

## Profile

Board leader - strategic CFO - results-oriented  
operations executive - corporate economist -  
regulatory relief director - White House budget chief -  
internationally recognized financial expert.

## National Boards

- **President (Board Chair)** National Association of State Budget Officers 2022-2023; Executive Committee 2019-2023; Lifetime Member Award 2023
- **Member, Board of Directors** National Academy of Public Administration (Congressionally-chartered non-profit) 2023-present; Elected Fellow 2020-present

## Executive Experience

**State Budget Director and Executive Director** 7/2018-8/2023  
Governor's Office of State Planning & Budgeting, State of Colorado

- Appointed by two Governors to this Cabinet position responsible for a \$40 billion enterprise with twenty subsidiary agencies including capital and operating planning.
- Led fiscal response to the COVID-19 pandemic. Negotiated investment strategy with legislature that maximized return on assets, doubled rainy day reserves, and achieved all of the Governor's policy goals.
- Recognized as a financial leader by CFO-peers in the 50 states and elected President of the National Association of State Budget Directors, a board chair position.

**Director of State Operations** 2016-2018  
Office of the Lt. Governor & Chief Operating Officer, State of Colorado

- Responsible for statewide operations and performance management, driving a 44% increase in process improvements and cutting time to the customer in half.
- Delivered the *Cut the Burden* regulatory reform initiative, reducing measurable compliance burdens and saving businesses nearly \$8 million and over 2 million hours—featured by *The Pew Charitable Trusts*.

**Director, Division of Professions & Occupations** 2012-2016  
Department of Regulatory Agencies, State of Colorado

- Reduced licensing burdens for 1 in 7 workers in Colorado while leading an agency of 200 staff and 190 Governor-appointed Board members.
- Expanded access to primary healthcare by reducing compliance burdens on nurse practitioners seeking prescriptive authority — secured unanimous, bipartisan legislation based on evidence-based policy.
- Reduced agency operating costs by 10% by breaking down silos and empowering front-line employees.

**U.S. Department of the Treasury, Washington DC** 2009-2010  
Senior Advisor, Internal Revenue Service

Negotiated with the heads of revenue authorities from 42 countries and the *Organization for Economic Cooperation and Development* in Paris to develop protocols for joint audits of multinational corporations.

**U.S. Office of Management and Budget (OMB), Washington DC** 2000-2009  
Chief, Treasury Branch (2006-2009)

- Chief of \$50 billion budget under Presidents Bush and Obama, including U.S. Treasury, SEC, and banking regulators. Led the *\$700 billion TARP financial rescue* in 2008 (Troubled Asset Relief Program).

**U.S. Office of Management and Budget (OMB), Washington DC**

Senior Program Examiner, OMB Housing Branch (2000-2006)

- Budget analyst for HUD's FHA mortgage insurance program insuring 1 in 7 mortgages in the country. Diagnosed fraud and developed new forecasting models and management solutions to protect assets.
- Housing finance economist. Authored regulations for Fannie Mae and Freddie Mac heralded by *The Wall Street Journal* editorial page as "an act of bravery second only to taking on Saddam Hussein."
- Detail assignments as an insurance industry analyst for the *U.S. Senate Banking Committee*, and as Budget Director for the *State Department* Office of the Global Aids Coordinator.

**PricewaterhouseCoopers LLP, Boston**

1998-2000

Economist/Senior Associate

- Corporate economist analyzing and pricing the profit drivers in aerospace, software, and pharmaceutical companies, helping clients expand overseas and maintain profitable business and tax models.
- Authored best practices in economic analysis for corporate compliance with state tax requirements.

**Institute of Public Administration, New York City**

1992-1996

Senior Staff

- Advised counties in Eastern Europe and Central Asia on best practices in treasury management, procurement, and public administration. (USAID funded)
- Managed civil service reform programs for the government of Indonesia. (World Bank/Japan funded)

**Central London Training and Enterprise Council, London, England**

1991

- Made grant selections that funded small business start-ups in Central London.
- Advised newly privatized agency on private sector management principles.

**Education**

**University of Michigan, Ann Arbor — Master's of Public Policy, 1998**

Quantitative program in economics and statistics. MBA coursework in finance and accounting. GPA 4.0/4.0.

**Syracuse University, Syracuse NY — Bachelor of Arts, 1991**

Political Science with Honors, *Phi Beta Kappa*, study abroad in London

**Recent Speaking Engagements**

- Organization for Economic Cooperation and Development (Paris, France) - Intergovernmental Finance During a Crisis
- U.S. Department of the Treasury - Measuring Investment Results of the American Rescue Plan Act, State and Local Fiscal Relief Funds
- Brookings Municipal Finance Conference - Impacts of the Early COVID-19 Recession
- The Volcker Alliance and the Penn Institute for Urban Research - Briefing on Infrastructure Investment
- National Association of State Budget Officers - Planning for Federal Stimulus Roll-off
- Denver Metro Chamber of Commerce - Colorado's Economic Forecast and Recession Risk
- Colorado Business Roundtable - Colorado Investment Proposals to Support the Economy