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EXECUTIVE LEADERSHIP AND MANAGEMENT

Experienced and innovative executive, senior level manager and accomplished engineer with a 38-year track record of successful leadership and organizational management in providing exceptional facilities, services, and programs in the public and private sectors. Extensive experience in developing and implementing multi-million-dollar budgets and programs. Highly successful in developing long-standing and strong relationships with elected leadership and staff, community members, the private business community, and key federal, state, and local officials. Committed to financial responsibility, environmental stewardship, community involvement, customer service, program performance, employee support and development, and the highest of organizational ethics and standards. Solutions oriented approach to problem solving, builder of consensus, and an unwavering commitment to excellence based on mutual trust and respect.

EXPERTISE AND COMPETENCIES

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|--------------------------------|--------------------------------|------------------------------|
| ♦ Executive Leadership | ♦ Mission & Vision Development | ♦ Complex Negotiations |
| ♦ Strategic Planning | ♦ Financial Management | ♦ Organizational Development |
| ♦ Capital Improvement Planning | ♦ Relationship Building | ♦ Consultant Management |
| ♦ Employee Development | ♦ Budgeting/Forecasting | ♦ Public Relations |
| ♦ Labor Negotiations/Relations | ♦ Scheduling | ♦ Political Acumen |
| ♦ Technical Proficiency | ♦ Performance Management | ♦ Team Building |
| ♦ Operations Management | ♦ Policy Development | ♦ Open Communications |
| ♦ Project Management | ♦ Change Management | ♦ Innovative Problem Solving |
| ♦ Lobbying and Advocacy | ♦ Consensus Development | ♦ Public Communications |

CAREER PROGRESSION AND HIGHLIGHTS

PORT OF VANCOUVER USA – Vancouver, WA..... 2014 to Present
Chief Operating Officer (COO), 2014 to present

Responsible for the leadership, management, and implementation of the Operations Division of the Port, which includes the Engineering, Construction, Environmental, Terminal Operations, Rail Operations, Facilities Operations, Security, and Safety departments and programs.

- ✓ **Leadership:** The position of COO also serves on the Port's Executive Leadership Team (ELT) that is charged with effectively leading, managing, and implementing the programs of the Port in a financially profitable, environmentally responsible, and community focused manner, in support of the CEO/Executive Director and the Board of Commissioners. Have implemented organization realignment and fostered improved communications. Focused on working together and not on position and titles.
- ✓ **Consensus Building:** Successfully developed relationships with the leadership and staff of the Port, with political stakeholders, with public and private agencies and organizations, with community members, and with many others.
- ✓ **Senior Level Management:** Negotiated several significant property and operating agreements with Port tenants. Encouraged and assisted in the development of the capital projects priority programming.
- ✓ **Performance Optimization:** Strive for organizational alignment, establishment of priorities, and execution of the Port's Mission and Strategic Plan. Encourage decision making by all employees and welcome discussion about issues.
- ✓ **Business Development:** Implementation of the Port's next Strategic Initiatives including the development of the Gateway property, Centennial Industrial Park, and continued development of the Port's infrastructure which supports future revenues.
- ✓ **Marketing and Sales:** Traveled internationally with the purpose of developing an understanding the Port industry and the marine cargo and shipping business.

COWLITZ COUNTY DEPARTMENT OF PUBLIC WORKS – Kelso, WA.....1993 to 2014
Director of Public Works, 2008-2014

Recruited by Cowlitz County as an Engineer III and was quickly promoted through the organization to the position of County Engineer then Director. As Director, I was responsible for all aspects of the department’s 50-million-dollar budget which included providing the leadership and management of planning, budgeting, operations, maintenance, capital improvement programs, personnel, communications, and all other aspects of delivering the programs managed by the department. The programs managed under the umbrella of Public Works included Roads, Water, Sewer, Diking, Stormwater, Solid Waste, Fleet Operations, Parks, and the facilities owned and operated by these funds.

