

15.1

**Mayor's Office: Council Agenda Item Request Form**  
*This form and supporting documents (if applicable) are due the Wednesday  
before the COW meeting by noon.*

<b>Date Received</b> (office use)	<b>26 January 2017</b>
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<b>Date of Request</b>	27 January 2017
<b>Requesting Staff Member</b>	Erin Litvack
<b>Requested Council Date</b>	7 February 2017
<b>Topic/Discussion Title</b>	Advice & Consent
<b>Description</b>	<ul style="list-style-type: none"> <li>• Darrin Casper, Deputy Mayor, Finance &amp; Administration</li> <li>• Karen Hale, Deputy Mayor, Community &amp; External Affairs</li> <li>• Rick Graham, Deputy Mayor, Operations</li> <li>• Megan Hillyard, Associate Deputy Mayor</li> <li>• Scott Baird, Dept. Public Works &amp; Regional Services Director</li> <li>• Carlton, Dept. Regional Transportation &amp; Economic Development Director</li> <li>• Stuart Clason, Dept. Regional Transportation &amp; Economic Development Associate Director</li> </ul>
<b>Requested Action<sup>1</sup></b>	Advice & Consent
<b>Presenter(s)</b>	Mayor McAdams & Erin Litvack
<b>Time Needed<sup>2</sup></b>	20 minutes
<b>Time Sensitive<sup>3</sup></b>	Yes
<b>Specific Time(s)<sup>4</sup></b>	n/a
<b>Contact Name &amp; Phone</b>	Erin Litvack x87005
<b>Please attach the supporting documentation you plan to provide for the packets to this form.</b>	Please see attached resumes for each individual .

**Mayor or Designee approval:**



<sup>1</sup> What you will ask the Council to do (e.g., discussion only, appropriate money, adopt policy/ordinance) – in specific terms.

<sup>2</sup> Assumed to be 10 minutes unless otherwise specified.

<sup>3</sup> Urgency that the topic to scheduled on the requested date.

<sup>4</sup> If important to schedule at a specific time, list a few preferred times.

## **DARRIN CASPER**

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### **CAREER SUMMARY**

Chief Financial Officer with a Masters of Business Administration and 27 years of experience in corporate and public finance; driven to increase operational and financial efficiency.

### **PROFESSIONAL EXPERIENCE**

#### **SALT LAKE COUNTY – Salt Lake City, Utah**

**2005 - Present**

##### **Salt Lake County Chief Financial Officer**

2005 - Present

Manage all fiscal matters of Salt Lake County government. Appointed by Mayor Ben McAdams.

- Analyze, control and make recommendations regarding all facets of Salt Lake County's \$1.36 billion budget.
- Manage all aspects of Salt Lake County's debt. Existing debt is roughly \$500 million, comprised of 27 different issuances.
- Manage accounting functions for Salt Lake County. Responsible for preparation and presentation of the Comprehensive Annual Financial Report.
- Balance the 2010 and 2011 budgets amidst the great recession without a reduction in workforce. Sales taxes declined, in some cases, over 30% from 2007 highs.
- Worked with team to engineer a financial structure for a renewable energy project for Salt Lake County. The project is the largest solar installation in Utah, and one of the largest rooftop systems in the United States. Project won the CDFA national award for tax credit finance.
- Conduct all major financial analysis for Salt Lake County.
- Manage 33 person financial administration, budget and accounting staff.

##### **Salt Lake County Council Fiscal Officer**

2001 - 2005

Manage all fiscal and analytical matters for the County Council.

- Analyze and present all revenues, expenditures and tax rates for Salt Lake County's budget. Examine in detail all material aspects of the budget. Conduct all Council budget hearing/deliberation sessions.
- Represent the Council on various boards and committees including: Debt Review Committee, Capital Construction Committee, Salt Palace Renovation Committee, Chair of Exempt Employees Retirement Plan, Contract Selections, et al.
- Provide financial analysis on all analytical decisions for the County Council such as real estate deals, contracts and proposals, privatizations issues, among others.
- Led the Performance Measurement initiative in Salt Lake County.
- Served as the Salt Lake County Council's first Fiscal Officer in the new Council/Mayor form of government.

**MSA, MERGERS & ACQUISITIONS – Salt Lake City, Utah** **2000 - 2001****Director of Corporate Finance** **2000 - 2001**

Responsibilities included all facets of back room support for investment banking, mergers and acquisitions, and corporate finance projects of the company.

- Performed first layer of new project analysis including business plan viability in the market, exit strategy for investors, competency of management, strategic partners and alliances, and financial analysis.
- Deal structuring – typically structured deals that provide compensation to the company in cash and equity. Ascertained the risk level of projects to determine overall compensation.
- Provided financial advisory services such as business plan review, private placement memorandum review, and company valuations.
- Valued projects to determine appropriate stock offering prices and or stock exchange rates for mergers and acquisitions.

