



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Justin Marlowe</i>		
Board/Commission Name: <i>Working Group for Performance Auditing</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * City Council Confirmation to N/A <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>Ballard</i>	Zip Code: <i>98107</i>	Contact Phone No.: [REDACTED]
Background: <i>Justin Marlowe is a Research Professor at the University of Chicago's Harris School of Public Policy. From 2009 to 2020 served on the faculty at the Evans School of Public Policy & Governance at the University of Washington. His research and teaching are focused on public finance, and he has published five books and more than 100 articles on public capital markets, local financial performance, performance auditing, financial disclosure, and related topics. He is an admitted expert witness in federal and state courts, and has served on technical advisory bodies for the State of Washington, the California State Auditor, the Governmental Accounting Standards Board, and many other public and private organizations. He is a Certified Government Financial Manager and an elected Fellow of the National Academy of Public Administration.</i>		
Authorizing Signature (original signature):  Date Signed (appointed): April 17, 2020		Appointing Signatory: <i>Andrew J. Lewis</i> <i>Councilmember, District 7</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.

Justin Marlowe



Research Interests

Public financial management; emphasis on municipal securities, capital budgeting and finance, state and local fiscal policy, governmental accounting, legacy costs, public-private partnerships, state and local budgeting, public health finance

Academic Appointments

University of Chicago, Harris School of Public Policy

2020 - Research Professor
2020 - Faculty Affiliate, Center for Municipal Finance

University of Washington, Evans School of Public Policy & Governance

2014-2020 Endowed Professor of Public Finance and Civic Engagement
2018-2020 Associate Dean for Academic Programs
2015-2018 Associate Dean for Executive Education
2014-2020 Professor of Public Policy & Governance
2012-2014 Associate Professor of Public Affairs (with tenure)
2009-2012 Assistant Professor of Public Affairs

University of Kansas, Department of Public Administration

2004-2009 Assistant Professor

Books

1. *Handbook of Public Financial Management* (co-edited with Sharon Kioko) (Forthcoming, 2021). (London, UK: Edward Elgar).
2. *Financial Strategy for Public Managers* (with Sharon Kioko) (2016). (Rebus Project)(Open Access).
3. *Financial Management in the Public Sector* (co-edited with David Matkin) (2013). (London, UK: Sage Publications).
4. *Management Policies in Local Government Finance, 6th Edition* (co-edited with W. Bartley Hildreth and John Bartle). (2012). (Washington, DC: International City/County Management Association).
5. *Capital Budgeting: A Guide for Local Governments, 2nd Edition* (with Bill Rivenbark and Jack Vogt) (2009). (Washington, DC: International City/County Management Association).

Journal Articles

1. "State Budgeting Since the Great Recession: The Case of Washington State." *Municipal Finance Journal* 40, no. 2 (2019): 122-143.
2. "Estimating the Cost of Foundational Public Health Services" (with Mamaril, et. al.). *Health Services Research* 53 (2018): 2803-2820.
3. "Perceived Need Versus Current Spending: Gaps in Providing a Foundational Set of Public Health Services and Capabilities in Communities." (with Bekemeier, et. al.). *Journal of Public Health Management and Practice* 24, no. 3 (2018): 271-280.
4. "Infrastructure Asset Reporting and Pricing Uncertainty in the Municipal Bond Market" (with Rebecca Bloch and Dean Mead). *Journal of Government and Non-Profit Accounting* 5, no. 1 (2016): 53-70.
5. "Internal Control Deficiencies and Municipal Bond Borrowing Costs" (with Young Joo Park and David Matkin). *Public Budgeting & Finance* 26, no. 2 (2016): 1-26.
6. "Assessing Survey-Based Measures of Personnel Red Tape with Anchoring Vignettes" (with Sanjay Pandey). *Review of Public Personnel Administration* 35, no. 3 (2015): 215-237.
7. "Socially Responsible Investing and Public Pension Fund Performance." *Public Performance and Management Review* 38, no. 6 (2014): 1-23.
8. "Fiscal Implications of City-City Consolidations" (with Michael Gaffney). *State and Local Government Review* 46, no. 4 (2014): 197-204.
9. "Accounting Professionalism and Local Government GAAP Adoption: A National Study" (with Saleha Kumahwala and Dan Neely). *Journal of Public Budgeting, Accounting, and Financial Management* 26, No. 2 (2014): 292-312.
10. "Municipal Capital Budget Reform: Three Cases from the Great Recession." *Journal of Public Budgeting, Accounting, and Financial Management* 25, no. 4 (2013): 693-718.
11. "Beyond Five Percent: Credit Ratings and Optimal Municipal Slack Resources." *Public Budgeting & Finance* 31, no. 4 (2011): 1-16.
12. "Municipal Credit Default Swaps: Implications for Issuers." *Municipal Finance Journal* 32, no. 2 (2011): 1-28.
13. "The Great Recession's Impact on the City of Seattle's Budget" (with Stephanie Leiser). *Municipal Finance Journal* 32, no. 1 (2011): 143-161.
14. "Why Financial Resource Management Matters" (with Sharon Kioko, David Matkin, Michael Moody, Dan Smith, and Jerry Zhao). *Journal of Public Administration Research and Theory* 21 (2011, supplement): i113-i124.
15. "Is There a GAAP Gap? A Politico-Economic Model of Local Government Accounting Policy Choice" (with Deborah Carroll). *Journal of Public Budgeting, Accounting, & Financial Management* 21, no. 4 (2009): 501-523.