- ✓ **Organizational Leadership:** Changed the culture of the department from a “*that’s the way we have always done it*” approach to a culture that is innovative, proactive, collaborative, progressive, creative, accountable, and open, by inspiring the 100 employees of the Department to see their potential. Principal negotiator for Cowlitz County in the purchase of a 500-acre landfill from Weyerhaeuser Company for approximately \$18 million. Purchase cost plus development costs of the project exceed \$40 million.
- ✓ **Relationships:** Developed positive and long-lasting relationships with elected officials, directors, and staff of agencies throughout Washington State. Provided training for the Department, County, other public agencies, and a private consulting firm, in the “Art of Effective Communication.”
- ✓ **Financial Stewardship:** Annually managed over \$50 million of Public Works program budgets, with another \$50 million in reserves. Reduced budgets in the Road Program by minimizing non-essential services while improving the miles of roads that are improved. Managed a reduction in employees through attrition while increasing the level of service and avoiding layoffs.
- ✓ **Innovation:** Created a Leadership Council in the Department of Public Works that included managers, supervisors, and regular attendance by staff, which emphasized improving communication between all employees. Reorganized the department around efficiencies and individual strengths rather than the typical pyramid. Served on the Cowlitz County “Innovations Committee” of eight senior County employees that explored better methods for conducting the business of the public in all areas of County business.
- ✓ **Strategic Planning:** Completed the first Strategic Plan for a County department that was led by a consultant and included employees from all levels of the department.
- ✓ **Community Relations:** Led numerous town hall and public meetings with the purpose of responding to concerns associated with projects, programs, and issues, and restoring public confidence in the County and the Department. Initiated a quick response “customer comment” process.
- ✓ **Community Leadership:** Served as the Chair of the Board of the Three Rivers Regional Wastewater Authority which is a consortium of public agencies consisting of Cowlitz County, the City of Kelso, the City of Longview, and the Beacon Hill Sewer and Water District. Served as Deputy Incident Commander in 2009 that responded to back-to-back heavy snow and rain events of December 2008 and January 2009 that created significant flooding in Cowlitz County.

BLACK & VEATCH CONSULTING ENGINEERS – Kansas City, MO.....1985 to 1993
Project Engineer, 1988 – 1993

Recruited by Black & Veatch, a very large multi-discipline engineering firm, to work as a Resident Engineer on project sites in several states. Promoted to a Project Engineer in the Black & Veatch world headquarters in Kansas City, Missouri. I was transferred to Lake Oswego, Oregon on an office opening team where I was a Project Engineer.

- ✓ **Innovation:** Researched, developed, and implemented public recycling facilities for the communities of Contra Costa County, CA, Tacoma, WA, and Arlington, TX.
- ✓ **Technical Evaluations:** Assigned on multiple occasions to evaluate wastewater systems that were failing, evaluate the specific issues, and provide recommendations for solutions.

EDUCATION

Post Graduate Studies - University of Kansas, Lawrence, KS...1988 to 1991
Bachelor of Science in Civil Engineering - Montana State University, Bozeman, MT...1982 to 1985
Engineering Studies - Clark Community College, Vancouver, WA...1979 to 1981

PROFESSIONAL REGISTRATION

Professional Engineer..... Washington No. 31044

TRAINING

Have attended numerous leadership, management, and technical classes, seminars, workshops, and conferences.

ASSOCIATION AND COMMUNITY ACTIVITIES AND AWARDS

PROFESSIONAL

Transportation Improvement Board (TIB)

Board Member 2022 to Present

Washington Public Ports Association (WPPA)

2014 to Present

Maritime Fire & Safety Association (MFSA)

President 2023 to Present

Vice President 2019 to 2022

Board of Directors 2015 to Present

Merchant's Exchange (MEX)

Board of Directors 2023 to Present

Columbia River Steamship Operators Association (CRSOA)

Current

Pacific Northwest Waterways Association (PNWA)

Current

American Association of Port Authorities (AAPA)

Current

Washington State Association of County Engineers (WSACE)

President 2007 to 2008

President-Elect 2006 to 2007

Secretary-Treasurer 2005 to 2006

County Engineer of the Year 2006

Constitution and By-Laws Committee, Chair 2002 to 2014

WSACE President's Award 2001

Professional Development Committee, Chair 1995 to 2014

National Association of County Engineers (NACE)

Board of Directors, Washington State 1997 to 2005

Constitution and Bylaws Committee, Chair 1999 to 2013

Represented NACE at the federal level on several transportation and safety panels in Washington, DC.

National Association of Counties (NACo)

Transportation and Telecommunications Steering Committee

Washington State Department of Transportation

Award of Excellence 2008

Best County Project

Lexington Bridge Project

American Public Works Association (APWA) – WA Chapter

Project of the Year 2012

Disaster/Emergency Less than 5 Million

Ostrander Road Bypass Bridge Replacement Project

COMMUNITY

Longview Public Schools

Facilities Advisory Committee

Budget Advisory Committee

Transportation Advisory Committee

Senior Project Evaluator

Dugout Club (Parent Booster Club for Baseball)

Kelso Rotary Club, Member and Skateboard Park Committee

The Daily News Newspaper, Citizen Advisory Panel

Western Youth Baseball, Coach and Board of Directors

Longview Babe Ruth, Coach and Board of Directors

Lower Columbia Baseball Club, Board of Directors

Longview Soccer Club, Coach