

**Education**

- University of Minnesota-Minneapolis, B.A., Communication Studies (1983), Recognized as Distinguished Alumni Awardee, College of Liberal Arts
- University of Wisconsin-Madison, M.S., Urban and Regional Planning (1989)
- Harvard University, Kennedy School of Government and Harvard Graduate School of Design Program for Sr. Executives in State & Local Government and Program for Housing Studies Fannie Mae Foundation Fellow (2005)
- Villanova University, Certificate in Lean Six Sigma Black Belt (May 2009)

**Employment History****10/2019-****Present**

Iowa State University, College of Design, Institute for Design Research & Outreach, Program Manager and Extension & Outreach, Community & Economic Development, Community & Economic Development Specialist. Ames, Iowa

**2/2013-  
4/2019**

West Virginia University, Senior Advisor to the Vice President for Administration and Finance and subsequently to the Vice President for Strategic Initiatives, and West Virginia University Research Corporation, Senior Project Manager. Morgantown, West Virginia

**2001-2012**

Town of Cary, North Carolina, At-Large Council Member (Elected to 3, Four-year terms) and Mayor Pro Tem (Appointed to 2, Two-Year Terms)

**1989-2009**

RTI International, (Research Triangle Institute) Research Triangle Park, N. Carolina

**Retired,  
11/09**

- Senior Research Public Administration Specialist (1997-2009)
- Public Administration Training Manager (1994 to 1995)
- Project Director, Municipal Development, USAID, Côte d'Ivoire (1991 to 1993)
- Urban Planning Research Analyst/Training Coordinator (1989 to 1991)

**1996-1997**

Syracuse University, Syracuse, New York  
Program Manager, Maxwell School of Citizen & Public Affairs

**1988-1989**

U.S. Agency for International Development, Abidjan, Cote d'Ivoire  
Urban Programs Researcher, Regional Housing and Urban Development Office for West/Central Africa

**1986-1987**

United Methodist Board of Global Ministries, Democratic Republic of Congo  
Program Coordinator

**1985-1986**

U.S. Agency for International Development, Dakar, Senegal  
Contract Financial Analyst, Office of the Regional Controller for West/Central Africa

**1984-1985**

U.S. Agency for International Development, Dakar, Senegal  
Audit Report Editor / Administrative Assistant, Regional Inspector General for Audit

**1984**

Environment and Development Action-Third World, (ENDA-TM), Dakar, Senegal.  
Development Research Intern

**1982-1983**

University of Minnesota - Minneapolis, Minnesota.  
Assistant to Director, International Learning Abroad Center

**1981 -1984**

U.S. Cultural Center, Yaoundé, Cameroon and Dakar, Senegal  
English Instructor for University Students (TOEFL Preparation, General)  
Public Relations Coordinator, St. Paul Public Library System, St. Paul, MN  
Public Relations Coordinator, St. Paul Town Center Park, St. Paul, MN  
Usher, Guthrie Theatre, Minneapolis, MN

## Professional Experience

Iowa State University  
Ames, Iowa

October 2019-Present

**Program Manager, College of Design, Institute for Design Research & Outreach (IDRO) and Community & Economic Development Specialist, Extension & Outreach, Community & Economic Development**

For the College of Design/IDRO, key activities have included:

- Mayors' Institute on City Design, Proposal Lead and Co-Project Manager. Prepared successful award for the College of Design to host a 2021 Regional Session and special project in Dec. 2020 to "help Mayors transform communities through design by preparing mayors to be the chief urban designers of their cities," in partnership with the City of Des Moines.

For Extension & Outreach, Community & Economic Development, key activities have included:

- Local Government & Housing and Civic Engagement & Equity Teams, Team member.
- Rural Housing Readiness Assessments. Team member and facilitator for program delivery to rural communities across Iowa. Program funded with Iowa Economic Development Agency and Community Development Block Grant programming. Communities: Ida Grove, Creston, Leon/Lamoni (lead), Manning, Stanton (lead)
- Leading Communities, A Place-based Leadership Program. Facilitator for program which promotes community engagement and leadership. Supported program delivery for Henry, Appanoose, Sac, and Chickasaw Counties.
- Municipal Professional Institute, Municipal Leadership Academy and Iowa State Association of Counties: Trainer for Municipal Administrators and Board of Supervisors in Effective Use of Parliamentary Procedures.
- Iowa League of Cities: Trainer for newly elected mayors and council members in effective governance. State-wide sessions delivered in Wall Lake, Ottumwa.
- Deliver or co-deliver sessions to local elected officials in Council Effectiveness.
- Assist in delivery of Planning & Zoning Workshops for local planning officials and elected officials.
- Municipal Goal Setting: Strategic and action planning for local councils. Sheldon.
- 4H Youth Development: Strategic planning, full organizational strategic planning. 2019-2020 using Technology of Participation methods.
- Local Economic Development and Covid-19 Recovery: Design and conduct workshops for local delivery funded by the Palo Alto County Extension Office.
- Vision and Mission Planning, Salud! A multicultural health coalition in Storm Lake, Iowa that organizes health-based events with local organizations.
- Iowa Retail Initiative: Support team by designing virtual engagement tools.
- Virtual Community Engagement and Facilitation Tools and Techniques. With transition from face-to-face to virtual program delivery, design and develop methods using virtual collaboration tools.

**West Virginia University  
Morgantown, West Virginia**

**February 2013- April 2019**

**Senior Advisor to the Vice President for Administration & Finance/Strategic Initiatives**

**Strategic advisory work supports all divisions of Vice-Presidential unit including Human Resources, Financial Services, Facilities, Procurement, Institutional Reporting, Treasury & Planning, and State- Local and Corporate Relations, and student and community engagement activities. \$2b annual budget, Approx. 32,000 students, 7500 employees.**

Key projects included:

- Management of 12 cross-institutional transformation teams to create \$45 million in efficiencies (energy management, graduate education, student retention, revenue-generating opportunities, business operations, etc.).
- Leadership of campus wide task forces on strategic issues (tobacco free campus, pedestrian safety).
- Leadership of finance & administration rulemaking team responsible for updating and/or drafting of 14 major Board of Governor Rules (Delegation of Authority on Financial and Administrative Matters, Capital Improvement Management, Emergency Management and Campus Safety, Campus Facilities Plan, Investment, Debt, Disposition of Property, Tuition and Fees, Payments and Waivers, Tobacco and Smoke Free Campus, Travel, Procurement, and Institutional Use of Campus Facilities).
- Implementation of consolidated administrative units shared services center, and later, policy and process lead of university wide shared services project consolidating 13 college-based business units.
- Team member (1 of 5) to create student one stop shop merging front line services of the offices of student accounts, financial aid and the registrar (Mountaineer Hub) and led revamp of all customer service call operations.
- Organizational, staffing and capacity assessment (SWOT-like) of various operations including WVU Alumni Center, Student Accounts, Human Resources, various research centers.
- Led variety of University-wide planning & development initiatives including:
  - Development of a 94-acre greenspace master planned trail system which engaged 6000 + student service learning hours in trail building activity,
  - Planning for a university sponsored mixed-use retirement community,
  - Planning for a 10-acre new faculty housing development,
  - Facilitated development of right-of-way agreements through university property and memoranda of understanding with City of Morgantown for public utility easement access,
  - University liaison to the Fairmont Morgantown Housing Authority and negotiate agreements, manage a faculty staff down payment assistance program.
  - Liaison to City of Morgantown Pedestrian and Bicycle Plan Update.
  - Designed and led numerous planning charrettes associated with above activities.
- Serve as WVU representative on Main Street Morgantown Board of Directors to improve relationships and conditions in downtown area adjacent to university.
- Participate in Metropolitan Planning Organization and WV Department of Highways initiatives affecting university operations.
- Led WVU role in initiative to extend Morgantown Airport Runway, successful FAA approval received.
- Led financial analysis and problem solving on multiple very large and complex federal (DOE, DOJ) research grants held by WVU Research Corporation.
- Multiple other special projects requiring confidential and sensitive approach dealing with complex problem solving at highest level of university administration.

