

Charles A. Montoya

3079 N Princeton dr, Florence Az, 85132

Email: cam04142000@gmail.com

Cell: 303-249-8254

SUMMARY OF QUALIFICATIONS

- Experience

Over thirty-three years of progressive, professional management experience at private companies, including municipal, county, state, and federal government.

Developed efficient and effective local government programs and services. Extensive experience with citizens, neighborhood organizations, developers, and local retailers/business owners. Hands-on experience with planning & zoning, local rules and regulations, public finance, information systems, water and wastewater, public safety, and economic development programs. In addition, I have researched, issued, and managed, over \$3.2 billion in bonds for open space, water, wastewater, prisons, municipal buildings, human services, road & bridge construction, and various other services. Successful strategic long-term financial planning to assist in delivery of municipal services. Served on a wide range of intergovernmental agencies and community organizations. Including credit rating updates and presentations to Moody's, S&P, and Fitch.

- Strong Leader

Practitioner of principal centered leadership and empowerment style management; creating within the organization, more innovation, initiative, commitment, shared vision, and principles. Proven leadership skills that draw broad support and earn the respect of team members, partners and participants. Impressive track record of innovation and creative problem solving. Demonstrated ability to develop and execute multiple projects while integrating internal and external resources. Ability to attract and negotiate non-traditional interagency, private participation in municipal projects.

- Innovative Vision

Extraordinarily skilled in recognizing and projecting future needs, planning, coordination, and execution.

Experienced in designing and supervising the construction of a wide range of projects including: open space parks, trails, solid waste mitigation, community parks, strategic financing for long-term water and road projects.

- Budget and Finance

Ability to design, coordinate and execute a budget process that produces a comprehensive planning and working document in a user-friendly format. Successful at identifying alternative revenue sources and cost saving opportunities to consistently achieve balanced budgets. Very successful track record of streamlining financial and operational services to obtain a more efficient and cost saving approach in a low growth high-cost economy. Experienced in contracting out and managing municipal services while enhancing programs and community services.

- Economic Development

Experienced and successful in development, retention, redevelopment and tax incentives for businesses and developers.

Successful program implementation of a major redevelopment projects consisting of over 2.5 million retail square feet and 740,000 of office space, and 5,450,000 manufacturing. Experienced in creating and implementing Downtown Development Authorities (DDA), Urban Renewal Authorities (URA), Transit Oriented Developments (TODs) and Special Districts, to include financing through mill levies, tax incentives, and sales tax increment.

- Municipal Operations

History of managing operations as a highly responsive customer driven organization recognizing citizens, staff, and elected officials as customers. Knowledgeable and direct work project management in public works, water, wastewater, law enforcement, fire, streets, traffic, utilities, property rights, annexations, planning & zoning, information technology, public information, human resources, park management, and financial management.

PROFESSIONAL EXPERIENCE

City of Avondale	Avondale, AZ	June 2018 to Jan 2022
-------------------------	--------------	-----------------------

A community located in southern Santa Cruz County – municipal pop. 94,000, 102 square miles; Service population 125,000, a full-service community including fire, police, library, parks, water/wastewater utility services.

City Manager

Manage a full-service municipality with thirteen departments including police, fire, utilities, library, parks, recreation, community development/planning, economic development among others. Avondale is a Council Manager form of government with Seven council members with a mayor elected at large.

Selected Contributions:

- Reorienting the City to take advantage of the current economic cycle for which the city has not been prospering in recent years in residential, retail, or employment growth.
- Beginning to create new relationships with developers and regional partners which have been negatively affected by decisions the staff has made on behalf of the city.
- Continue to develop a CORE level of services to be delivered with both a fiduciary responsibility and an efficient delivery system.
- In last several years over 8,000 residential lots have been approved; 1.5 million sq/ft industrial space built; a dozen new retail and service-related business. In addition, the City is adding to seven hotels that have existed in the city for over five year – an additional seven.
- Issued approximately \$45 million in bonds that had been previously approved by the voters over ten years ago.
- Solved multi-year multimillion-dollar deficiency in revenues related to budgeting and planning.
- In process of building and completing a new fire station, new city hall expansion annex, police department expansion, family resource building. In addition to the reconstruction of fifty miles of roads more than 30 years old.
- In the process of being the master developer for a 40-acre site we assimilated all the parcels to create an entertainment district.

City of Watsonville	Watsonville, CA	Oct 2015 to June 2018
----------------------------	-----------------	-----------------------

Fastest Economic growing community in Santa Cruz County and listed as one of the safest and best places to live. A community located in southern Santa Cruz County – municipal pop. 56,000, 7 square miles; Service population 94,000, a full-service community including fire, police, library, parks, water/waste water utility services, and regional airport.

