldrige Award Criteria, to improve customer service -- cut executive level complaints by 90%.
- * Re-routed the organization's meter readers, improving productivity by 60%. Introduced a hand-held micro-processor which led to a 45% reduction in meter reading errors.
- * Developed an innovative collections effort reducing outstanding delinquent receivables by 50%.

Water and Sewer Utility, District of Columbia (continued)
Supervisory/Management Analyst (three years)

Duties and Responsibilities:

- * Directed the efforts of 10 analysts and support staff members which served as an in-house consulting staff to the Utility.
- * Conducted a variety of analyses designed to improve operations and productivity within the Utility.

Achievements:

- * Developed the functional design for a state-of-the art, automated customer information, billing and field maintenance support system.
- * Directed a field audit of the utility's billing data base which identified 1400 new accounts worth *1.2 million in annual revenues.
- * Developed the procedures for contract administration (organization's annual contractual services budget was approximately *40 million).
- * Designed and implemented a cost accounting system for the Department of Public Works.
- * Evaluated the feasibility and recommended the introduction of computerized process control at the Utility's Wastewater Treatment Plant.

International City Management Association
Intern (seasonal while in Graduate School)

1974-1975

The International City Management Association is an association of city managers which promotes professionalism and works toward improving the quality of management in local government.

Duties and Responsibilities

- * Performed a variety of research designed to identify projects improving productivity in local government.
- * Assisted in conference planning and implementation.

Achievements;

- * Wrote ***A Jurisdictional Guide to Productivity Improvement Projects in State and Local Government*** which was published by the National Commission on Productivity.

OTHER PROFESSIONAL EXPERIENCE

Kreter & Associates, Rockville, MD

1992-1993

Kreter & Associates is a consulting firm specializing in financial and management consulting. Served as a **Senior Analyst** whose principal project was the design and implementation of a personal computer (PC) based system to distribute royalties to recording artists and companies for the Recording Industry Association of America.

U.S. Agency for International Development, Monrovia, Liberia

1988-1989

The Agency distributes foreign aid dollars to third world countries. Served as a **Deputy Project Manager** overseeing a U.S. Government-funded effort designed to introduce fiscal responsibility into the Government of Liberia.

Alan K. McAdams Associates Ltd. and National Economic Research Associates

1975-1981

Served as a **Consulting Economist** providing economic support in litigation, primarily for antitrust suits (including the federal government's suit against International Business Machines).

Peace Corps

1970-73

Worked as a **secondary school teacher, a trainer and a regional administrator** in Sierra Leone, West Africa.

EDUCATION**Cornell University's Graduate School of Management****MPA Degree with Distinction**

Emphasis on financial operations, systems and organizational development. Served as editor of the management school's newspaper.

Carleton College**Bachelor of Arts**

Majored in Chemistry, minored in English Literature. Elected class president and played intercollegiate soccer and ice hockey.

American Management Association**Continuing Education**

Completed courses in planning, project management and information systems project management.

PROFESSIONAL AFFILIATIONS

- * Florida Advisory Council on Intergovernmental Relations, Special District's Alternate Representative (1994-97)
- * Association of Special Districts, Member of the Board of Directors, 1993-97
- * Leadership Palm Beach County, Class of 1997
- * International City/County Management Association
- * Florida City/County Management Association