**Town of Cary  
Cary, North Carolina  
See Public Service Detail Below (p.14-15)**

2001-2012, Elected Council Member At-Large  
(Resigned 6/28/12 due to relocation to WV)  
2007-2011, Mayor Pro-Tem  
(Served Full-Time Daily Duties of Mayor from  
12/2009-12/2011)

**RTI, International  
(Research Triangle Institute)**

1989-2009  
Retired, 20 Years of Service,  
Extensive International Travel

**Center for Democratic Governance  
International Development Group  
Research Triangle Park, North Carolina**

Senior Research Public Administration Specialist

**Contributions and Achievements**

- Managed delivery of dozens of multi-million dollar projects within scope and to budget (funded levels: up to \$11.7 million)
- Supervised work of over 100 technical and administrative project staff
- Organized training and capacity building events to benefit of +/- 5000 individuals
- Coordinated dozens of major conferences or seminars, handled program and logistics
- Presented keynote technical speeches, moderated high profile symposia, facilitated workshops
- Recruited/created partnerships with universities, subcontractors, and independent consultants
- Wrote, as proposal leader, or co-wrote as team member, funding requests in \$100's of millions
- Selected to Lead RTI Presidential Initiative: Strategic Business Development Team for Creation of New Business Model for RTI Southern Africa. Resulted in establishing first RTI branch office and creation of a "sister" local non-profit entity, business plan exceeded revenue, project quantity goals, and partnerships goals established at 5-year mid-plan review.
- Elected and served 2, two-year terms as Board Secretary to RTI-founded South African non-profit organization "Sizanang Centre for Research and Development," modeled upon formal partnerships with South African Universities to provide faculty and students with research opportunities and clients with unbiased, science based research and technical advising.
  
- Technical Areas of Expertise (Advisor/Trainer): Services Delivery: Infrastructure Planning and Capital Budgeting, Public/Private/Non-Profit Partnerships in Service Delivery, Service Consolidation, Intergovernmental Relations, Policymaking and Implementation Ethics: Ethical Leadership, Ethics in Public Decision-making, Tools and Mechanism for Creating an Ethical Culture, Ethical Dilemmas, Conflicts of Interest and Office Holders, Legal Frameworks and Enforcement Legislation *Public Service Leadership: Creating Public Value*, Political Leadership, Diplomacy, Negotiation and Conflict Resolution, Public Administration, Strategic Planning, Performance Measurement and Results Metrics, Accountability and Transparency of Public Policy and Expenditure; Civics and Democratic Development: Political Participation, Electoral Systems, Community Engagement, Citizen Participation in Public Decision-making, /Public Problem Solutions, Advocacy, Coalition Building, and Democratic Governance Structure.

**Selected Technical Assignments & Project Management Experience**

**Morocco Local Governance Project**, U.S. Department of State-Middle East Partnership Initiative (MEPI). Launched by the U.S. Department of State in 2002 to support democracy promotion, economic reform, quality education, and women's empowerment in the Middle East. Local governance project represented largest ever U.S. funded democracy-building project in Morocco. (May 2005-February 2007)

Technical Contract Manager (\$11.7 million project)

Contributions and Achievements:

- Developed training and technical assistance plan with the National Office of Audits to increase capacity for fiscal transparency and accountability, while updating information technology equipment and systems;
- Advisor to the Mayor of Casablanca and the City's special initiative on Ethics and Leadership. Presented keynote speech on "What is Ethical Leadership?" and panelist for breakout workshops on "Options for Ethics Policies."
- Designed ethics policy models based on best practices and created model activities to develop codes of ethics for all Casablanca communes as first effort nation-wide to create ethics awareness, education, and enforcement program.
- Supervised advisory services to Ministry of Local Government on complex and controversial Information Management System for national scale financial management system.
- Designed capacity building plan local elected leaders at prefecture & commune levels,
- Wrote grant manuals for unique Local Citizens' Initiative Grant program to organize slum upgrading projects across Morocco,
- Planned and supervised 2-week U.S. study tour for Moroccan parliament members, mayors, and planning ministry officials to strengthen capacity for democratic process and institution building through site visits to six U.S. best practice sites;
- Supervised 12 Field Office Staff, 4 U.S. Subcontractors, 3 local subcontractors, and >50 Independent Consultants
- Coordinated inputs of U.S. administrative staff, prepared work plans, scopes of work, and deliverable submissions, compliance and reporting requirements.
- Set up expedited internal processing and tracking system for rapid deployment of over 50 independent consultants in first year of activity across 7 project components.
- Managed complex \$11.7 million project to scope and budget

**Jordan Municipal Capacity Building Assessment**

Jordanian Ministry of Planning and International Cooperation, under consultant services contract with the World Bank. (January 2006-January 2007)

Replacement Team Leader (brought in at client request at end of project)

Contributions and Achievements:

- Served in quality control/assurance capacity to identify and resolve shortfalls to customer satisfaction.
- Reviewed and assessed quality and usability of survey data, eliminated defect quantitative data, revised analytic approach, and prepared drafts and final versions of the four major deliverables including:
  - Legal Framework of Local Government and Legislative Reform Options
  - Case Study Assessment of Local Government Units' Capacity to Manage Infrastructure and Public Service Delivery (based on field surveys in six Jordanian Cities)
  - Public- Private Partnership Options and Potential Legal and Operational Arrangements
  - Design of a Performance-Based Capacity Building Program (for sub-national government)
- Final Result: All four deliverables acceptable to client. Project design provided client a framework and methods for local units to become and remain eligible for infrastructure grants by demonstrating continuous performance improvements through benchmarking over course of 3-year, \$30 million project.