City Manager

Manage a full-service municipality with Eleven departments including police, fire, utilities, library, parks, recreation, community development, economic development, municipal airport among others. Watsonville is a Council Manager form of government with Seven council members and a mayor elected by districts.

Selected Contributions:

- City employees were on a modified furlough for over 7 years working four days per week, and no salary increases in a decade. No agreements with any of the unions were in place. By implementing a number of revenue initiatives, eliminating duplication of services, staffing and service changes; All employees went back to work full time in January of 2016 and received the first pay increases in 2017.
- The community was busy for the last fifteen years increasing home building (affordable, low income, median) while not promoting retail or commercial. By doing this, expenses were

outpacing city resources twofold. We have spent the last three years promoting more business, retail and commercial opportunities. This has resulted in doubling the amount of building and business permits.

- Coastal communities in California are faced with several growing issues: crime (gangs), homeless, housing shortages, police vacancies, and the high cost of living. It has been immediately necessary to all of these simultaneously to move the community forward.
- Initiated and completed over \$40 million in capital projects in last three years.
- The community of Watsonville operated in an isolation mode for years, this had an adverse effect on relationships throughout the community and region. Every time the City tried to accomplish growth, development, or jobs it was sued by some organization. Relationships suffered tremendously, and it took a long-time to re-establish, but that has successfully been accomplished.
- In 2014 to mid-2015 the City had eight homicides by gangs, trouble hiring police officers (8 vacancies, and another six out on medical leave); in the last 2.5 years we have had only one homicide and a waiting list for becoming an officer...many changes took place to achieve.
- Diversified a \$144 million-dollar budget, by making it less cyclical to sales tax, by proposing three new voter initiatives that passed with over 75%.
- In November 2017 Watsonville was Ranked #2 as best places to live by National Geographic magazine.

Town of Florence

Florence, AZ

Jan 2013 to Jul 2015

One of the fastest growing communities in Pinal County and listed as one of the safest places to live. A community located in the southern Phoenix area, pop. 27,000, 68 square miles, a full-service community including fire, police and water/waste water utility services.

Town Manager

Manage a full-service municipality with ten departments including police, fire, utilities, municipal court, library, Parks, recreation, community development, economic development, among others. Work in a Council Manager form of government with six council members and a mayor.

Selected Contributions:

- Re-formulated financial operations, planning, forecasting, modeling and analysis to enable Town to continue to provide core services in a low economic activity environment.
- Enhanced Economic Development activity in a low depressed area of Old Downtown, by improving roadway infrastructure, county-wide aquatic center/park 22-acre project, and main street area aesthetics.
- Housing permits doubled in three years, while commercial permits increased three times, this due to changing the customer service interaction, streamlining application process, changing building and development codes to assist with older structures while encouraging new construction.
- Initiated and completed over \$30 million in capital projects in last three years, tripled over what was completed previous decade.
- Joined Maricopa Association of Governments to align the Town with the progressive nature of the Phoenix metropolitan area to take advantage of the resources available and enhance the Town image and access to communication/information.
- Development of key relationships with other communities, counties, cities, and tribal governments.
- Completed a successful special election for Expenditure Limitation in May 2015 of 78% approval.
- Initiated direct annual state legislative activity and presence on behalf of the Town to assist in communication, Town image, and protecting Town interests.
- Redeveloped a \$68 million-dollar budget reducing the use of Fund Balance for one-time projects
- Noted as one of the top five safest cities in Arizona and top twenty nationwide.

Town of Castle Rock

Caste Rock, CO

May 2008 to Aug 2012

One of the nation's fastest growing communities and listed as one of the best places to live. A community located in the southern Denver Metro area, pop. 54,000, 33 square miles, a full-service community including fire, police and water utility services.

Director of Finance / Treasurer / Sustainability / Economic Development / Special District Development

Manage and supervise all financial, accounting, payroll, budgeting, and analysis of organization expenditures, revenues, and debt management and issuance. Assist in the analysis and management of projects such as economic development, long-term water planning, fire management services, and planning/development.

Selected Contributions:

- Re-formulated financial operations, planning, forecasting, modeling and analysis for the Town to enable it to continue to provide core services in a low economic activity environment.
- Coordinate and supervise the issuance of \$150 million dollars in special bonds for long-term water and transportation projects.
- Manage Green Programs and Town-wide Sustainability.
- Manage a budget of \$170 million for a full-service municipality.
- Responsible for upgrading the Town credit rating with Moody's and S&P multiple years in a row in tough economic environment.
- Assist with annexation process, economic development and community infrastructure and financing.