**AMERICAN STORES COMPANY – Salt Lake City, Utah** **1995 - 2000****Treasury Manager – Treasury Department** **1997 - 2000**

Responsibilities included managing corporate liquidity, cash flow forecasting, banking, armored service, and letter of credit debt. Special projects included mergers, acquisitions and disposition analysis and contract management.

- Developed financial model to value manufacturing division of company. Model is used by Executive Vice Presidents to negotiate the “outsourcing” of a division. Increased the net value of the deal by more than \$1,000,000, directly as a result of the analysis.
- Effectively managed the centralization of cash from 2000 retail stores to a central bank account to disbursement banks.
- Monitored daily corporate liquidity, ensuring adequate commitments are available to meet cash forecasts.
- Responsible for contract management of armored service contracts and banking commitments.
- Reduced letters of credit portfolio by 30%, thereby substantially reducing annual fees paid.
- Negotiated the asset allocation for a disposition of a region of stores, reducing tax liability by \$850,000.
- Successfully transitioned all cash management functions to Albertson’s Company in Boise, Idaho.
- Managed staff of 4 people.

**Senior Financial Analyst – Tax Department** **1995 – 1997**

Responsibilities included property tax compliance, lease auditing, tax appeals, and centralizing property tax functions from seven out-of-state divisions to corporate headquarters in Salt Lake City, Utah.

- Secured over \$3,000,000 in property tax refunds in less than 3 years.
  - Provided financial analysis used in legal disputes yielding more than \$300,000 to company.
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**SALT LAKE COUNTY, Salt Lake City, Utah** **1991 – 1995**

**Department Fiscal Manager** – Community Services and Economic Development Department  
Responsibilities included public finance, budgeting, and accounting of Department.

- Provided extensive budget analysis for Salt Lake County including analyzing capital expenditures and related long term effects for future budgets, tracking employee growth per division, and ensured all division expenditures stayed within their respective appropriations.
- Managed all financial aspects of the County's enterprise funds.
- Member of the team that started ArtTix, a venture that offset County subsidies to the Fine Arts enterprise fund.
- Bonded for Salt Palace Renovation and Old Mill golf course.
- Maximized arbitrage profits of Salt Palace bonds.

**SALT LAKE COUNTY BOARD OF EQUALIZATION, Salt Lake City, Utah** **1990 – 1991**

**Commercial Hearing Officer** – Board of County Commissioners

Presided over property tax appeals; making recommendations to the Board of County Commissioners regarding the valuation of real estate based on the relative strength of evidence submitted by an appellant. Presided over several multi-million dollar property tax appeals, including Hercules, Kennecott Copper, and many downtown office towers.

**KEMPER SECURITIES, INC., Salt Lake City, Utah** **1/90 – 7/90**

**Public Finance Intern** – Boettcher and Company, Inc.

Organized a deal to finance UTA buses, utilizing pledged revenue sources from the State of Utah.

**CITY OF BOSTON, Boston, Massachusetts** **1988 – 1989**

**Senior Financial Analyst** – Office of the Collector Treasurer

Managed a \$53 million equipment acquisition program that periodically converted a bank line of credit into certificates of participation.

**LEADERSHIP ROLES**

<b>Cabinet Member – Mayor Ben McAdams</b>	<b>Present</b>
<b>Salt Lake County Fleet Board – Member, Past Chair</b>	<b>Present</b>
<b>UPACA Board Member</b>	<b>Present</b>
<b>Salt Lake County OPEB Trust - Chair</b>	<b>Present</b>
<b>Salt Lake County Exempt Employee Retirement Plan –Chair</b>	<b>2005</b>
<b>Cottonwood Country Club – President</b>	<b>2007</b>
<b>Indian Hills School Community Council – Chair</b>	<b>2005</b>
<b>Golden Key National Honor Society, Utah State University – President</b>	<b>1987</b>
<b>Sigma Chi Fraternity – President</b>	<b>1987</b>

**EDUCATION**

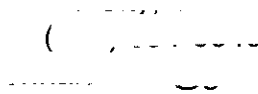
**Masters of Business Administration - 1989**

Boston University  
Graduated with Honors

**Bachelor of Science – Accounting - 1987**

Utah State University

## Karen Hale



### Employment

April 2016 – present	Associate Chief Administrative Officer Salt Lake County Office of the Mayor
Dec 2013 – Jan 2016	Community Relations Director Salt Lake City Office of the Mayor
Jan 2008 – Dec 2013	Communications Director Salt Lake City Office of the Mayor
Jan 1999 – Dec 2006	Utah State Senator
1995 - 1997	Workshop Facilitator National Energy Foundation
1993 - 1996	Editor and Publisher Parent Express Magazine News and Resource Magazine for Utah Families
1992 - 1993	Salt Lake City Guide Sample Salt Lake