**Local Government Initiative – Bulgaria Phase II: Best Practices in Effective Board Governance**

U.S. Agency for International Development (USAID) under Contract No. EPP-I-01-04-00037-00, RTI No. 0209358.001 (February 2005-February 2007)

Technical Advisor – Governance Expert

Contributions and Achievements:

- Served as key consultant to "Demonstration Team on Effective Governance" comprised of mayors and council presidents and their technical staff from 9 cities across Bulgaria.
- Facilitator for set of phased roundtable dialogue events (over two year period) with Demo Team Members to assess needs, priorities, best practice methods-tools-techniques, action plans, and progress of best practice modeling in each of the 19 cities.
- Research best practices to respond to and align with Demo Team self-assessment of level of effectiveness of governing and decision-making and areas for improvement.
- Delivery of best practices reference paper "7 ½ Key Characteristics of Effective Municipal Decision-making: Best Practices."
- Provide advising to support development and application of best practices in demo team cities to improve municipal council effectiveness.
- Results included successful integration of best practices in demo team cities, which then mentored other cities by rolling out Bulgarian best practices.
- Designed and led technical assistance to the National Association of Municipalities of the Republic of Bulgaria (NAMRB) Board of Directors in association building, strategic planning, lobbying and advocating, and the role of political parties in US municipal associations. Conducted a full day conflict resolution workshop to address partisan-driven divisiveness among board membership. Partnered with the UNC-CH School of Government and the North Carolina League of Municipalities.
- Results included groundbreaking policies adoption by vote of NAMRB member cities to revise board composition and establish association as non-partisan to more effectively represent the interests of local government with one voice undivided by political party.

**Local Government Initiative – Bulgaria Phase I: Legislative and Operational Reform Options for**

**Bulgarian Municipal Councils** U.S. Agency for International Development (USAID) under Contract No. EEU-I-802- 99-0014-00.RTI No. 0207449.802 (January 2003 to 2005)

Technical Advisor –Governance Expert, Consultant Team Member

Contributions and Achievements:

- Activity designed to stimulate multi-faceted democratic reforms; supporting analysis included:
  - conduct field study to research council-mayor, council-citizen, and council-staff relations;
  - assess the legal framework and options to increase long and short term efficiency improvements;
  - analyze comparative US and European models
  - design a broad strategy to improve performance of councils
- Lead strategist/presenter for the consultant team results outlining options and recommendations to improve municipal council legal and operational framework for Bulgarian councils.
  - Presented White Paper at Policy Dialogue Roundtable:  
"Municipal Councils in the U.S.: Legal and Operational Framework."
- Designed early stage training program for mayors and municipal councilors based on survey results and roundtable policy dialogue with Bulgarian leaders to prioritize options and set reform agenda direction.
- Recommended legislative, policy, and operational options; introducing transformative methods for continuous performance improvements to achieve short and long term reforms.
- Results included first ever open government reforms -- swiftly introduced and adopted by the Bulgarian Parliament:
  - "Amendments to the Local Self-Government and Local Administration Act - Expanded Citizen Access to Local Government Decision making"

- Amendments set legal framework for municipal councils to conduct public meetings, hold public hearings, give notice of public meetings, and establish public record, making voting results available to the public for first time at local government level in Bulgaria
- Evaluated as one of the most significant accomplishments of Local Government Initiative Project

**Ukraine Municipal Budget Reform (MBR) Project**, United States Agency for International Development Short Term Technical Assistance – Design of Team Building Retreat

- Assisted Project Manager with design of Team Building Retreat and Staffing Development Strategy as part of Initial Work plan.
- Designed to ensure an effective integration of Ukrainian training teams as project transitioned from outgoing to incoming prime contractor.
- Design options for longer term team building included professional development planning, staff analysis of optimum training team composition, staff retreats quarterly, anonymous complaint system for trainers and participating municipalities, team-inclusive assessments to identify bottlenecks and solutions in implementation of new software system, staff awards program to coincide with retreats, on-line network to connect trainers working across diverse locations to facilitate resolution of problems with software and share best practices.

**Local Government Support Program – South Africa**, U.S. Agency for International Development Contract No. 674-C-00-05-00001-00, RTI No. 09357 (October 2004 to September 2007)

## Technical Contract Manager

## Contributions and Achievements

- Manager of 3-year project --\$9 million trained key officials in strategic planning and municipal technical operations skills in order to improve performance.
- Project supported the Government of South Africa, Department of Provincial and Local Government policy goals to increase democratic local governance.
- Designed five-phased capacity building project which includes (1) training needs assessment, (2) development of priority based strategic improvement plans, (3) design and implementation of training support (25 municipalities and over 600 individuals), (4) monitoring and follow-up training and mentoring; and (5) evaluation and dissemination for replication purposes.
- Technical advisor to field staff on pedagogical methodologies to build capacity of officials and increase local revenue generation potential to support municipal services delivery.
- Results: Client evaluated project as Outstanding and awarded rating of 5/5 on a scale of 1-5 for project management performance.
- Project was culmination of series of efforts conducted over 10 year period to develop and implement policy.
- Provided instrumental leadership in the proposal development and management of five project awards over 10 year period that served as basis for success story, broadly highlighted by client.

**Decentralization Support – Morocco** (January to February 2004)

## Short Term Technical Assistance Advisor

Prepared and presented technical presentation on municipal consolidation for major project conference titled “Consolidation of Cities and Engines for Local Development” in Rabat, Morocco, which included 150 elected officials and national government policy and technical staff. Presentation addressed issues of consolidating procurement and personnel systems and ethics in public decision-making.

**Local Government Project – Iraq**

Local Governance Program (LGP1) May to July 2003; and Iraq Strengthening Local and Provincial Governance (ISLPG) also called LGP2. Contract No. EDG-C-00-03-00010-00; 267-C-00-05-00505-00. RTI No. 0208784, April 2003-May 2005; 0209600, May 2005-May 2007. April 2003 -May 2007

## Short-Term Technical Advisor

## Contributions and Results

- Baghdad Neighborhood Councils: Assisted field staff with early stage framework and roadmap for creation of neighborhood councils which evolved into the governing council structure in Baghdad.
- Developed model step by step action plan for working with Iraqi civil society leaders to form functioning citizen governing councils at three levels of Baghdad municipality.
- Provided technical backstopping in U.S. to consultant teams throughout Iraq on governing council structure and early training programming to establish and grow the strength of the new governing boards
- University Regional Institutes of Public Administration (RIPA's) Design conceptual and operations plan for 5 University-based Regional Institutes of Public Administration in Iraq to build capacity of newly elected councils and create a university educated professional staff to reinstate and improve capacity to deliver public services across Iraq.
- Wrote working paper outlining agreed upon concept and operational approach and developed detailed implementation plan.
- Activity highlighted by project and client as demonstration of progress in democracy building initiatives.

**Training Elected Municipal and Civil Society Leaders in Financial Management and Transparency – Mali**

U.S. Agency for International Development, Bamako, Mali (January – October 2002).

Technical Contract Manager

Contributions and Achievements

- Responsibilities included oversight of intensive 11 month contract to design and deliver training program in financial management to 558 participants via 20 training workshops in five regions of Mali.
- Project designed as ground-breaking effort to translate newly adopted national legislation into standardized procedures for local level implementation nation-wide.
- Engaged multiple government entities in highly collaborative and participatory approach to align financial management policies housed in multiple ministries and design standard practices, and training guides and manuals of procedures to satisfy requirements of various governmental agencies.
- Conducted capacity assessment of local training firms and based on results, established partnering agreements.
- Conducted Training of Trainers (TOT) workshops, design of curriculum, design and production of trainer's guides and participant manuals, pre- and post-test surveys to assess impact of training program on knowledge base of participants, and translation of condensed materials into local languages.
- Follow-on contract replicated and rolled out scope nationally.
- Supervised two U.S. consultants and local subcontractor.
- Managed client relations; negotiated multiple contract amendments to improve delivery mechanism, and at request of client resolved conflicts between key stakeholders.

