

Objective: To direct the management and administration of a wide scope of projects at the executive level using expertise in financial management, strategic planning, and performance measurement.

Career Highlights:

- Managed operating budget of \$63 million and capital budget of \$173 million as **Chief Fiscal Officer** and **Director of the Office of Strategy and Policy** at the Department of Economic and Community Development (DECD).
- Managed collaborative relationships with business and industry leaders, state and municipal leadership academia, and community advocacy groups like the CT Housing Coalition and Partnership for Strong Communities to foster collaboration and implement high impact initiatives such as the Small Cities Program, the Home Program, the Emergency Shelter Grant Program and the Housing Opportunities for Persons with AIDS Program and other economic, housing and community development programs.
- Spearheaded research for new initiatives, investigated best practices, conducted cost benefit analyses and return on investment computations for development projects and state policies.
- Prepared economic forecasts, supply and demand studies, statistical demographic analysis and the development of various forecasting models and presented customized presentations for state agencies and non-profit organizations.
- Established sophisticated econometric modeling capabilities to determine economic and fiscal impact of various community, housing and economic development projects and policies.
- Created the first economic impact and investment performance analysis, and authored Connecticut's [*Consolidated Plan for Housing and Community Development*](#) and published articles including [*Estimating the Impact of Public Policy and Investment Decisions*](#).

Areas of Expertise:

Strategic Leadership

Oversight of strategic planning activities, the development of performance measures and metrics, the evaluation of programmatic and fiscal performance, benchmarking exercises, and the preparation of reports and presentations that contribute to identified outcomes.

- Lead diverse staff of 21 professionals in the areas of finance, business operations, policy and planning creating a knowledge base critical to program outcomes.
- Executive level administrator with over 20 years of personnel management experience.
- Responsible for the planning and application for over \$400 million in federal grant funds since 1999.
- Managed a team of Regional Managers, providing economic, community and housing development assistance and service to 55 Connecticut towns and cities.
- Managed progress compliance of 650 government contracts divided among 42 government contractors with an approximate value of \$300 million for the Defense Department.
- Negotiated comprehensive and innovative assistance packages which included loans, loan guarantees, grants, equity investments, tax credits and bundled /brokered services ranging in value from \$10,000 to \$20 million.
- Administered the quarterly business climate survey, facilitated focus groups and moderated public hearings.
- Recipient of the Governor's Service Award

Program Development, Evaluation and Administration

Developed, implemented, administered and evaluated numerous financial, technical assistance and service delivery programs.

Program development responsibilities included:

- Review, analysis and interpretation of any new legislation and existing statutes to be used for reporting, performance requirements and program implementation.
- Development and drafting new legislation and preparation of recommendations for legislative changes and amendments as needed.
- Assessment of fiscal impact of proposed legislation and new programs.

Program evaluation responsibilities included:

- Creation of policy, process, procedures and guidelines, process review, mapping and analysis, streamlining, and performance measurement. Development of performance metrics and performance/impact evaluation tools.

Program administration responsibilities included:

- Implementation and administration of various financial assistance, technical assistance and development programs.
- Grant making, proposal design, application evaluation, funding/award recommendations.
- Extensive contract negotiation, administration and compliance experience.

Financial Management

- Established the underwriting/financial analysis function at DECD. Developed underwriting criteria, policies and procedures, standardized the agency's financial review process, introduced the use of technology to the underwriting process which expedited review times, enhanced accuracy and outcomes.
- Directed budget development process including the review, evaluation, modification and development of agency purchasing, travel, payroll/funds management policies, grants administration, financial planning and forecasting, and auditing and fiscal performance evaluation.
- Administered all funds including state tax proceeds, bond proceeds, special revenue funds, federal grant funds and intergovernmental transfers.
- Responsible for receivables, payables, purchasing, payroll and facilities management.

Employment History:**Connecticut Department of Economic & Community Development.** Hartford, CT

- Community Development Administrator (*CFO/Director Office of Strategy and Policy*) 2010 - Present
- Community Development Assistant Administrator (*Director Office of Strategy and Policy*) 1999 - 2010
- Community Development Director (*Regional Director/Director Financial Analysis Unit*) 1998 - 1999
- Community Development Specialist (*Director Financial Analysis Unit*) 1996 - 1998
- Development Agent (*Regional Manager*) 1992 - 1996
- Assistant Development Agent 1992 - 1994

University of Hartford. West Hartford, CT

- Resident Director 1991 - 1992

Department of Defense, Defense Logistics Agency. East Hartford, CT

- Contract Management Assistant 1989 - 1991

Education:**University of Hartford,** West Hartford, CT

Master of Business Administration 1993

Central Connecticut State University, New Britain, CT

Bachelor of Science, Business Administration/Management 1989

National Development Council

Economic Development Finance Professional (EDFP) Certification 1995

Affiliations:

2006-2010 Hartford Area Business Economists – Various positions leading to President in 2010
1998-2004 Community Economic Development Fund Foundation - Board Member