

Expert Public Works Director skilled in strategic leadership, policy development and the implementation of large scale, complex public programs & projects. Leveraging in depth engineering management skills with a flexible communication style to lead high-performing, multidisciplinary, and cross-organizational teams.

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## EDUCATION

Bachelor of Science, Engineering  
Minor, Economics & Business  
Colorado School of Mines – Golden, CO

## REGISTRATIONS

Professional Engineer – Colorado (PE.0048379)  
Professional Engineer – Texas (122446)  
Project Management Professional – PMI (3297683)

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## CORE KNOWLEDGE, SKILLS & EXPERTISE

- Strategic Leadership & Planning
  - Building Trust
  - Priority Setting
  - Courage, Candor & Composure
  - Political & Interpersonal Savvy
  - Program & Project Management
  - Transparency
  - Customer Service
  - Inclusivity
  - Delegation
  - Process/Resource Optimization
  - Effective Team Building
  - Coaching, Mentoring & Staff Development
  - Decision Quality
  - Problem Solving & Analysis
  - Peer Relationships
  - Compassion & Approachability
  - Conflict Management
  - Development, Measurement & Management of Goals
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## PROFESSIONAL EXPERIENCE

### City & County of Denver, Public Works (2016 – Present)

#### *Director of Implementation, Interim (September 2018 - Present)*

Director responsible for the overall leadership of the Program Implementation group within the Project Delivery – Mobility Administration of Public Works. Direct oversight and supervision of the following programs/initiatives:

- Program Resource Office (scope, schedule & budget control for 1200+ active projects)
- 5-Year Mobility Implementation Plan (bikes & pedestrians)
- General Obligation Bond Program (\$937M)
- Colorado Convention Center Expansion Program (\$233M)

Supervision of multi-disciplinary program management, project management and professional services teams. Including licensed engineers and architect. Direct supervision including annual performance reviews and oversight of day-to-day activities of licensed engineering and professional staff.

#### *Program Implementation Manager – General Obligation Bond Program (February 2018 – Present)*

Public Works Program Implementation Manager responsible for the overall leadership, supervision, and implementation of the \$937M Elevate Denver General Obligation Bond Program consisting of seven (7) program purposes including:

- Transportation & Mobility Systems (\$415M)
- Cultural Facilities (\$117M)
- Denver Health & Hospital Authority (\$75M)
- Public Safety System (\$67M)
- Library System (\$61M)
- Parks & Recreation System (\$137M)
- Public Facilities System (\$15M)
- Program Contingency (\$50M)

### ***Principal Project Manager – Colorado Convention Center Expansion (June 2016 - January 2018)***

Public Works Director responsible for the overall leadership and implementation of the Colorado Convention Center Expansion Program (\$233M) consisting of a major vertical expansion, fire & life safety system upgrades and facility-wide improvements.

Director activities include the following:

- Strategic leadership, direction-setting and staff supervision relating to the planning, development, implementation, operation, and administration of city programs.
- Regularly present, brief and consult with city leaders, elected officials (Mayor & City Council), outside government agencies and other internal/external stakeholders.
- Establish program vision, mission, goals, and objectives. Develops and tracks key performance indices to ensure an environment of effective & efficient program delivery.
- Work collaboratively with the Mayor's Office, Department of Finance, and City Attorney's Office to address complex city opportunities and challenges.
- Approve and monitor program budgets for planning, design, regulatory, and construction phases. Recommends project budget needs for annual appropriations, and ensures project deliverables stay on-time, on-target, and on-budget.
- Responsible for program resource management and budget forecasting to allow for effective and efficient program delivery balancing staff FTE requirements with external professional services expertise.
- Subject Matter Expert for the technical delivery of large-scale complex programs and strategic policy development.
- Oversight of competitive selection processes including RFQs & RFPs and program agreements.
- Development of a communication plan for key stakeholders and provides updates on project activities and information on risks and mitigation strategies.
- Interface with utility companies, city departments, and other governmental and nongovernment agencies to ensure regulatory, state, and federal compliance.
- Establish program and department policies to enable innovative program delivery strategies.