**Decentralization Training Support Program, U.S. Agency for International Development, Cotonou, Benin (2001-2002)**

Technical Contract Manager.

Contributions and Achievements:

- Responsibilities included oversight of intensive 15 month, \$3million contract to design and deliver training program for local elected leaders and municipal officials in services delivery, citizen participation, financial management, and utility service provision.
- Program involved collaborative design with governmental agencies responsible for ensuring implementation of national policy and capacity building of local non-governmental service providers to create sustainability in training provision.

**Local Government Financial Reform: Toward a Sustainable System of Local Government**

U.S. Agency for International Development, Sustainable Urban Management IQC Task Order

Pretoria, South Africa (January 2000–August 2003)

Technical Contract Manager.

Contributions and Achievements:



- Managing technical implementation oversight for this 3-year, USAID project to assist the South African government's Department of Provincial and Local Government to improve upon existing legislation and make recommendations to Cabinet for new legislation for local finance reform.
- Principal responsibilities include contract oversight of three subcontractors and a team of international and South African public finance experts, as well as deliverable management.

**Municipal Services Partnership (MSP) Capacity Building Training Initiative in South Africa**

U.S. Agency for International Development, Sustainable Urban Management IQC Task Order (July 2000–April 2002)

Project Manager and Lead Trainer

Contributions and Achievements:

- Assisted the South African government's Department of Provincial and Local Government to institutionalize the delivery of training on MSPs to South African universities. The concept was to use South African trainers and technicians, thereby building capacity of South Africans to deliver training to other leaders and technicians to consider municipal services delivery alternatives that would enhance the effectiveness and efficiency of public services.
- Designed and led program which occurred over nearly a two-year period that involved stakeholder assessments, development of Training of Trainer's Curriculum,
- Led training for trainers (TOT) workshops at the University of Western Cape and the University of the Free State;
- Coordination of core team of university, client, and consultant members to ensure a collaborative approach and South-Africa specific product, and development of technical trainer's guides
- Oversight of pilot training activities led by TOT trainees
- Authored Trainer's guide for facilitating and delivering follow-on training.
- Worked extensively with local consultant to complete technical training manual on establishing public-private partnerships for municipal services delivery

**Capacity Building for Local Government Elected Officials and Civil Society Organizations in Uganda**

U.S. Agency for International Development, Implementing Policy Change II, IQC Task Order (11/99–3/01) Technical Contract Manager.

Handled technical support and oversight of this 3-year subcontract designed to provide intensive support to six districts in Uganda as they implemented the 1996 Decentralization Act, which transferred responsibilities for local services and citizen representation from the central to the district and sub-national level. Led curriculum design team to develop strategy and plan for training and assistance to be provided over the course of the project in the six districts in the areas of local finance, services delivery (health, education, water and sanitation, etc.), and leadership skills for women-elected officials, and capacity building for civil society organizations engaged in advocacy work.

**Local Resources Mobilization for Improvement of Public Services Delivery** U.S. Agency for International Development, Central Office of Democracy and Governance Washington, D.C. (9/98 to 11/99)

Team Leader.

Carried out extensive research over one-year period on the linkages among local government revenue generation, decentralized legal frameworks, and public services provision. Emphasized the identification of innovative initiatives that demonstrated ways to generate revenues and mobilize resources for local improvements under a decentralized legal framework for nine countries in Sahelian region of West Africa. Conducted high-level expert's conference in West Africa in June 1999. Published four-volume set: Literature Review on Decentralization and Local Resource Mobilization; Inventory of Revenue Generating Options: A Tool for Decision Makers; Cases of Effective Resource Mobilization; and Recommendations for Next Steps in Addressing Bottlenecks in Resource Mobilization. Presented key findings at U.S.-France Donor Coordination Meeting, Paris, France. November 17, 1999.

**Central Technical Resource Services in Democratic Decentralization**, Central Office for Democracy and Governance, Washington, D.C. (1999-2000)

Author, Trainer

- Co-Author of the "Handbook for Programming on Decentralization and Democratic Local

Governance," Technical Paper Series of the USAID/W Global Bureau Center for Democracy and Governance. With Stark Biddle, Henry P. Minis, Al Sharp, and Jerry VanSant. December 16, 1999.

- Participated in conceptual development, case study development, and field-testing of the "Handbook for Programming on Decentralization and Democratic Local Governance" which was created to advise D&G Officers for USAID worldwide on program design and implementation.
- Trained Democracy & Governance Team Leaders and Officers from worldwide USAID missions on designing effective decentralization programming at the USAID D&G Center Annual Training Event in Washington DC (December 1999 and December 2000).
- Trained U.S. Foreign Service Officers and Foreign Service Nationals administering Democracy and Governance Programming in program design techniques for democracy and governance initiatives. Participants represented USAID missions throughout West Africa and Haiti. Conducted in Paris, France. (November 1999).

**IQC for Environmental and Urban Programs Support**, USAID Office of Housing and Urban Development, Washington, D.C. Central Office (1998-1999)

Task Order Manager for two fiscal decentralization and tax reform initiatives in South Africa that were groundbreaking studies providing policy analysis that formed the basis of legislation passed as part of the legal framework for the new South Africa.

- Local Government Finance Aspects of the Local Government Systems Bill (Task 807). Recruited team of expert advisors from MIT, Georgia State University, and Syracuse University.
- Intergovernmental Grant Transfer System (Task 808). Recruited team of expert advisors from MIT and University of Wisconsin, and the University of the Witwatersrand (Wits) Johannesburg, South Africa.

#### **West Africa Policy Dialogue on Democratic Decentralization**

U.S. Agency for International Development, Office of Housing and Urban Development, Washington, D.C. (1997–1999)

Task Co-Director.

- Co-led the design and implementation of programming used as basis to introduce and supply Internet connections and build a four country West Africa-based regional dialogue to promote information exchange among key non-governmental partners in West Africa.
- Established stakeholder focus group and conducted roundtable discussions in Benin and Guinea on key issues facing the effective implementation of decentralization policy.
- Co-designed website to host online policy dialogue.
- Managed all aspects of building stakeholder networks: setup of host institutions, computer equipment acquisition, Internet service provider arrangements, Internet and website training, and maintenance of all inputs to the dialogue process.
- Developed technical topics that serve as basis for Internet-based forum discussions. Authored technical forum content.
- Prepared an invited presentation in connection with this effort: "Dialogue Lessons Learned," for the University of Maryland–College Park International Conference on New Information Technology and Social Inequity: Focus on Africa (February 1999).