### Current Boards and Commissions

Intermountain Healthcare Board of Trustees

Primary Children's Hospital Board of Trustees

State of Utah Elected Official and Judicial Compensation Commission  
(Appointed)

State of Utah Appellate Nominating Commission  
(Appointed)

Visit Salt Lake Executive Committee

KUED Advisory Board

Natural History Museum of Utah Community Relations Board

Utah Debate Commission Executive Committee

Utah Film Center Board

Utah Civility and Community Advisory Board

Intermountain Donor Services Advisory Board

Gun Violence Prevention Center Board

Utah Tibetan Foundation

## Education

1980                      B.S., Mass Communication  
University of Utah

## Past Boards and Committees

Art Placement Subcommittee to the State Capitol Preservation Board, Chair, 2007-12  
(Appointed)

University of Utah Family and Consumer Studies Advisory Board

Salt Lake County Convention Facilities Advisory Board

Natural History Museum of Utah Executive Committee

Lowell Bennion Community Service Center, Past Chair

Parley's Rails, Trails and Tunnels – PRATT, Past Chair

University of Utah Alumni Association

Democratic National Committee

Utah Democratic Party, Past Vice-Chair

Coalition for Civic, Character and Service Learning Executive Committee

A.R.T.S., Inc

Utah Air Travel Commission

Westminster College Master of Professional Communication Master Track  
Mentor and Co-Leader

## Legislative Committees, Task Forces and State Commissions (1999-2006)

Commission on Criminal and Juvenile Justice

Executive Appropriations Committee

Adult Parole and Probation

Capitol Art Placement Committee

Commission on Civic and Character Education  
Public Education Appropriations Subcommittee  
Legislative Management  
Government Operations  
Education Standing Committee  
Native American Legislative Liaison Committee  
Olympics Coordination Committee  
Transportation Standing Committee  
Utah Technology Commission  
Senate Education Confirmation Committee  
Education Interim Committee  
Medicaid Interim Committee  
Individual Income Tax and Corporate Franchise Task Force  
Transportation Planning Task Force  
School Building Legislative Task Force  
Public Education Legislative Task Force  
Involuntary Commitment of the Mentally Ill Task Force  
Learning Standards and Accountability in Public Education Task Force  
Tourism Task Force  
Legal Task Force  
Retirement and Independent Entities Appropriations Subcommittee  
Retirement and Independent Entities Interim Committee  
Senate Government Operations and Political Subdivisions Committee  
Senate Retirement and Independent Entities Committee  
Senate Transportation and Public Utilities and Technology Committee  
Workforce Services and Community and Economic Development Interim Committee

## Community Awards

Quintus C. Wilson Alumni Achievement Award, 2016  
Department of Communications, University of Utah

Healthcare Trustee of the Year Award, 2012  
Utah Hospital Association

Dr. Martin Luther King, Jr. Award, 2011  
NAACP Salt Lake Branch

Distinguished Community Member Award, 2009  
Utah State Bar

Eleanor Roosevelt Award, 2007  
Utah Democratic Party

Pete Suazo Political Action Award, 2006  
Utah Pride Center

100 New Democrats to Watch, 2003  
Democratic Leadership Council

Quest for the Gift of Life Award, 2003  
Quest for the Gift of Life Foundation

Dare to Care Award, 2002  
University of Utah College of Nursing

Honor Roll Award, 1999  
Utah Education Association

## Other Activities

Youth Leader, November 2005  
Youth Making a Difference  
Chamba, India

Utah Lt. Governor Candidate, 2004  
Running Mate with Gubernatorial Candidate Scott Matheson, Jr.

Utah Lt. Governor Candidate, 2000  
Running Mate with Gubernatorial Candidate Bill Orton

Volunteer in Salt Lake City School District Schools

Church Youth Leader and Instructor

Docent, This is the Place State Park, 1980s

Volunteer, Kibbutz Degania Alef, 1979, Israel



### **OCCUPATIONAL OBJECTIVE**

Community builder through public service! I seek to bring my wealth of varied public administration experience to a visionary governmental entity or private business with a commitment to transparently engaging its citizens and providing quality-of-life services and programs for all residents, business owners and visitors.