City of Centennial

Centennial, CO

Jan 2005 to Apr 2008

High plains community in southern Denver Metro area, incorporated in 2001, pop. 106,000, 36 square miles, the largest municipal incorporation in U.S. history.

Director of Finance / Treasurer / Economic Development / Special District

Manage and supervise all financial, accounting, contract management, budgeting, and analysis of organization expenditures and revenues.

Selected Contributions:

- Developed and created an entire finance department and financial structure for newly formed entity. Also, assisted in the development and creation of the Planning/Development, Public Works, and Building Departments.
- Coordinate and supervise the issuance of \$100 million dollars in special bonds for the redevelopment of a major retail mall and business center, and project financing of \$400 million. Managed the financial operations for the project including retailer base needs for repayment of bonds.
- Enhance the organizations financial structure by internalizing all financial functions which were outsourced.
- Reviewed and recommended development applications for City annexations and development projects.

Jefferson County

Golden, CO

2000 to 2005

Jefferson County is the largest county in Colorado with a population estimated at 555,000, within 774 square miles

Chief Financial Officer / County Commissioners Legislative Representative

Manage and supervise all financial, accounting, purchasing, budgeting, and analysis of the county expenditures and revenues comprising over \$500 million dollars annually, and capital budget of \$2.5 billion. Coordinate planning, budgeting and accounting for 43 divisions, eight elected official branches of government, and 46 separate funds; from Airport Enterprise Fund to Open Space Funds. Monitor and supervise the county self-funded insurance programs. Supervise four Division Directors and 120 staff. Reported to the Board of County Commissioners.

Selected Contributions:

- Helped institute and manage the creation of an entirely new financial management enterprise system.
- Coordinate and supervise the issuance of \$100 million dollars in General Obligation bonds and an additional \$250 million dollars in debt service and revenue streams.
- Coordinate and supervise the refinance of over \$80 million dollars in Certificates of Participation.
- Represent the County at civic and county meetings; speak on behalf of and represent the Board of County Commissioners.
- Serve as the County's designated representative in all bond and financial documents, which include substantial responsibility for the investment and disbursement of all bond proceeds.
- Successfully steered County through financial and economic problems affecting the delivery of core services.

State of New Mexico

Santa Fe, NM

1993 to 1999

Senior Legislative Financial Analyst/Budget Analyst

Coordinated all information on fiscal and policy matters for the State Legislature. Assisted in the drafting and analysis of new and pending legislation. Staffed all committees and hearings keeping all legislators informed of potential issues. Worked with the general public and special interest groups to coordinate legislation. Developed an independent budget on executive agencies for the legislature, provided in depth analysis of Governor Staff recommendations, and testified before the State Legislature regarding those recommendations.

Selected Contributions:

- Improved the quality and the health and safety of the State of New Mexico, by targeting funding to priority programs and services; and increased the use of benchmarks and accountability measures, for the allocation of public resources.
- Monitored the operation of four state agencies, seven State hospitals and public health offices with a combined annual budget of \$2.4 billion.
- Assisted with expenditure and project needs development, by offering solutions and recommendations that would allow projects to be completed in a timely, safe, and efficient manner. And develop technical and financial management reports to assist state agencies in administering state business.
- Controlled state agency financial growth, by implementing strong reporting procedures and accountability measures.

EDUCATION

Master's in Public Administration, Concentration: Finance and Personnel
University of New Mexico Albuquerque, NM 1997

Master of Legal Studies, Concentration: Planning, Development, and Water Law
Arizona State University Phoenix, AZ 2020

Bachelor of Business Administration – Operations Management and Economics
New Mexico State University Las Cruces, NM 1992

BOARDS AND COMMISSIONS

Santa Cruz County Regional 911 – Chair
Pajaro Valley Chamber of Commerce – Board Member
Monterey Bay Economic Partnership – Board Member
Visit Santa Cruz County (Visitors Bureau) – Board Member
Cabrillo College Foundation Board – Board Member
Monterey Bay Community Power (Regional Power Provider Three County Region) – Board Member
Monterey Bay Area Manager Group (Three Counties – 21 City Managers- 3 CAO's) – Chair
Board Member Maricopa County Association of Governments
Arizona Health Trust Board – Chairman
Arizona Law Enforcement Authority Board of Certification – board member
Adjunct Faculty Member – Estrella Mountain Community College

PROFESSIONAL AFFILIATIONS

California City Manager Association
- California League of Cities
Government Finance Officers Association
Arizona League of Cities
International City/County Managers Association
National Parks and Recreation Association
Government Finance Officers Association
American Public Works Association
International Economic Development Council
Lieutenant United States Navy Reserve (Veteran)