**Decentralization and Natural Resources Management** U.S. Agency for International Development, Washington, D.C. (March - June 1998)  
Project Manager

Designed and conducted a regional policy dialogue workshop on Decentralization and Natural Resources Management. Focus was bringing key stakeholders from six central African countries to the discussion table and looking at practical methods for building responsive and accountable systems to involve citizens in decisions on managing resources that are of great ecological and economic importance. Presented key address on “Democratic Decentralization and Africa: The Cases of Côte d’Ivoire and Uganda.” Produced conference proceedings.

**Decentralization Democracy Transition Initiatives Program, Uganda**

U.S. Agency for International Development, (IQC for Democracy and Governance Task Order Kampala, Uganda (January–April 1998)  
Team Leader.

- Conducted a strategic management workshop on implementation of a national decentralization reform for Uganda’s Ministry of Local Government and its Decentralization Secretariat.
- Involved all stakeholders in local governance and conducted groundbreaking workshop to establish a four-year strategic plan to implement all elements of new decentralization legislation. Designed a 4-year, \$6 million assistance project for USAID to support the government’s national decentralization policy.
- Proposed a strategy focused on capacity building of all actors responsible for implementing public services delivery, including local governments, central government, national institutions and associations, and civil society.
- Reviewed weaknesses in the local government finance system, and designed a 3-year support program to reform local government revenue potentials and put structure into place to mobilize and manage local revenue base.

**Policy Seminar "Open Cities II: Building Community Participation for Urban Environmental Upgrading Projects"** – Funded by the USAID Regional Housing and Urban Development Office for North Africa and the Middle East/Tunis, Tunisia.

Conference Coordinator

Planned and executed all administrative and financial aspects of seminar for over 100 participants from eight Middle East and North African countries. Cairo, Egypt. March-June 1995.

**Municipal Development Support Project**

USAID/Regional Housing and Urban Development Office for West and Central Africa, Abidjan, Côte d’Ivoire (1991 to 1993).

Project Director

Directed the design, implementation, and supervision of training and technical assistance to strengthen the national decentralization strategy under this 2-year, \$2 million project. Worked with 34 cities on broad-based efforts and 12 model cities on intensive results-oriented basis. Designed \$1 million third-year add-on. Later USAID evaluation report cited successful results and clear evidence of project impact.

Contributions and Accomplishments

- Trained and supervised 30 host-country counterparts in three training units from the Ministry of Interior’s Directorate of Local Government, Ministry of Environment and Urbanism’s Division of Waste Management, and Ministry of Social Affairs’ Directorate of Social Development. These trainers then conducted training and technical assistance at the central and local government levels, which included post-intervention results analysis.
- Supervised the technical development and delivery of over 1,260 full days of training and technical assistance via 123 seminars and workshops and 223 technical assistance missions in the areas of municipal financial analysis, resource mobilization and tax administration, solid waste management, public services delivery and privatization, and the role of elected officials in environmental management. Some 2,348 participants benefited from direct training.

- Designed a multiyear resource mobilization initiative with intense training and technical assistance to 12 municipalities. Program was successful in demonstrating increases in local revenues in all participating towns between 10% and 250%. Designed systems to sustain and account for increased revenue generation. Results of initiative were consistently highlighted in the USAID annual reporting process as highly successful. A USAID evaluation noted its sustained long-term impacts.
- Developed and implemented an innovative program in municipal solid waste management and community participation. Established collaborative relationship with national waste management authorities. The model created was also replicated by the World Bank, the German aid agency GTZ, and the U.S. Peace Corps.
- Designed and implemented a multi-step monitoring and evaluation methodology for local-level training that generated statistical evidence of project impacts.
- Conducted research on the impact of training on municipal revenue generation.
- Designed and supervised a complex community development effort to foster public participation in the decentralization process.
- Established a coordinated effort with the U.S. Peace Corps' Urban Environmental Management and Community Development Programs and integrated approximately 15 volunteers into project activities, providing funding, training, local counterpart relationships, and technical supervision.
- Administered financial and contract management of field office operations.
- Supervised 45 local project staff: professionals (2), administrative assistants (3) and full-time consultants (40) in addition to international consultants/teams.

**West Africa Municipal Development Support Project**

(1991-1993)—Resident Advisor. Served as in-country project leader for this USAID bilateral program in Côte d'Ivoire and USAID's Regional West Africa Municipal Management Training Project. Under the Regional West Africa Municipal Management Training Program, responsibilities included providing technical assistance to USAID missions in the West and Central Africa region. Additional responsibilities included assisting in the design and implementation of a series of regional policy seminars on topics related to decentralization, community participation, municipal finance, and infrastructure finance. Participated in donor coordination committee on urban development.

**West Africa Municipal Management Training Project**

Financial and Administrative Backstop

Three-year, \$1.3 million USAID-funded project providing regional technical assistance. Primary responsibilities included financial monitoring and reporting, budget preparation, and technical support. Sub-Task Orders:

- West Africa Regional Conference on Managing and Financing Infrastructure for Local Economic Development, Prepared Program and Coordinated Logistics, Lomé, Togo. 8/90-10/90
- Guinea Market Town Study and Conference, Consultant Team Member – Urban Planning Specialist and Conference Presenter. Conakry, Guinea 2/1990-6/1990. Conducted market town study to identify and analyze the dynamics of rural-urban linkages of major Guinean market towns (nine weeks of field work). Task involved identifying major economic constraints and recommending a strategy for improving regional and local infrastructure development. Co-authored report and presented findings at USAID-sponsored national seminar in May 1990 on "Market Towns and Rural Development" in Conakry, Guinea.

**U.S. Based Training Design and Delivery**

Training for Trainers – Co-trained Russian city officials in training techniques, facilitated processes, skills transfer, and adult learning. U.S.-based. December 1996.

Local Government Development – Training tour for Russian city officials in municipal financial management and economic development for cities of Krasnodar, Tver, Nizhny Novgorod, Tomsk, and Samara, Russia. Site visits arranged to Norfolk/Virginia Beach, VA; and Minneapolis/St. Paul, MN. June 1996.

Local Tax and Revenue Generation – Training tour for Indonesian provincial finance directors on innovative financing mechanisms for urban development. Led site visits to Madison, WI; Raleigh/Durham, NC. Arranged visit to Riverside, CA. October 1995.

Local Government Development – Training for city officials from Sousse and Kasserine, Tunisia, on local government finance, citizen participation, and waste management. Led visits to Raleigh, Durham, Chapel Hill, Rocky Mount, and Wilmington, NC; and to Washington, DC. July 1995.

City and Financial Management – Training for city officials from Nizhny Novgorod, Russia, on forms of city management, services delivery (transportation, police, and social services), revenue generation, and financial accountability. Led site visits to Austin, TX; Baltimore, MD; and Washington, DC. February 1995.

Democratic Institution-Building – Training for delegation of mayors from 23 major Ukrainian cities on the building of democratic institutions, creation of municipal associations, and the electoral process. Led site visits to Washington, DC; New Brunswick, NJ; College Park, MD; and Boston, MA. November 1995.

