



- Implemented successful inner-city redevelopment program involving public funding, private funding and public/private partnerships. \*\*
- Ad Valorem tax rate of 1.9 mills lowest in recent Pensacola history and among lowest of any major city in southeastern United States.
- Financial management policies helped create the largest budget surplus in history.
- City ISO fire rating upgraded to a #1. Pensacola was the second city in the United States to achieve an ISO Class #1 fire rating.
- Implemented deferred compensation program for all employees in lieu of social security, saving City several million dollars and improving employee compensation.
- Reduced City workforce by 30%, without service cutback by attrition and cross-training of employees.

\*\*FLORIDA TREND magazine wrote in July 1981 edition that Pensacola has more urban redevelopment than any other Florida city. New Florida magazine editorialized in October 1981 that Pensacola's redevelopment effort was "perhaps the most extensive in the state."

**March 1974 – May 1978**                      **City of Westminster**                      **Westminster, CO**  
**City Manager**

Westminster is a suburban charter government in the Denver Metropolitan area with full range of municipal services. (In the decade of the Seventies, Westminster was among the fastest growing cities in the United States with the population having grown from 29,000 in 1974 to 94,000 today.

- Implemented innovative growth and resources management system for guiding city growth. (The Westminster Growth Management Program is one of the oldest and most successful programs in the United States.)
- Reduced property tax by 66% from 14.5 mills in 1974 to 5 mills in 1978.
- First Colorado city to: Receive federal funding for land application of effluent rather than expand sewer treatment facilities, provide incentives to developers and homeowners for using low volume residential water consumption techniques, eliminate "minimum bill" for water and sewer customers and restructure to progressive rate schedule.

**1968 – 1974**                                      **City of Oklahoma City**                      **Oklahoma City, OK**  
**Administrative Assistant/Assistant City Manager**

- A full service central city located in the heart of the United States with a population of 500,000

#### EDUCATION

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**University of Oklahoma**  
 Master of Arts — Public Administration, 1969

**Norman, OK**

**Oklahoma City University**  
 Bachelor of Science — Economics, 1966

**Oklahoma City, OK**

**NASD – Municipal Securities License, 1985**

## MILITARY EXPERIENCE

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### Honorable Discharge, United States Army, 1966

## HONORS AND AWARDS

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- Winner, Bulwer-Lytton Fiction Contest (International Contest), San Jose State University, San Jose, California — 1984
- Recipient of the Professional Leader of the Year Award, annually given jointly by the Pensacola Area Chamber of Commerce and the Pensacola News-Journal Publishing Company — 1984
- Good Government Award — 1978
- “Young Men on the Move” Award, Oklahoma Publishing Company — 1972
- David Delorme Outstanding Graduate Awards in Economics, Oklahoma City University — 1966

## PUBLISHED WORK

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- Decatur Magazine (2001 – Present): 12 articles on travel to Caribbean Islands
- Public Management: “The Hope and Risk of New Urbanism” – January, 2002
- State and Local Government Review: “The Terminal City” - Winter Edition, 1983
- The Entrepreneurial City Manager: “Divesting Local Government Functions” - July, 1983 (Published by International City Management Association)
- Colorado Municipalities: “Growth Management, A Practical New Approach” - April, 1978
- Professional Builder: “Five Rules to Guide Builders” - May, 1977
- Nation’s Cities: “A Central City View: Coordination Instead Of Competition” - November, 1972

## PROFESSIONAL MEMBERSHIPS

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- Illinois City and County Managers Association
- International City Management Association
- Past President — Intergovernmental Coordinators Association (National League of Cities)
- National Association of Securities Dealers (Series 52 License)

## COMMUNITY ACTIVITIES

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- Seminar Faculty Member, Georgia Tech University. Gave Four Lectures on “Entrepreneurial City Management, Financial Recovery in the American City” - June 1983
- Lectures on Public Enterprise, Economic Development, and Public Capital Program Management sponsored by University of Georgia for local government executives – 1983
- Vice Chairman, Urban Affairs Committee, Florida Municipal League – 1981
- I.C.M.A. Representative - Review EPA Strategy for 1990, Reston, Virginia
- Governor's Advisory Committee on Community Policy, State of Florida – 1979

- Selected Participant Woodrow Wilson International Center, Smithsonian Institute, Washington, D.C. (User Fees and Charges as an Alternative to Taxes) – 1979
- Invited to lecture to National Association of Home Builders on growth management and urban planning. Meetings in Washington, D.C., Dallas and Phoenix - 1976-1977
- Taught Marco-Economics to graduating seniors at Oklahoma City University - 1970

#### HOBBIES

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- Scuba Diving
- Reading
- Writing