### **NOTABLE ACCOMPLISHMENTS**

- Assumed lead administrative role in Salt Lake County to organize and establish the Greater Salt Lake Municipal Service District and to facilitate the orderly transition of the unincorporated jurisdictions of Kearns, Magna, Emigration Canyon, Copperton, and White City to Metro Townships and Millcreek to a city.
- Directed all aspects of the Regional Athletic Complex, a 2003 bond financed project. Oversight included: Civic Engagement public process, business plan development, design development and construction process. This was a \$22.8 million project. The project took 12 years to complete, and faced numerous, environmental, fundraising and legal challenges.
- Administrative responsibility for the planning, negotiation, design and final construction of The Leonardo, a 2003 publicly supported bond project. This was a \$10.2 million project between the City and The Leonardo.
- Oversight for the Civic Engagement and public process that led to the construction of the Sorenson Unity Center. Responsible for partner development (Alliance for Unity), project funding (New Market Tax Credits), design, construction, and program development.
- Managed all aspects of the multimillion-dollar restoration of Memory Grove following the 1999 tornado damage.
- Managed all aspects of the Salt Lake Sports Complex Olympic Ice Sheet facility public process, design and construction in preparation for the 2002 Olympic Games held in Salt Lake City.

### **WORK EXPERIENCE**

#### **TOWNSHIP AND METRO SERVICES EXECUTIVE**

Salt Lake County

May 2016 – Present

Appointed by the County Mayor to direct and manage the operations of the metro townships and unincorporated jurisdictions. Manages, oversees and collaborates with the government agencies that provide municipal services. This position reports directly to the County Mayor and works in a close and confidential relationship with the Mayor, County Council and the MSD Board of Trustees. Serves as the General Manager of the Municipal Service District (MSD). Oversees the preparation of the MSD budget and ensure services provided by the County such as road maintenance and construction, transportation engineering, animal services, planning and development, economic development, municipal parks maintenance and capital projects are provided per contractual agreement. Responsibilities include policy development, community engagement and contract negotiations.

## **DIRECTOR, PUBLIC SERVICES DEPARTMENT**

Salt Lake City Corporation

1997 - 2016

Appointed by the three (3) Mayors of Salt Lake City to direct and manage the Department of Public Services. Reported directly to the Mayor (City CEO) and member of City Cabinet, which sets policy and procedures for the City. Public Services is one of the City's largest with a workforce of approximately 589 full-time and seasonal/hourly employees and an operational budget of approximately \$94 million. The department is organized into four (4) management divisions: Finance and Accounting, Administrative Services, Sustainability and Environment and Operations. The four divisions support a total of 14 municipal service programs. In addition, the department prepares and manages the planning, design and construction of multi-million Capital Improvement projects annually. Administration included all aspects of: personnel management; negotiations; operations; policy/ordinance development; strategic planning; public engagement; budget development/execution and program performance evaluation.

## **DEPUTY DIRECTOR, PUBLIC SERVICES DEPARTMENT**

Salt Lake City Corporation

1993 - 1997

Served as Deputy Director in the Department of Public Services with an annual budget of \$49 million and an employee base of 670. The department was responsible for the following City service functions: Engineering, Transportation, Street Maintenance, Solid Waste Management, Parks, Recreation, Fleet Management, Building/Facility Management, Urban Forestry, Golf, Youth Programs, Community Events and Snow Removal. My areas of responsibility included policy development, budgeting, program management, personnel management, strategic planning and community relations. In this position, I reported directly to the department director. In 1992, assigned by the mayor to create a NEW department by consolidating the Public Works and Parks Departments into one new department.

## **QUALIFICATIONS AND EXPERIENCE**

Extensive, successful and principled experience in municipal public administration, as follows:

- Strategic planning, policy development, public financing, budget preparation and management, CIP programming, public program development, public relations, customer service program and marketing.
- Public works management; i.e. roadways and sidewalks, waste collection, transportation signals and safety, snow removal, concrete replacement, engineering, capital planning, parking enforcement, facility maintenance, emergency management, landfill operation, youth programming, recycling and fleet management.
- Park and recreation management; i.e. park maintenance, park planning, recreation programming, cemetery administration, open space management, sports stadium management and urban forestry.
- Management oversight for seven (7) municipal golf course programs; including strategic business operations, revenue program development, right-sizing, operation efficiency and pricing.
- Park and recreation facility design, construction, maintenance and programming. Project manager for several multi-million dollar public projects.

## **EDUCATION**

Bachelor of Science Degree-Commercial Recreation Management  
University of Utah

Harvard University, John F. Kennedy School of Government  
Program for Senior Executives in State and Local Government

## **PROFESSIONAL AFFILIATIONS**

Member, American Public Works Association  
Member, Solid Waste Association of North America  
Member, National Recreation and Parks Association  
Chair, Salt Lake Valley Solid Waste Management Council  
Utah Olympic Public Safety Command Planning Committee  
1997 Congress Chair, National Recreation and Parks Association  
Chair, Olympic Oval Management Committee, Utah Sports Authority  
Municipal Representative - Utah Recreation and Parks Association  
Park Maintenance Representative - Utah Recreation and Parks Association  
Pacific Southwest Region Council Representative - Utah Recreation and Parks Assoc.  
Board of Regents - Pacific Marketing and Revenue Sources Management School