16. "Iterations in the Public Financial Management Curriculum: Is What Practitioners Need Being Taught?" (with Michael Moody) *Journal of Public Affairs Education* 15, no. 1 (2009): 47-58.
17. "Penetrating the Performance Predicament: Communication as Mediator or Moderator of Organizational Culture's Impact on Organizational Performance" (with James Garnett and Sanjay Pandey). *Public Administration Review* 68, no. 2 (2008): 266-281.
18. "Much Ado About Nothing? The Size and Credit Quality Implications of Municipal Other Post-Employment Benefit Obligations." *Public Budgeting & Finance* 27, no. 2 (2007): 104-131.
19. "Volume, Liquidity, and Investor Risk Perceptions in the Secondary Market: Lessons from Katrina, Rita, and Wilma." *Municipal Finance Journal* 27, no. 2 (2006): 1-37.
20. "Gender Dimensions of Public Service Motivation" (with Leisha DeHart-Davis and Sanjay Pandey). *Public Administration Review* 66, no. 6 (2006): 873-887.
21. "Citizen Engagement in Local Budgeting: Does Diversity Pay Dividends?" (with Shannon Portillo). *Public Performance and Management Review* 30, no. 2 (2006): 179-203.
22. "Hofferbert in Transit: A Dynamic Stages Model of the Urban Policy Process" (with Robert J. Eger, III). *Review of Policy Research* 23, no. 3 (2006): 413-431.
23. "Fiscal Slack and Counter-Cyclical Expenditure Stabilization: A First Look at the Local Level." *Public Budgeting & Finance* 25, no. 3 (2005): 48-72.
24. "Highway Preventive Maintenance Implementation: Comparing Challenges, Processes, and Solutions in Three States" (with Deborah A Carroll, Rita Cheng, Robert J. Eger, III, and Lara Gruszczynski). *Transportation Research Record*, issue 1877 (2004): 10-16.
25. "Part of the Solution, or Cogs in the System? The Origins and Consequences of Trust in Public Administrators." *Public Integrity* 7, no. 2 (2004): 5-25."
26. "Managing Local Intergovernmental Revenues: The Imperative of Diversification" (with Robert J. Eger, III and Deborah A. Carroll). *International Journal of Public Administration* 26, no. 13 (2003): 1495-1519.
27. "Agricultural Off-Road Fuel-Tax: A Midwestern Comparative Analysis and Assessment" (with Robert J. Eger III, Deborah A. Knudson, and Amy Verbos). *Transportation Research Record*, issue 1839 (2003): 74-80.
28. "Silent Threats: Examining the Importance of Non-Enforcement Auditing Activity" (with Robert J. Eger, III and Deborah A. Knudson). *International Journal of Public Administration* 26, no. 4 (2003): 369-378.