Building Municipal Associations and Community Participation – Training for mayors from Côte d’Ivoire on techniques to strengthen the Ivorian Union of Towns and Cities through U.S. models and methods. Also community participation. Led site visits to Washington, DC; Raleigh/Durham, NC; and the Bronx, NY. March 1994.

Municipal Finance Project, Indonesia—Study Tour Leader. Designed and coordinated and led training tour for the Indonesian Assistant General to the Minister of Finance to examine alternative financing mechanisms for municipal development. Training focused on capital markets development and the issuance of municipal bonds. 1989.

**OTHER PROFESSIONAL WORK EXPERIENCE**

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Syracuse University Syracuse, New York	1996-1997
Maxwell School of Citizenship & Public Affairs	Program Consultant to Executive Director
Executive Education Department	

**Contributions and Achievements**

- Managed executive education programs in graduate education, customized training, and capacity building for institutional partners.
  - Led efforts to establish a finance institute.
  - Recruited students, advisors, and faculty, developed curricula, marketing materials, budgets
  - Hosted students, fellows, and visiting scholars and dignitaries
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United Methodist Board of Global Ministries	1986-1987
Kananga, Democratic Republic of Congo	Program Administrator

**Contributions and Achievements**

- Program and budget management for support of schools, health clinics, hospitals, and agriculture training centers at remote mission stations in Central Congo.
- Supported bush aviation program operations (twin engine, two single engines, two U.S. pilots and two Congolese pilot-mechanics)

- Initiated, funded, and launched micro-lending skill development projects for women to earn money (baking, sewing, agri-business and poultry production).

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U.S Agency for International Development 1984-1985

Office of the Regional Controller, West/Central Africa  
Dakar Senegal Contracts and Financial Analyst

Contributions and Achievements

- Managed financials of \$10 million in Institutional Contracts, Grants and Cooperative Agreements; University Implementing Partners accounts
- Monitored, approved, reported on expenditures, reimbursement claims, advances, obligations, accruals, and balances.
- Eliminated backlog, cleared out withheld payments, increased voucher processing efficiency, and reduced complaints of late payments
- Assisted Controller with project audits, start-up, close-down, and reports

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Environment and Development Action in the Third World, 1983  
(ENDA-TM)

Minnesota Studies in International Development (MSID)  
Service-Learning Internship in Environmental Studies,  
Ecology and Sustainable Agriculture

Dakar, Senegal Development Research Intern

Contributions and Achievements

- Project Accomplished for ENDA-TM: Conducted research and prepared report on the "Distribution and Networks of Pesticide Distribution in Senegal"
- Designed and implemented a 9-month fieldwork research project on national pesticide use and distribution networks in Senegal. Study involved over 65 interviews with government officials, corporate representatives, public-private enterprise managers, peasant farmers.
- Completed work was presented by invitation at the 1984 *International Agrochemical Conference* in Rome.
- Language training in Wolof as part of internship

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University of Minnesota 1982-1983  
Learning Abroad Center  
Minneapolis, Minnesota Assistant to Center Director

Contributions and Achievements

- Administered university accredited study abroad programs
- Coordinated scholarship application and candidate selection process
- Led pre-departure orientation workshops for students & faculty advisors.
- Represented Center on Board of Directors on university wide student association

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U.S. Information Agency /American Cultural Ctr. 1981  
Yaoundé, Cameroon English Instructor

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## **COUNTRY WORK EXPERIENCE**

Benin, Bulgaria, Cameroon, Côte d'Ivoire, Democratic Republic of Congo, Egypt, France, England, Guinea, Jordan, Morocco, Senegal, South Africa, Togo, Uganda, USA

## **LEADERSHIP DEVELOPMENT & CONTINUING EDUCATION**

### **Leadership Triangle, Goodman Fellow Award Recipient**

- Personal Leadership (September-December 2009)
- Regional Leadership (January - May 2008)
- College Edition Mentor to NCCU Undergraduate Student (2008-2009)

### **National League of Cities, Leadership Training Institute, Active 2002-2012**

- "Essential Leadership Competencies Training Program" for Elected Officials; Awarded Bronze (2004), Silver (2005) and Gold (2007) Certificates of Achievement for Competency in Personal Leadership, Growth and Development, Leading Effective Governance, and Skills in Interpersonal Interaction. Specific Training Courses Completed:
  - Ten Habits of Highly Effective Governing Bodies
  - Tools for Conflict Resolution, Communication and Comedy
  - The Ten Lenses: Building Personal Cultural Competence
  - Resolving Conflicts with Difficult People: Getting from Conflict to Confrontation to Resolution
  - Give Your Best Speech Ever
  - Dealing with the Media: Techniques to Control the Story
  - Testifying With Impact
  - Local Ballot Issues: Techniques for Effective Governance
  - Ensuring Good Jobs and Smart Growth in Economic Development
  - Building a High Performance Council
  - Balancing Governance and Representation on City Council
  - Comprehensive Community Planning: Workforce and Affordable Housing
  - The Power to Lead: A Personal Blueprint for Leadership
  - Building Sustainable Communities

### **University of North Carolina at Chapel Hill, School of Government**

- Essentials of Municipal Government for Elected Officials, 2002, 2003, 2005, 2008
- Media Relations, 2008
- Resolving Public Disputes Workshop Series August – November, 2005

Workshop I: Situation Assessment and Negotiation Skills

Workshop II: Collaboration Tools for Handling Contentious Stakeholder Groups

Workshop III: Managing High Emotion and Contention in Public Hearings

### **RTI, International – Customized Leadership Training and Skills Development**

- Grants Administration and Research Contracts Leadership Series. 2006-2008
- RTI Strategic Development Team Leader. Selected by RTI President as one of 12 Institute-wide leaders of strategic initiatives. Mentored by Senior Executive Vice President for two years in organizational strategic planning and business development 2005-2007
- Leadership Development Initiative for High-Performing, High Potential Program Managers and Center Directors 2002-2007
- Leadership Essentials: Managers' Leadership Development Program June 2003
- Leadership Core Competency Modeling and Individual Assessment Program November 2002
- Project Management; Project Management Institute (PMI) Certified 2004-2005

- Proposal Leadership, Capture Planning for Strategic Wins, Writing Executive Summaries for Technical Deliverables and Proposals, 2005
- Certificates of Achievement Awarded in "Project Management" and "Leading Winning Proposals" by Shipley Associates Business Development Services, RTI Customized for Federal Government Contracting
- Advanced French Language Immersion Program (4 weeks, Nice, France). Upon completion, achieved U.S. Foreign Service Institute rating of 4+/5 (FSI certified examiners) in French – Speaking; Qualified as Project Director for U.S. Agency for International Development, 1991

**Harvard University Kennedy School of Government Executive Education (KSGEE) and Harvard Graduate School of Design, Joint Program in Housing Studies**

- Program for Senior Executives in State and Local Government, Graduate Certificate (Class of July, 2005) Political Leadership and Management, Foundations of Democracy, Public Values and Policymaking, Critical Moment Decision-making, Negotiation and Conflict Resolution, Crisis Management, Personal Leadership Courage, Adaptive Leadership, Outward Bound Challenge
- Program for Fannie Mae Fellows in Community Development and Workforce Housing
- Awarded Fannie Mae Foundation full scholarship in recognition of outstanding leadership in community service