# Megan Hillyard

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## CORE COMPETENCIES

- Leadership/Administration
- Community Outreach/ Event Planning
- Strategic Planning/ Goal Alignment
- Policy Development/ Implementation
- Public/International Relations
- Budget Review & Planning

## WORK EXPERIENCE

**Department of Administrative Services – Office of Mayor Ben McAdams, Salt Lake City, Utah January 2013 - Present**  
*Associate Director*

### **Roles and Responsibilities**

- Assist the Department Director in managing, administering and coordinating operations and internal affairs of the five Administrative Services Divisions: Contracts and Procurement, Facilities Management, Fleet Management, Human Resources, and Information Services.
- Develop and help oversee department's annual budget of over \$53million, which includes advocating for resources and prioritizing needs
- Foster effective and cooperative relationships with elected officials, department directors and division directors
- Align department goals and priorities with those of the Mayor's Office

### **Highlights of Achievements from 2013-Present**

- Served as Mayor's project manager for the development of two new District Attorney Buildings costing over \$60 million
- Assembled local technology experts to offer recommendations for modernizing and streamlining county IT
- Served as member of the county's first Technology Advisory Board (TAB)
- Chaired the Mayor's Internal Communications Subcommittee
- Participated in a complete overhaul of the Human Resources Policies and Procedures
- Contributed to the Mayor's strategic planning efforts and worked with the Director to align the Department and Mayor's goals
- Served as Mayor's Liaison to the Salt Lake County Bicycle Advisory Committee

**Council Advisor – Office of Council Member Arlyn Bradshaw, District 1, Salt Lake City, Utah January 2011 - 2013**  
*Salt Lake County Council Advisor*

### **Roles and Responsibilities**

- As the sole staffer, responsibilities included all daily activities needed to run an organized and productive Council office:
  - Policy and issue research, drafting legislation and necessary editing
  - General office management, including intra-office coordination with eight other Council offices
  - Community outreach, including attending community events, designing handouts and social media communication
  - Generating creative solutions to community concerns and partisan disagreements
  - Budget issues, including review of Mayor's proposed ~ \$850 million dollar budget and consideration of mid-year budget adjustment requests
  - Outreach via letters, email and phone to other local, state and federal elected officials relating to issues that impact local communities

### **Highlights of Achievements from 2011-2012**

- Drafted revisions to Foothill Canyon Overlay Zone (canyon protection ordinance) with input from multiple stakeholders, including constituents, environmental groups, developers and other county agencies
- Continued to promote active transportation by participating in SLCo's Bicycle Best Practice Stakeholder group, SLCo's Bicycle Transportation Implementation Plan, SLCo's joint Bicycle Ambassador program with UDOT and SLC, organized a field visit to Boulder, Colorado for 20 elected officials and staff, and attended monthly SLCo Bicycle Advisory Committee meetings
- Served as an administrative coordinator to the Salt Lake County Independent Redistricting Commission
- Organized legislative sponsorship of three major Salt Lake County Title 8 Ordinance modifications (Animal Services), to promote responsible pet ownership and accountability in Salt Lake County
- Helped draft and pass modifications to the Salt Lake County Government in the Sunshine Ordinance, to promote greater transparency and openness for access to government records
- Assisted Council Member by attending meetings, traveling on field visits and networking with other public officials and the community in an effort to promote economic growth in downtown Salt Lake - projects included consideration of a Convention Hotel, Utah Performing Arts Center, Ballet West Facility and the Utah Film Center

*Community Liaison*

**Roles and Responsibilities**

- Represented the Mayor's Office at eight Community Councils within Salt Lake County, which involved making community-related presentations, receiving and processing feedback from constituents and strategizing to improve the quality of life for citizens throughout Salt Lake County
- Led conflict resolution and negotiation discussions to solve community issues between constituents, community groups and County departments.
- Coordinated and orchestrated Mayor's Town Hall meetings and other community gatherings throughout the year
- Conducted policy research directed at improving government/community relations
- Reviewed and approved Community Council budget requests and end-of-year financial reports to be considered by the Mayor and formally adopted by the County Council

**Achievements**

- Revitalized the Salt Lake County Bicycle Advisory Committee by restructuring the board and creating a Volunteer Engagement Handbook
- Coordinated meetings between County Engineering, County Planning and Development, the Salt Lake County Bicycle Advisory Committee and residents that resulted in the realignment of an intersection to improve safety for all road users
- Collaborated with the Salt Lake County Sanitation District, the County Council and concerned residents to resolve longstanding sanitation issues in Emigration Canyon

