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EDUCATION

- 1985 Ph.D. in Public Administration, University of Southern California
1975 M.P.A. (Master of Public Administration), University of Southern California
1969 B.A., Political Science, Claremont Men's College

EXPERIENCE

- 2003-Present President, The Center for Government Analysis. The Center is a privately owned public policy research firm that also provides a government data subscription service.
- 1993-Present Senior Fellow, Rose Institute of State and Local Government, Claremont McKenna College.
- 1991-93 Executive Director, San Diego County Taxpayers Association and lecturer, San Diego State University and University of Southern California (USC) School of Public Administration: Graduate classes in public finance and policy.
- 1985-90 Public Policy Consultant, specializing in public financial policy analysis; lecturer, USC School of Public Administration: Graduate finance and public policy classes.
- 1984-85 Lecturer, California State University Fullerton, Political Science Department: Undergraduate and graduate government finance, organizational behavior, public administration.
- 1983-84 Lecturer, USC School of Public Administration: Graduate level finance instructor while completing doctoral dissertation. Won Dean's Award for Faculty Excellence.
- 1982-83 Visiting Professor, University of Colorado, Colorado Springs. Joint appointment to Economics Department and Graduate School of Public Affairs. Taught graduate and undergraduate level economics, management and finance.

- 1979-82 Lecturer, USC School of Public Administration. Taught government finance while pursuing doctoral studies. Winner, School of Public Administration Teaching Excellence Award.
- 1975-78 Assistant to the City Administrator, Fullerton, California. Full range of administrative responsibilities, including: budget review and performance monitoring of line departments (including library, airport, park and recreation); staff functions; and the city's redevelopment program. Personnel officer and city's senior representative in salary and benefit negotiations with various employee groups.
- 1970-73 Officer, United States Navy. Assistant Engineer on a destroyer, Executive Officer and Navigator of a gasoline tanker.
- 1969 Teacher, Fullerton Unoin High School. Taught civics, economics, history, and mathematics.

PUBLICATIONS

- 2007 **California's Water Issues.** The Center for Government Analysis.
- 2007 **An Analysis of Public Employee Retirement Systems in California.** The Center for Government Analysis.
- 2006 **An Analysis of Current and Proposed Police Service Systems for the City of Rialto.** The Rose Institute of State and Local Government.
- 2006 **An Analysis of the Impact of Two Referenda and One Initiative on the Financial Condition of the City of Loma Linda.** The Rose Institute of State and Local Government.
- 2006 **An Analysis of the Fiscal Impact of New Single Family Residential Housing Construction on Municipal Governments in Riverside County.** The Rose Institute of State and Local Government.
- 2006 **A Comparative Analysis of County Social Services Revenues in California.** The Rose Institute of State and Local Government.
- 2006 **An Analysis of the Pomona Municipal Budget.** The Rose Institute of State and Local Government.
- 2006 **Analysis of Government Payroll and Employment for Counties in California.** The Center for Government Analysis.
- 2006 **An Analysis of Health Care Costs in California.** The Center for Government Analysis.

- 2005 **An Analysis of the Potential Fiscal Impact on the City of Redlands of the Proposed Initiative to Amend the City’s General Plan.** The Rose Institute of State and Local Government.
- 2005 **An Analysis of Government Revenues and Expenditures in California.** The Center for Government Analysis.
- 2005 **An Analysis of the Impact of the “More Money for the Kids Act” on Public School Financing in California.** The Center for Government Analysis.
- 2005 **The Likely Impact of the “California Deficit Prevention Act” on Budget stability and Government Growth.** The Center for Government Analysis.
- 2004 **The Likely Impact of the “California Live Within Our Means Act” on Budget Stability and Government Growth.** The Center for Government Analysis.
- 2004 **An Analysis of Government Payroll and Employment for Counties in California.** The Center for Government Analysis.
- 2004 “Local Government Finance in California,” a chapter in *The California Republic, Institutions, Statesmanship, and Policies*. Janiskee and Masugi, editors. Rowman & Littlefield, 2004.
- 2004 “Improving Government Efficiency and Effectiveness and Reinvigorating Citizen Involvement,” an article in *Perspectives on Political Science*, Spring 2004, Vol. 33, no. 2.
- 2004 **Manufacturing in California.** The Keystone Group, February 2004 (Lead author)
- 1999-2003 Contributing Columnist, *Los Angeles Times* Orange County Edition.
- 2002 **Cost and Benefits of After School Programs: The Estimated Effects of the After School Education and Safety Act of 2002.** Rose Institute of State and Local Government. (Co-Author: William O. Brown, Jr.)
- 2002 **Los Angeles in Context: A Comparative Analysis of the Current and Proposed Cities in Los Angeles County.** Rose Institute of State and Local Government. (Lead Author)
- 2002 **An Analysis of Local Government Finance in Pima County.** Rose Institute of State and Local Government. (Lead Author)
- 2001 **Fifth Annual Analysis of San Diego County Public Schools District Budgets.** Rose Institute of State and Local Government. (Lead Author)