Book Chapters

1. “Public Budgeting, Financial Management and Accountability.” In *Routledge Handbook of Public Administration*, 4th ed. (forthcoming 2020), eds. Bart Hildreth, Ev Lindquist, and Gerald Miller (New York: Routledge).
2. “Pensions and Other Post-Employment Benefits” (with Thad Calabrese). In *Public Human Resource Management: Problems and Prospects*, 6th ed. (2017), eds. Jerrell Cogburn and Richard Kearney (New York: Pearson).
3. “Local Government Financial Condition Before and After the Great Recession” In *Local Government Budget Stabilization: Explorations and Evidence* (2015), ed. Yilin Hou (New York: Springer).
4. “Control or Collaboration? Market Pressures, Management Reform, and the Evolving Role of the Central Budget Office” (with Robert K. Nye). In *Public Administration Reformation: Market Demand from Public Organizations* (2014), ed. Yogesh K. Dwivedi, Mahmud A. Shareef, Sanjay K. Pandey, and Vinod Kumar (New York: Routledge): 40-58.
5. “Fiscal Slack, Reserves, and Rainy-Day Funds.” In *Handbook of Local Government Fiscal Health* (2012), eds. Jonathan Justice, Helisse Levine, and Eric Scorscone (New York: Taylor & Francis): 321-342.
6. “Capital Budgeting and Spending.” In *The Oxford Handbook of State and Local Government Finance* (2012), eds. Robert D. Ebel and John E. Petersen (New York: Oxford University Press): 658-681.
7. “Public Management and Public Financial Management: A Reintroduction” (with Dan Smith). In *The Future of Public Administration, Public Management, and Public Service Around the World: The Minnowbrook Perspective* (2010), eds. Rosemary O’Leary, Soon Hee Kim, and David Van Slyke (Washington, DC: Georgetown University Press): 221-232.
8. “From Company Town to Consolidated Government: The Western Style Consolidation of Butte and Silver Bow County” (with Susan Keim). In *Promises Made, Promises Kept: The Promise of City-County Consolidation* (2010), eds. Suzanne Leland and Kurt Thurmaier, eds. (Washington, DC: Georgetown University Press): 161-177.
9. “Financial Management Challenges of Other Post-Employment Benefits for Local Government Employees.” In *Handbook of Employee Benefits and Administration* (2008), eds. Jerrell Cogburn and Christopher Reddick (New York: Taylor & Francis): 211-234.
10. “Fund Balance, Working Capital, and Net Assets.” In *Public Financial Management* (2006), ed. Howard Frank (New York: Taylor & Francis): 357-381.
11. “Working Capital Management.” In *Encyclopedia of Public Administration and Public Policy*, 2nd edition (2004), Jack Rabin, ed. (New York: Marcel Dekker).

Policy Analysis

1. *Design Framework for a Public Cooperative Bank in Washington State*. Washington State Legislature (2020).
2. *Evaluation of the Benefits and Risks of a State-Chartered, Public Cooperative Bank for Washington State*. Washington State Office of Financial Management (2018).
3. “A Public Finance Analysis of the Seattle Arena Proposals,” Valiant Capital (2017).
4. “Municipal Bonds and Infrastructure Development: Past, Present, and Future.” White Paper for the Government Finance Officers Association & International City/County Management Association (2015).
5. *Benefits and Costs of City-City Consolidations*. Tri-Cities (WA) Regional Chamber of Commerce (2012).
6. “Financial Considerations for the Proposed SODO Arena.” King County (WA) Council Budget and Fiscal Management Committee, Arena Proposal Expert Review Committee (2012).
7. “Can local government leaders stimulate their local economies?” In *Navigating the Fiscal Crisis: Tested Strategies for Local Leaders*, ed. Gerald J. Miller and James H. Svava, White Paper prepared for the International City/County Management Association (2009).
8. *Evaluation of the Kansas Department of Commerce*. Kansas, Inc. (2007).
9. *Evaluation of Transportation Organization Outsourcing: Decision-making Criteria for Outsourcing Opportunities* (with Robert J. Eger III, Deborah A. Knudson, and Libby Ogard). Midwest Regional University Transportation Consortium (2002).