**Salt Lake County Council Internship, Salt Lake City, Utah**

March 2008 – July 2008

*Salt Lake County Council Fiscal Analyst Intern*

**Peace Corps Volunteer, Namibia, Sub-Saharan Africa**

November 2006- January 2008

*Namibian Peace Corps Education Volunteer*

**Campaign Coordinator, Salt Lake City, Utah**

July 2006-November 2006

*Campaign Manager/ Volunteer Coordinator for Salt Lake County Auditor campaign*

**EDUCATION**

**University of Utah, Salt Lake City, Utah**

August 2010

- *MS International Affairs and Global Enterprise, graduated Sigma Iota Rho*

**University of Utah, Salt Lake City, Utah**

May 2005

- *BA English, Honors*

**University of Sydney (Semester Abroad), Sydney, Australia**

Fall 2003

**Wheaton College (Freshman Year), Norton, MA**

Fall 2001

- **Academic Achievements:** Academic Scholarship at Wheaton College, University of Utah Honors Thesis; "*A History of Silence: America's Reaction to International Genocide*" (Research conducted in Cambodia)
- TEFL International teaching certificate in Seville, Spain, October/ November 2005

**COMMUNITY SERVICE**

**Utah F.A.C.E.S**

*Development Chair*

August 2014- January 2016

**Planned Parenthood Action Council, Salt Lake City, Utah**

June 2006-November 2006

*Volunteer*

**International Rescue Committee (IRC)**

2004-2005

*Volunteer*

**OTHER EXPERIENCE**

- Salt Lake County Women's Leadership Training 2012
- 2011 Leadership Utah Graduate – 10 month intensive program hosted by the Salt Lake Chamber of Commerce
- American Council of Young Political Leaders (ACYPL) – Nepal, March 2010 – one of six delegates chosen from the USA to participate in an international political exchange to Nepal. Our group met with National leaders (Nepal's President and Prime Minister) and Community leaders to exchange perspectives and ideas on international relations. I had the opportunity and responsibility to speak in front of large groups on a daily basis and lead discussions on sensitive material
- Basic-intermediate Spanish skills
- Extensive travel, research and education in Eastern/Western Europe, Middle East, Thailand, Cambodia, Ecuador, Australia, Northern and Southern Africa

**INTERESTS**

- Running, Travel, Soccer, Hiking, Reading, Writing, and Piano

**References Available Upon Request**

# SCOTT R. BAIRD, P.E.

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**PROFESSIONAL OBJECTIVE**    Management of Public Works and Municipal Services

## **EDUCATION**

**Brigham Young University**, Provo, Utah

- Master of Science Degree (April 1997), 3.33 G.P.A.

- Bachelor of Science Degree (April 1996)

**Utah Valley University**, Orem, Utah

- Associate of Applied Science Degree, December 1994, 3.4 G.P.A., Dean's List

**Southern Utah University**, Cedar City, Utah, 1989-1990

**Lehi High School**, Lehi, Utah, May 1989, 3.89 G.P.A

## **WORK EXPERIENCE**

**Acting Department Director**, Salt Lake County Public Works,  
June 2016-present

**Division Director**, Salt Lake County Engineering and Flood  
Control, 2010-17

**Project Manager**, Salt Lake County Flood Control Engineering,  
2007-10

**Project Engineer/Project Manager**, Salt Lake County Flood  
Control Engineering, 1997-2007

**Engineering Intern**, Salt Lake County Engineering and Flood  
Control, 1995-1997

**Engineer**, Baird Engineering, L.L.C., Lehi, Utah, 1992-2005

**Laborer**, Geneva Rock Products, 1993-1994

**Laborer**, Peck and Peckham Asphalt Paving, 1989

**Custodian / Dishwasher**, various colleges, 1989-1997

## **RELATED SKILLS**

Engineering design, storm drain master planning, surveying, public engagement, conflict resolution, organizational behavior, employee and manager mentoring and development, team management and team building.

## **PERSONAL**

Speak, read and write Spanish fluently. Artist (oil painting). Other interests include reading, fishing, hiking, basketball, ukulele.

## **REFERENCES**

Available upon request.

# CARLTON CHRISTENSEN

## EXPERIENCE

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2013-Present      Salt Lake County      Salt Lake City, UT

*Director – Office of Regional Development*

Appointed by Mayor McAdams in August 2013 to a newly created position of Director of Regional Development for Salt Lake County. The position was created to better address Salt Lake County's role as a regional government and to help direct and take a stronger lead in issues that affect the entire county. Regional Development includes the areas of Economic Development, Community Resources, Emergency Services, Criminal Justice Advisory Council, Regional Planning & Transportations and Grants and Special Projects.