**Technology of Participation (ToP) Training, Institute of Cultural Affairs (USA), Greensboro, NC**

- Advanced Facilitation Methods: Focused Conversation, Consensus Workshop, and Action Planning Certificate of Completion. 2000, 2020
- Participatory Strategic Planning Methods. Certification of Completion. 2000, 2019

**Leadership Strategies Group, Atlanta, Georgia**

- The Effective Facilitator, Certificate of Completion, 1999

**International Association of Facilitators Conference**

- Pre-conference Workshop Certificates of Completion: Adult Learning Styles, Training of Trainers, Managing Dysfunction in Teams

**U.S. Agency for International Development, Dakar, Senegal**

- Project Implementation Course, Certificate of Completion, 1986

**PUBLIC SERVICE****Elected Offices Held:**

- Mayor Pro Tem, Town of Cary, North Carolina Elected 12/2007; Re-Elected 12/2009
- Council Member at-Large, Cary, NC. Elected to 1st Term, 2001; Re-Elected 2005, 2009  
Community Profile (population, 163,000): consistently ranked top city to live, work, and raise a family (Money Magazine, CNN). Major policy initiatives resulting in environmental protections, energy efficiency, water quality improvements, cross jurisdictional land use plans, and expanded civic participation. Policy decisions result in strong municipal corporation evidenced annual safest city in southeast rankings and a decade rated in Top 1% in fiscal strength of U.S. municipalities; holding AAA Bond Ratings from Moody's, Fitch, and Standard & Poor. [www.townofcary.org](http://www.townofcary.org)
- Board of Directors, National League of Cities. Elected to 1st Term, 2006; Re-Elected 2007
- Board of Directors, North Carolina League of Municipalities 2010-2012

**Local Level Appointments & Committees:**

- Planning and Development Committee (12/01-11/07)
- Operations Committee (12/07-2012)
- Council-Staff Planning Retreat of 2009, Committee Member (2008-2009)
- Environmental Advisory Board, Council Liaison to Citizen Board (1/08 – 2012)
- Citizen-Initiated Issue Review Task Force, Liaison to Citizen Board (1/08-6/08)



- Citizen Issue Review Commission, Council Liaison to Citizen Board (8/08-2012)
- Hotel Occupancy, Meals and Beverages Tax Council Sub-Committee (2008-2012)
- Downtown Revitalization Steering Committee (2007-2012)
- Swift Creek Pump Station Sewage Spill Assessment; Oversight Committee (8/06-11/06)
- Ethics Committee, Initiated Creation, and Member (2002-2004)
- Council-Staff Planning Retreat of 2002, Committee Member (2001-2002)
- Information Services Advisory Board, Liaison to Citizen Board (1/03 – 2012)
- Economic Development Commission, Member, (1/02-12/02)
- Economic Development Commission, Liaison to Citizen Board (1/03 – 12/03)
- Alston Avenue Small Area Planning Initiative, Liaison to Multi-Stakeholder Group (2003-2006)
- Sister Cities Commission, Liaison to Citizen Board (1/02 – 12/02)

**Regional Organizations - Appointments & Committees:**

- Triangle Transit Board of Trustees, Board Member (Sworn In 2/25/2009), Elected Board Treasurer, Resigned 6/2012 to relocate to WV
- Chatham-Cary Joint Land Use Planning Sub-Committee of the Chatham County Board of Commissioners and the Cary Town Council, Co-Chair with Chatham County Commission Chair
- Triangle J Council of Governments
  - Regional Mayors Group (Raleigh, Durham, Cary, Chapel Hill), Chair (1/08 – 2011)
  - Regional Mayors and County Commission Chairs Group, Co-Chair (1/08 – 2011)
  - Water Resources Advisory Committee, Chair (2003-2012)
  - Advisory Committee to Executive Director, Member (2004)
- Greater Raleigh Visitors & Convention Bureau, Alternate Delegate (5/08 – 2012)
- Wake Transit Leadership Group, Cary Mayor's Delegate (2008-2011)
- Regional Transit Elected Leadership Roundtable, Cary Mayor's Delegate (2009-2011)
- Triangle Mobility Action Planning (Tri-MAP) Group, Cary Mayor's Delegate (12/07 – 2011)

**State Organizations - Appointments & Committees:**

NC Metropolitan Mayor's Coalition Board of Directors (1/08-2011)

Co-Chair, Economic Stimulus Committee, Positioned NC Cities for ARRA Transportation Funds (08-09)

Member, Transportation Committee (1/2010-6/2010)

**North Carolina League of Municipalities**

- Board of Directors (October 2010-2012)
- Finance, Admin., & Intergovernmental Relations (FAIR) Policy & Legislative Comm. (01-04)
- Annual Conference, Voting Delegate/Alternate Voting Delegate (2002-2012)

**National Organizations - Appointments & Committees****National League of Cities**

- Advisory Council to Board of Directors, Appointed (12/07-2012)
- Board of Directors, Elected to two, one year terms (2006.2007)
- Membership Development Committee, 2006-2007
- Steering Committee Member, National League of Cities (NLC) Finance Administration, and Intergovernmental Relations (FAIR) Policy and Advocacy Committee, 2002-2005
- Leadership Training Council, National League of Cities, 2003-2012

**Community Service**

- Planning Commission, Morgantown, West Virginia 2018-2019
- Main Street Morgantown, Board of Directors, 2017-2019
- Leadership Triangle Alumni Association, Serve as Mentor to Leadership Triangle College Edition, Member of Goodmon Awards Committee.
- Advisory Board Member, Board of Directors, Chair of Annual Fundraiser, and Volunteer. *The Caring Place*, (a non-profit dedicated to transitional housing and life skills development for homeless or near homeless working adults with children). 2003-Present.
- Board of Directors, Friends of the Page-Walker and Historical Preservation Committee, Initiated Preservation of Historically Significant Waldo Rood House, 2003-2007.
- Wake County End to Homelessness Task Force.