Funded Research and Training Activity

1. “International Program in Public Health Leadership.” Bill and Melinda Gates Foundation, multiple grants from 2016-2020, Principal Investigator, \$12,547,000
2. “Benefits and Costs of a Cooperative Public Bank for Washington State.” Washington State Office of Financial Management, 2018-2019, Principal Investigator, \$367,000
3. “Developing and Evaluating Strategies for a Nationwide Uniform Chart of Accounts to Measure Public Health Investment and Spending.” Robert Wood Johnson Foundation, 2016-2018, Co-Investigator, \$995,000
4. “Inter-Organizational Collaboration in Local Public Health Systems: Implications for Costs, Impact, and Management Capacity.” Robert Wood Johnson Foundation, 2014-2016, Principal Investigator, \$350,000

5. "Costs and Cost-drivers of Providing Foundational Public Health Services in Washington State and Relationships with Structural and Community Factors." Robert Wood Johnson Foundation, 2013-2014, Co-Investigator, \$150,000
6. "Benefits and Costs of City-City Consolidations." UW/WSU William D. Ruckelshaus Center, 2012, Co-Principal Investigator, \$25,000.
7. "Incentives, Processes, and Structures in the Municipal Securities Market." University of Kansas New Faculty General Research Fund, Principal Investigator, 2006-2008, \$7,850.
8. "Tax Incentives and Economic Growth in Kansas" (with David Matkin). Kansas Department of Revenue, Co-Investigator, 2006-2007, \$25,000.
9. "Evaluation of the Kansas Department of Commerce." Kansas, Inc., Principal Investigator, 2006-2007, \$153,000.
10. "Assessing the Public Financial Management Curriculum" (with Michael Moody). University of Kansas Center for Teaching Excellence, Co-Investigator, 2006-2007, \$500.
11. "The Local Fund Balance: Explanations and Implications." American Accounting Association, Government and Non-Profit Section Doctoral Dissertation Grant, Principal Investigator, 2003-2004, \$1,250.
12. "Capital Preventative Maintenance." Midwest Regional University Transportation Consortium, Project Manager, 2002-2003, \$111,664.

Other Publications

1. "Research to Practice" - *Government Finance Review*, every other month (2020-present).
2. "Public Money" - *Governing* magazine, every other month (2013-2019).
3. *Guide to Financial Literacy* series, *Governing* Magazine and e.Republic (4 volumes, 2014-2017).
4. *Determining and Distributing the Cost of Shared Public Health Services*. Center for Sharing Public Health Services (2014).
5. "The Impact of Local School Property Tax Reductions on City and County Revenue Decisions: A Natural Experiment in Kansas" (with Jocelyn Johnston, Michael Hayes, and David Matkin). *Public Finance and Management* 11, no. 2 (2011).
6. "Public Financial Engineering and its Discontents." *Public Performance and Management Review* 32, no. 4 (2009): 626-630.
7. "New Developments in State and Local Finance." Edited Journal Symposium, *Municipal Finance Journal* 29, no. 3 (2009).

8. “Budgeting,” “Council-Manager,” and “Debt Issues.” In *Political Encyclopedia of States and Regions*, Don Haider-Markel, ed. (Washington, DC: CQ Press, 2009).
9. “Costs of Compliance with Generally Accepted Accounting Principles.” *Public Management* 89, no. 7 (2007): 17-20.
10. “The New Organizational Economics of Public Budgeting and Financial Management” (with Deborah A. Carroll). Co-Edited Symposium, *Journal of Public Budgeting, Accounting, and Financial Management* 18, no. 2 (2006).
11. *The Budget as a Communication Tool*. International City/County Management Association *IQ Report* 37, no. 4 (2005).
12. “Managing Knowledge Workers in Local Government: Insights from an Expert” (with John Nalbandian). *State & Local Government Review* 37, no. 4 (2005): 250-255.
13. “Politics, Economics, or the Public? Examining the Determinants of State Government Performance” (with Deborah A. Carroll). *Korean Journal of Public Policy* 19 (2005): 1-17.
14. “On the Importance of Relationship-Building in Government Outsourcing: Findings from the Transportation Industry” (with Deborah A. Carroll and Robert J. Eger, III). *Korean Journal of Public Policy* 13, no. 6 (2003): 127-147.
15. *Capital Preventative Maintenance* (with Deborah A. Carroll, Rita Cheng, Robert J. Eger, III, Lara Grusczyński, Hani Titi, and Ali Roohanirad). Midwest Regional University Transportation Consortium (2003).
16. Review of *The Moral Foundations of Trust* by Eric Uslaner. *Administrative Theory & Praxis* 26, no. 1 (2003): 149-153.