2007-2013      Zions Bank      Salt Lake City, UT

*Community Development Representative*

Assisted Communities and non-profit housing providers outside of the Salt Lake Metro area with bank and other partnership opportunities that facilitated the bank's obligations to the Community Reinvestment Act. Reviewed loans for CRA eligibility in preparation for compliance audits by the Office of the Comptroller of the Currency

2005-2007      Zions Bank      Salt Lake City, UT

*Business Partner – Finance and Analytics*

Prepared annual budgets for bank, evaluated branch and other operation unit performances. Provided monthly financial reviews for Regional Presidents throughout the State of Utah and Idaho

1990-2005      Zions Securities Corporation      Salt Lake City, UT

*Construction Cost Accountant, Land Division Operations Manager, Assistant Controller*

Property Management Development firm responsible for commercial and residential properties held by the LDS Church in Downtown Salt Lake City UT, Laie, HI, Kansas City MO and West Valley City UT. Responsible for daily operations of the Lake Park Corporate Center, Cost Accounting for large construction projects, system acquisitions and management of Accounts Receivables and Payables.

1988-1989      Parkway Plaza Associates      Salt Lake City, UT

*Development Partner*

Development partner in commercial/retail site located at 700 N and Redwood Road. Participation in acquisition of property, zoning entitlement of property and sale to national retailer.

## PUBLIC AND COMMUNITY SERVICE

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1998-2014      Salt Lake City Council – District 1

Served multiple terms as Chair & Vice-Chair of the Council, through the 2002 Winter Olympic Games, Reconstruction decisions for numerous public & private projects within the city including the City Creek Center and all public transit projects currently in operation.

1998-2014      Salt Lake City Redevelopment Agency – District 1

Served multiple terms as Chair & Vice-Chair of the Agency. Participated in Redevelopment decisions of the Gateway District, Sugarhouse area, North Temple Corridor, West Temple Gateway and West Capitol Hill area

2016-present      Salt Lake City Mosquito Abatement District

Serving currently as Vice-Chair of the Board of Trustees, assisting with boundary adjustments with the Magna Abatement District and annexation of area not adjusted since 1923. Assisting with the establishment of new District facilities associated with needs for testing and other services requirements

associated with District obligations and growing public health concerns.

**Utah Center for Neighborhood Stabilization** – Current Board member of non-profit housing provider established by joint partnership between the Utah League of Credit Unions and Utah Banker's Association

**Prison Development Commission** – Representing community interest in development of new prison for State of Utah

**Wasatch Front Economic Development District** – Appointed by Salt Lake County Council of Governments to represent communities within Salt Lake County

**Great Salt Lake Advisory Council** – Appointed by Governor Herbert by recommendation of Mayor McAdams to represent Salt Lake City. Previously served on initial council representing local government.

**Valley Emergency Communication Center** – Representing Mayor McAdams on Board of Trustees. Responsible for 911 communications for a number of public safety agencies in Salt Lake County

**Utah Foundation** – Trustee representing Salt Lake County membership in organization

**Natural History Museum of Utah** (past) Served multiple terms including through construction of new facility as President of the Advisory Board during first years of operations of in the Rio Tinto Center

**Utah League of Cities & Towns** (past) President of organization representing cities & towns throughout the State of Utah

**Shelter the Homeless Board** – (past) Non-profit organization that owns the Rio Grande Shelter, Midvale Shelter and Palmer Court – Represented the Salt Lake City council

**Utah Quality Growth Commission** (past) served two terms representing cities from its initial inception including developing criteria for the LeRay McAllister Fund.

**Utah Solid & Hazardous Waste Control Board** (past) Served two terms including two years as its Chair

**Wasatch Front Regional Council** (Past) Represented Salt Lake City on Metropolitan Planning Organization for five county region. Currently serve on occasion in behalf of Mayor McAdams

**Joint Policy Advisory Committee JPAC** – (past) Consisting of all State MPO and Transportation Agencies to discuss policy direction and make recommendation to the Legislature. Currently serve as an alternate for Mayor McAdams

**Salt Lake City Planning Commission 1996-97** – Member of 9 member commission charged with land used advisory roles to the City Council and approving conditional use permits

**Rose Park Community Council 1995-97** Vice-Chair

**Day Riverside Library** – Served on Fundraising Committee for the new library and organized volunteer effort to landscape the Library at the conclusion of construction

**Salt Lake Rose Park Stake** – Serving as Stake President - presiding over an ecclesiastical body of eight congregations or 3,000 members

**Missionary-Church of Jesus Christ of Latter-day Saints** – Japan Fukuoka Mission 1985-86

#### EDUCATION

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1984	Brigham Young University	Provo, UT
1987-1991	University of Utah	Salt Lake City, UT

BA – History



## **Carlton J. Christensen**

Carlton Christensen was appointed in August 2013 to a newly created position of Director of Regional Development for Salt Lake County by Mayor Ben McAdams. The position was created to better address Salt Lake County's role as a regional government and to help direct and take a stronger lead in issues that affect the entire county. Regional Development includes the areas of Economic Development, Community Resources, Emergency Services, Criminal Justice Advisory Council, Regional Planning and Transportation and Partnerships and Special Projects. Carlton recently completed a term as Chair of the Wasatch Front Economic Development District, where he helped establish the district for the five county region of Salt Lake, Tooele, Davis, Weber and Morgan Counties.