- Co-Chair, Economic Policy Commission, Town of Cary, NC. Drafted Framework for Newly Created Commission and Led Implementation of Citizen Commission. 2000–2002.
- PTA Board, Cultural Arts Representative and Chair, Fuller Elementary GT Magnet School, Raleigh, North Carolina. Wrote and Awarded United Arts Council Grants to bring Artists and Writers-in-Residence and Cultural Activities to Fuller. Initiated Grant Award for Disadvantaged Students to Attend NC Symphony Performance at Memorial Auditorium. August 2000–June 2002.
- Chair, Parent Advisory Council (PAC), Primrose Preschool of Cary. Created First PAC at Pre-School and Participated in School's achievement of one of North Carolina's First Five Star Rated Daycare Facilities. August 1999–September 2001
- Weston Pointe Homeowners' Association. Citizen Advisor to Developer-Controlled Board and Member of Board of Directors. Played Instrumental Role in Transitioning HOA from Developer to Resident led Board of Directors. Key Contact for Numerous Projects and Area Development Activities. 1997–2001

## **PRESENTATIONS & PAPERS**

Author: Technical Deliverables to Jordanian Ministry of Planning and Ministry of Local Government (2007)

- Legal Framework of Local Government and Legislative Reform Options
- Case Study Assessment of Local Government Units' Capacity to Manage Infrastructure and Public Service Delivery in six Jordanian Cities
- Public-Private Partnership Options and Potential Legal and Operational Arrangements
- Design of a Performance-Based Capacity Building Program

Panelist: Local Government of the Future Conference, Citizen Participation Panel, University of North Carolina at Chapel Hill, School of Government, Center for Government Technology. November 16, 2006

Poster Presentation: Decentralization Training Program in Benin. 2006, 2007

Seminar Facilitator: Comprehensive Community Planning: Workforce and Affordable Housing, National League of Cities, Leadership Training Institute. Tempe, AZ April 27-29, 2006

Keynote Address: Ethics and Leadership, Casablanca, Morocco, to Municipal and Regional Elected and Appointed Officials, National Conference on Governance and Leadership June, 2006 (in French)

Keynote Address: U.S. Municipalities: Models, Transitions, and Consolidation: Organizational Framework, Service Delivery Options, and Contracting Issues. Keynote Presentation at National Conference on Governing Organizational Models. February, 2004. Rabat, Morocco (in French)

Published White Paper: The 7 ½ Key Components to Effective Municipal Council Decision-Making: Selected Best Practices. Local Government Initiative-Bulgaria, implemented under USAID Contract. September 2004

Technical Paper: Municipal Councils in the United States: An Overview of Legislative, Operations Elections Framework. Local Government Initiative-Bulgaria, implemented under USAID Contract. March 2003.

Keynote Speaker: Analysis of Municipal Council Effectiveness in Bulgaria: Legal and Operational Strategies to Move Bulgarian Councils Forward. March 2003

Technical Deliverable: Financial Management Training Guide for Local Elected Officials in Mali: A Trainers Guide and Participant Manual linking the national legal framework with systems for accountability at the local level. June 2002.

Technical Deliverable: Municipal Services Partnerships: A Guide for University Partners to Prepare Local Officials to Deliver more efficient municipal services in partnership with the public sector. June 2001

Technical Research Reports: Decentralization and Local Revenue Generation, a series of technical papers, including extensive literature review, inventory of alternatives for generating taxes and fees for public services, and recommendations to consider. Also available in French. November 30, 1999.

Published Technical Paper: Handbook for Programming on Decentralization and Democratic Local Governance, Technical Paper Series of the USAID/W Global Bureau Center for Democracy and Governance. With Stark Biddle, Henry P. Minis, Al Sharp, and Jerry VanSant. December 16, 1999.

Technical Report for On-Line Dialogue: Participatory Resource Mobilization: What Is It and How Do You Do It? Technical topic series for West Africa Regional Dialogue on Democratic Decentralization Internet website ([www.rti.org/leland/region](http://www.rti.org/leland/region)) (in French). February 1999.

Keynote Speaker and Paper Delivery: Democratic Decentralization: Case Studies from Côte d'Ivoire and Uganda, paper presented at USAID-sponsored Central Africa Regional Conference on Decentralization and Natural Resources Management (French). Douala, Cameroon. May 1998.

Technical Deliverable: Strengthening Local Governance in Uganda: A Program Design in Support of Democratic Decentralization, USAID/Uganda. 1998.

Report: Design Alternatives for a Residential Public Finance Institute for International Public Finance Professionals, for the Maxwell School of Citizenship and Public Affairs, Office of Executive Education. Syracuse University. 1996.

Video: Solid Waste Management in Côte d'Ivoire, Capacity building video documentary written, partially filmed, and produced (French/English). RTI. 1995.

Video: Building Responsive Municipalities in Côte d'Ivoire, Capacity building video documentary written, filmed, and produced (French/English). RTI. 1994.

Invited Presentation: Designing Results-Oriented Training for Municipal Managers, paper presented by invitation at the World Bank/Urban Management Programme sponsored conference on Urban Development (French). Cotonou, Benin. 1992.

Keynote Presentation: Observations sur le Role des Villes-Marchés en Guinée, paper and GIS-based analysis presented at USAID-sponsored seminar, "Les Villes-Marchés et Le Développement Rural," Conakry, Guinea. May 1990.

Master's Thesis: The Impact of Investing in Public Market Facilities as Means to Generate Municipal Revenue Via Taxation of Market Vendors and Small Business Enterprises in Six Towns in Côte d'Ivoire. 1989.

Technical Research Report: The Distribution of Agricultural Pesticides in Senegal, presented by invitation at the International Agrochemicals Conference in Rome, Italy. December 1984.

## **RECORD OF MENTORING AFFILIATIONS & EXPERIENCE**

### **General**

Recipient of Mentoring Award "Outstanding Mentor for Junior and New Staff" at RTI, International, 2003

Mentoring Program Member, University of Wisconsin Alumni Association

Mentor Connection Member for College of Liberal Arts, University of Minnesota Alumni Association

Leadership Triangle Alumni Association, College Edition Mentor

### **Specific**

- Green Hope High School, Mentored High School Senior as part of Civics Class, Shadowing in all aspects of Council Work including Mock Voting at Council Meetings, 2004

- Duke University, Sanford School of Public Policy, Lead Mentor of Project Management Intern, Summer, 2007
- Enloe High School Senior, Assisted with coaching for Parks Scholars Application and Interview Process. Student awarded full Parks Scholarship and is currently a Senior in the NCSU School of Textiles.
- College Edition Mentor, Leadership Triangle - NCCU Undergraduate, Political Science Major. 2008-2009
- Enloe High School Environmental Sustainability Program – Mentor to Senior through engaging in Town of Cary Environmental Advisory Board, Technical Documentation, Strategic Planning for Environmental Program Prioritization, Student Launched Successful Program at Enloe H.S. to place recycling bins throughout campus as a first time practice. 2008-2009.
- UNC-Chapel Hill Freshman – Mentored through Robertson Scholars Program Interview Process, Student became one of 20 interviewees between Chapel Hill and Duke, and was successful upto semi-finalist round. Coached on articulating personal leadership vision, public speaking, appearance, interview techniques, and practice sessions. 2009-2010
- Over two year period, worked with Peace Corps' Urban Environmental Management volunteers assigned to community development and empowerment in water and sanitation projects in medium-sized cities across Cote d'Ivoire. As Project Director of USAID financed "Municipal Development Support Project" located in Ivory Coast, West Africa, initiated and established high successful pilot placement of about 10-12 US Peace Corps Volunteers at project sites under my supervision. Provided leadership opportunities, project funding, and personal support to all project Volunteers. Continued to provide mentoring and career guidance support to numerous Returned Peace Corps Volunteers (RPCV's) post project implementation. 1993-1995

**Languages**

French– Fluent Foreign Service Institute (FSI) Official Rating: Speaking 4/5, Reading 3+/5

Wolof – Basic Conversational

Otetela– Basic Conversational