

Mark Nicolini
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Career Objective: Exert leadership in helping elected officials establish City government expenditure priorities, and linking them to policy and budgets, so that Milwaukee continues to be a good location to live, work, and invest.

Pertinent Experience:

March 1998 to present. Milwaukee Metropolitan Sewerage District, Milwaukee, Wisconsin. Planning & Evaluation Manager.

- Developed and maintained a strategic planning and reporting system that provides measurable links between District objectives, departmental performance measures, and employe accountabilities. Developed performance appraisal and variable pay programs to make the system operationally meaningful.
- Played a leadership role in developing a new regional approach to storm water management. Provided policy analysis and development regarding District role in financing flood abatement projects; standards for storm water management; and rules development, all of which the Commission adopted. Developed the District's Low Impact Development initiative, which facilitates rule compliance for developments that employ non-conventional storm water management techniques.
- Developed forecasting system for Budget purposes and an estimation technique for projecting the impact of changes to the District's health care plan design.
- Provided analysis and review of management and policy issues on an ongoing basis to the Commission and Executive Director.

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

- Organized and managed the Common Council's first budget and fiscal analysis unit. Provided leadership in the development of analysis services, performance standards, and daily management. Supervised five professional staff.
- Led the Council's review of the Proposed Executive Budget of a multi-purpose general government consisting of 26 departments and approximately 8,500 employes. Provided and managed budget analysis, amendment development and analysis, and briefings of Council Committees and members. Developed budget alternatives for Council members, which enabled reallocation of millions of dollars of budget expenditures within proposed tax levies.
- Managed and provided fiscal support for Council standing committees, including analysis of legislation with significant expenditure and program impacts. Developed alternatives for Committee consideration. For example, led development of analysis

and amendment specifications for City's minimum wage standards applicable to private contractors. Assisted in the development of specific legislative proposals.

- Managed and provided analysis of major fiscal issues, including employee health care benefits; retirement benefits; economic development; convention center financing; and revenue diversification. For example, developed alternative for post-retirement inflation adjustments with a present value of \$62 million, which reduced purchasing power disparity among retired City employees, and which was enacted into law.

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

- Responsible for development of the Governor's Biennial State Budget, including expenditure proposals and policy-related statutory language changes, many of which were enacted into law. During tenure managed ten different 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 new workforce development priorities, which were enacted into law.
- Briefed and made recommendations to the Governor, Director of Administration, and State Budget Director on key Budget items, legislative proposals, and major policy issues. Developed fiscal notes and bill analyses. Represented the Governor's positions via testimony and briefings to the Legislature, state agencies, and interest groups. Implemented fiscal control through oversight of assigned agencies' budgets.

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

- Responsible for State Superintendent's biennial budget request and policy-related statutory language changes. Developed budget and policy initiatives in the areas of vocational education, curriculum development, and teacher education.
- Briefed and made recommendations to the State Superintendent, Deputy Superintendents, and agency Budget Director on key Budget items, legislative proposals, and major policy issues. Developed fiscal notes and bill analyses for legislation pertaining to elementary and secondary education.

Education

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

A.B., Wabash College, Crawfordsville, Indiana. GPA: 3.86/4.0. Graduated *summa cum laude*, named to Phi Beta Kappa. NCAA post-graduate fellowship for excellence in athletics and academics. Rhodes Scholar state finalist.

Community Service

- Near South Side Interfaith: Elderly Assistance Program volunteer
- Tutor a grade school pupil, using bilingual skills to facilitate parental involvement