Christensen served on the Salt Lake City Council where he represented the Northwest part of Salt Lake City for 16 years. Carlton also represented the city on numerous multi-regional planning and coordinating councils including, Wasatch Regional Council, Salt Lake County Council of Governments, Joint Policy Advisory Committee on Transportation. In 2010, Utah Governor Gary R. Herbert asked Carlton to serve on the Great Salt Lake Advisory Council, representing cities and towns to advise the Governor and Legislature on sustainable use, protection and development of the Great Salt Lake. In 2015 Governor Herbert asked Christensen to serve on the Prison Development Commission representing the community.

In September of 2013, Carlton finished his term as President of the Utah League of Cities & Towns, representing local municipalities throughout the State of Utah. In prior years, Carlton served as Chair for the Salt Lake City Council and as Chair of the City's Redevelopment Agency. In April 1999, Governor Michael O. Leavitt appointed Carlton to the Utah Quality Growth Commission as a commissioner representing municipalities and served eight years as one of the inaugural members of that commission. In April of 2003, Carlton was also appointed by Governor Leavitt to represent municipal officials on the Solid and Hazardous Waste Control Board for the State of Utah where he served two four-year terms, including two years as its chair.

Carlton served as President of Advisory Boards for the Natural History Museum of Utah, and is currently a trustee of Utah Foundation and Board member for Utah Center for Neighborhood Stabilization.

Carlton, who grew up in the Rose Park neighborhood of Salt Lake City where he has been a lifelong resident. After graduating from West High School, Carlton continued his education at Brigham Young University and transferred and a proud graduate of the University of Utah. Carlton

worked as a Community Development Representative for Zions Bank in Salt Lake City and previously worked for a property management and development company, Zions Securities Corporation.

From childhood, Carlton has been actively involved in various civic and political activities. Prior to his service on the Council, his community activities included serving as a member of the Salt Lake City Planning Commission; Vice Chair of the Rose Park Community Council; member of the funding review panel for Homeless Agencies for United Way; member of the Audit Review Committee for United Way; House Captain for Rebuilding Together with Christmas in April of Salt Lake; and member of the fund raising committee for the Day-Riverside Library.

Carlton and his wife, Cathleen, are the parents of two daughters, Jessica and Sarah.

### Summary of Qualifications

15 years of proven experience in public, private and nonprofit sectors with expertise in a multitude of areas including:

<i>Finance</i>	<i>Government/Regulatory Affairs</i>	<i>Public/Media Relations</i>	<i>Project development</i>
<i>Strategic Planning</i>	<i>Infrastructure Planning</i>	<i>Grant Management</i>	<i>Mergers &amp; Acquisitions</i>
<i>Business Development</i>	<i>Economic Policy</i>	<i>Government Contracting</i>	<i>Fundraising</i>

Strong educational background in economics, with special emphasis in economic development, innovation, early stage growth, human capital, geography, environmental policy and research methods. Excellent leadership, organizational, research and analytical skills. Creative, resourceful and a fast learner. Exceptional networking and interpersonal skills.

### Professional Experience

<b>Salt Lake County</b> <i>Director of Regional Economic Development</i>	<b>Oct 2015-Present</b>
<b>Utah Governor's Office of Energy Development</b> <i>Manager of Conventional Energy</i>	<b>Sept 2014-Oct 2015</b>
<b>Salt Lake City Corporation</b> <i>Director of Economic Development</i>	<b>Aug 2013-Sept 2014</b>
<b>IAB Consulting</b> <i>Partner</i>	<b>Oct 2010-Aug 2013</b>
<b>LaSalle Management</b> <i>Director of Development &amp; Marketing</i>	<b>Sept 2009-Oct 2010</b>
<b>The City of Ruston</b> <i>Economic Development Administrator</i>	<b>Jan 2008-Aug 2009</b>
<b>U.S. Congressman Rodney Alexander</b> <i>Grants and Projects Coordinator</i>	<b>Oct 2004-Oct 2006</b>

### Education

<i>London School of Economics</i> <b>Master of Science in Economic Development</b>	<b>Aug 2006-Dec 2008</b>
<i>University of Oklahoma</i> <b>Economic Development Institute</b>	<b>May 2008-Mar 2008</b>
<i>University of Southern Mississippi</i> <b>Basic Economic Development</b>	<b>Mar 2008</b>
<i>University of Louisiana</i> <b>Executive Education Program, Political Economy</b>	<b>Jan 2005-Aug 2006</b>
<i>Louisiana State University</i> <b>Bachelor of Arts in English Literature</b>	<b>Sept 1999-Dec 2002</b>