Leadership activities include:

- Public Works Excellence in Leadership Program – Cohort #1.
- Serve as the chair of the Public Works Procurement Team tasked with complex project delivery analysis, policy development and the vetting of perceived or actual organizational conflicts of interest across city organizations.
- Completed Denver PEAK Academy Black Belt Training – Changing the way government operates.

### **National Renewable Energy Laboratory (NREL)– Site Operations (2014-2016)**

#### ***Sr. Mechanical Facilities Engineer - Project Management Engineering & Construction***

Lead Mechanical Facility Engineer responsible for campus-wide management of all NREL facilities and construction activities including:

- Oversight and supervision of multiple campus-wide divisions including engineering, operations, and sustainability. Oversight included multiple operations managers, supervisors and individual technicians.
- Supervision of multidisciplinary design teams of both licensed engineers & architects as the in-house subject matter expert & Authority Having Jurisdiction for campus-wide capital improvement projects and operations.
- Lead contributor to the 5-year capital planning process including development of strategic vision, goals & objectives.
- Continuous evaluation of resource needs, directing the allocation of operational resources on a weekly basis.
- Establishment of practices and procedures to ensure best in class, efficient operating conditions, and superior performance standards.
- Directed the development, enforcement, and compliance of campus engineering & operational standards as the legal Authority Having Jurisdiction.
- Responsible for ensuring the successful delivery of SITE Operations annual and long-term work plans.
- Direct responsibility for resolving complex research problems quickly, efficiently, and inclusively with research operation staff and senior & executive management.
- Responsible for regular and strategic communications to executive management to ensure consistent mission delivery.
- Campus operating budget: approximately \$360M/year
- Campus operations: 632 acres (two campuses)
- Campus planning: 24+ research and support facilities
- Complex construction project scopes with varying project budgets

## **Three Sixty Engineering, Inc. (2008-2014)**

### ***Project Manager***

Senior Project Manager responsible for the management of engineering projects from inception through completion. Special attention and focus was given to economical project completion within fixed project schedules.

- Supervision of companywide teams and oversight of all project planning, development, design and construction activities while ensuring the team met project schedules and maintained project budgets.
- Management of multidisciplinary design teams of both licensed engineers & architects as the lead project manager for multiple contracts as the Prime Consultant.
- Led business development activities for a wide range of clients.
- Represented the organization at multiple industry and recruitment events, conferences and professional organizations.
- Responsible for the internal leadership and resolution of complex engineering problems.
- Developed standard operating guidelines to ensure consistent delivery of high quality engineering and management services.
- Performed and oversaw staff development and recruitment activities.
- Directed quality assurance and control activities as the senior project manager and lead mechanical engineer.
- Supervised internal engineers (licensed Engineers in Training) including development of performance standards, annual review participation, and day-to-day supervisory activities.
- Alongside executive management, developed multi-year strategic plans and implementation requirements to ensure long term firm success.

During my tenure at Three Sixty Engineering, I was directly responsible for the management and execution of more than 100 engineering/construction projects on time and within project budgets.

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## **VOLUNTEER EXPERIENCE**

### **City of Golden, Fire Department (2010 – Present)**

#### ***Volunteer Fire Lieutenant***

- Respond to Fire/Rescue/EMS calls requiring me to work as a member of a response team and tactically assess and mitigate emergency situations in a timely, safe, and efficient manner.
- Direct supervisory responsibilities for a crew of twelve (12) Firefighters of varying levels experience and expertise.
- State certified Driver/Operator Pumper, Driver/Operator, Hazardous Material Operations, and Firefighter II.
- Accommodations for: “Top Skills” (2010), “Recruit of the Year” (2010), “Firefighter of the Month.” (2012), and “Unit Citation” (2015)