- 2001 **An Analysis of the Implications of a Split Property Tax Roll in California.**
Rose Institute of State and Local Government. (Co-author: William O. Brown, Jr.)
- 2000 **Fourth Annual Analysis of San Diego County Public School District Budgets.**
Rose Institute of State and Local Government. (Lead Author)
- 2000 **The Economic Impact of the Transit Mixed Concrete Company's Soledad Canyon Project on the Surrounding Community and Los Angeles County.**
Rose Institute of State and Local Government. (Co-author: William O. Brown, Jr.)
- 2000 **Analysis of Forced Broadband Cable Access in the City of Fresno.** Rose Institute of State and Local Government. (Co-author: William O. Brown, Jr.)
- 2000 **Analysis of Forced Broadband Cable Access in the City of Los Angeles.** Rose Institute of State and Local Government. (Co-author: William O. Brown, Jr.)
- 2000 **Revenue Sources and the Salton Sea: A Preliminary Investigation.** Rose Institute of State and Local Government. (Co-authors: William O. Brown, Jr. and G. David Huntoon)
- 1999 **An Analysis of Local Government Finance in San Diego County.** Rose Institute of State and Local Government. (Lead Author)
- 1999 **Waste Management Economic Analysis: Regional Economic Issues and Overview of Systems Model: Waste Generation in Southern California.**
Presentation at "Managing Waste in Southern California" Rose Institute Conference.
- 1999 **Third Annual Analysis of San Diego County Public School District Budgets.**
Rose Institute of State and Local Government. (Lead Author)
- 1998 **An Analysis of San Diego City Finances.** Rose Institute of State and Local Government. (Lead Author)
- 1998 **State and Local Government Expenditures in California 1977/78 - 1994/95.**
Rose Institute of State and Local Government. (Lead Author)
- 1998 **Second Annual Analysis of San Diego County Public School District Budgets.**
Rose Institute of State and Local Government. (Lead Author)
- 1998 **An Analysis of Local Government Finance in Riverside County.** Rose Institute of State and Local Government. (Lead Author)
- 1997 **A Comparative Analysis of San Diego County Public School District Budgets.**
Rose Institute of State and Local Government - Girard Foundation. (Co-author: Eric S. Norby)

- 1997 **An Analysis of Selected Government Budgets in Monterey County.** Rose Institute of State and Local Government - Monterey County Taxpayers Association. (Lead Author)
- 1996 **An Analysis of Los Angeles County Government.** Rose Institute of State and Local Government - Howard Jarvis Taxpayers Educational Foundation. (Lead Author)
- 1995 **An Analysis of Local Government in Orange County.** Rose Institute of State and Local Government - Partnership 2010. (Co-author: Alan Heslop)
- 1985 **An Analysis of the California Housing Market with Suggested Changes to State Housing Policy.** Ph.D. dissertation, University of Southern California.
- 1983 “The Decline of Advocative Bureaucracy,” paper presented at the American Society for Public Administration (ASPA) conference, New York.
- 1982 “Current and Potential Frameworks for Citizen Participation in the Budgetary Process,” paper presented at the ASPA conference, Hawaii.
- 1979 **Impact of Rent Control upon the Housing Stock of Selected Cities,** California Research Series, Sacramento Public Affairs Center, University of Southern California. (Co-author: John J. Kirlin)

PUBLIC SERVICE

- 2006 Chairman, Facilities Finance Review Committee, City of Newport Beach
- 2004 Member, California Performance Review Commission (appointed by Governor Arnold Schwarzenegger)
- 2004 Member, Technical Advisory Group, NPDES Stormwater Cost Survey Analysis, California State Water Resources Control Board
- 2001 Member, California Integrated Waste Management Board New Base Year Study Working Group
- 1996 Member, California State Constitutional Revision Commission (appointed by the Speaker of the Assembly, Curt Pringle)
- 1989-95 Member, Board of Directors, Girl Scouts of San Diego-Imperial Counties.
- 1988-91 Member, City of San Diego Uptown Planners Board.
- 1987 Executive Committee Chair, Friends of the Parks Campaign, San Diego