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Career Objective: Continue fiscal strategies that improve budget sustainability through resizing, restructuring, and reinvesting. Establish a plan to adapt to revised employer pension contribution rates for 2018-2022 that preserves service priorities.

Pertinent Experience:

August 2004 through the Present: City of Milwaukee Budget & Management Division, Budget and Management Director

- Responsible for the development of the annual Proposed Executive Budget, consisting of approximately \$1.5 billion in expenditure authority and 7,300 FTE employees. Led development of a three year budget plan for 2006-2008 that resolved a structural imbalance of approximately \$165 million through a balance of expenditure reductions, revenue changes, and management initiatives.
- Responded to the impacts of the 2008 financial crisis and the decline in the City's pension funded status with a fiscal plan that stabilized operations through ~ \$55 million in operating expenditure reductions; adoption of a recommended change in pension funding policy that moderated initial contribution increases from more than \$100 million to less than \$50 million; development of a Employer's Pension Reserve balance of more than \$55 million that managed 2013-16 pension contribution impacts; and increased cost recovery through user charges to reduce pressure on the tax levy and Shared Revenue.
- Led development of strategy-focused budgets that have preserved critical service levels, enabled new initiatives such as the Strong Neighborhoods Plan, and reduced key infrastructure replacement cycles significantly.
- Developed budgets that resulted in a 2.4% average annual tax levy increase, despite an inflation-adjusted decline of ~ \$96 million in State Shared Revenue payments since 2003.
- Developed a plan for control of levy-supported City debt that has resulted in a stabilized level of annual of new authorizations and moderate debt levy increases.
- Initiated a structured management review process to identify service delivery improvements, operating efficiencies, and improved coordination between departments. Implemented the Common Council's Milwaukee Promise reporting programs.

March 1998 to July 2004: Milwaukee Metropolitan Sewerage District, Milwaukee, Wisconsin, Planning and Evaluation Manager

- Implemented a strategic planning and reporting system that provides measurable links between District objectives and operational performance measures.
- Provided leadership role in developing a new regional approach to storm water management. Led policy development regarding District financing of flood abatement projects and storm water management rules. Developed the District's Low Impact Development initiative, which facilitates rule compliance for developments that employ non-conventional storm water management techniques.

- Developed a methodology to estimate the impact of health care plan design changes.

May 1989 to March 1998: City of Milwaukee, Legislative Reference Bureau, Milwaukee, Wisconsin, Fiscal Review Manager

- Organized and managed Common Council's first Budget and Fiscal Analysis Unit. Provided leadership in analysis services and daily management of five professional staff.
- Led the Council's review of the Proposed Executive Budget. Developed budget alternatives which enabled responsible reallocation of proposed expenditures to Council priorities.
- Managed and provided fiscal support for Council standing committees, including analysis of legislation with significant expenditure and program impacts.
- Managed and provided analysis of major fiscal issues. For example, developed post-retirement inflation adjustments with a present value of \$62 million, which reduced purchasing power disparity among retired city employees, and which were enacted into law.

November 1985 to May 1989: Wisconsin Department of Administration, State Budget Office, Madison, Wisconsin, Budget and Management Analyst

- Responsible for development of the Governor's Biennial State Budget, including expenditure proposals and policy related statutory language changes. Managed ten state agency budgets and related policy issues, including the state's technical college system, local government collective bargaining law, and the Wisconsin Retirement System. Developed funding strategies for enabling technical college system to respond to workforce development priorities, which were enacted into law.
- Made recommendations to the Governor, Director of Administration, and State Budget Director on Budget expenditures, legislative changes, and policy proposals. Represented the Governor's positions to the legislature, interest groups, and state agencies. Implemented fiscal control for assigned agencies' budgets.

December 1983 to November 1985. Wisconsin Department of Public Instruction, Madison Wisconsin. Budget & Management Analyst.

- Responsible for State Superintendent's annual budget request and policy-related statutory changes. Developed budget & policy initiatives in the areas of vocational education, curriculum development, and teacher education.

Education:

M.A. in Public Policy & Administration, University of Wisconsin-Madison, GPA 3.7/4.0

A.B., Wabash College, GPA 3.86/4.0. Graduated *summa cum laude*; awarded NCAA post-graduate fellowship for outstanding achievement in scholarship and athletics.

Community Service:

- Near South Side Interfaith, Elderly Assistance Program, volunteer. Ongoing
- Tutoring, using bilingual skills to facilitate parental involvement. 2000-2006.
- St. Francis of Assisi Parish, community meal volunteer, 2014-current