Works in Progress

1. “Anchoring and the Cost of Municipal Capital.” In progress.
2. “Do Exchange-Traded Funds Improve Municipal Bond Market Quality?”
3. “Structure and Performance in Municipal Debt Management Networks.” In progress.

Conference Presentations (since 2004)

Academy Health: 2016, 2015

Academy of Management, Government and Non-Profit Division: 2010, 2008, 2004

American Accounting Association: 2012, 2011

American Accounting Association, Government and Non-Profit Section: 2017, 2015, 2014, 2011, 2010, 2009, 2007, 2006

American Political Science Association: 2014 (invited)

American Public Health Association: 2016, 2015

American Society for Public Administration: 2018, 2017, 2016, 2012, 2008, 2007

Association for Budgeting and Financial Management: every year 2004-2019

Association for Public Policy Analysis and Management: 2014-2018, 2011, 2010, 2004

Brookings Municipal Finance Conference: 2020, 2017, 2015, 2014, 2013, 2012

International Research Society for Public Management: 2016 (invited), 2015

National Association of School of Public Affairs & Administration: 2018

Public Health Services & Systems Research, “Keeneland” Conference: 2015

Public Management Research Association (biennial): 2015, 2013, 2009, 2007

Western Social Science Association, Public Finance and Budgeting Section: 2020, 2017, 2015; 2005-2011

Invited Academic Talks and Seminars

University of Nebraska-Omaha, February 2019

Central University of Finance and Economics (Beijing, PRC), June 2017

Federal Reserve Bank of Cleveland, April 2015

University of Chicago, Municipal CFO Forum, November 2014

American University, School of Public Affairs, April 2014

University of Kentucky, Martin School of Public Policy and Administration, October 2013

Texas A&M University, Political Science Department, September 2013

Indiana University, School of Public and Environmental Affairs, April 2013

Arizona State University, School of Public Affairs, November 2012

Seoul National University, Graduate School of Public Administration, September 2012

Financial Management Association Applied Finance Conference, June 2012

University of Washington, Evans School of Public Affairs, October 2011

Trans-Atlantic Dialogue on Strategic Management in Public Organizations, June 2011

Rutgers University-Newark, School of Public Policy and Administration, April 2010

Louisiana State University, Ourso College of Business, December 2008

University of Kentucky Public Finance Symposium, May 2006

Other Professional Presentations (since 2008)

- 2020 Governing/e.Republic webinar on finance/HR integration; Applied Research in Public Finance Conference (University of Maryland)
- 2019 Applied Research in Public Finance Conference (Chicago); Washington Global Health Alliance (Seattle; Bill and Melinda Gates Foundation); Governing Summit on Financial Leadership (NYC); Governing/e.Republic webinar on citizen engagement technologies; Governing/e.Republic webinar on financial technology; American Society for Tropical Medicine and Hygiene (Washington, DC); National Association of Latino Elected and Appointed Officials (Phoenix, AZ)
- 2018 Government Accountability Office “Seattle Connects” series; Rainier Club (Seattle); Lorman Educational Services (webinar)
- 2017 Brookings Municipal Finance Webinar; *Governing* Summit on Infrastructure Finance and Public-Private Partnerships (Marina Del Rey, CA); Applied Research in Public Finance Conference (Bloomington, IN); GASB Users’ Forum (San Francisco)
- 2016 *Governing* Roundtable on Integrated Stormwater Management Strategies (Richmond, VA; Evans/Cascade Nonprofit Executive Leadership Institute; *Governing* Summit on Infrastructure Finance and Public-Private Partnerships (Santa Monica, CA); Government Finance Officers Association (Toronto, ON); American Accounting Association Doctoral Student pre-conference (NYC); Washington City/County Management Association; *Governing* Summit on Financial Leadership (Washington, DC); Marguerite Casey Foundation Symposium on Evidence-Based Strategies in State and Local Government (Washington, DC)
- 2015 Osher Lifelong Learning Institute; Evans/Cascade Nonprofit Executive Leadership Institute; Association of Local Government Auditors National Conference (San Diego, CA); Association of Washington Cities Elected Officials Finance Workshop; Duke University Energy Initiative, Public Finance Workshop; *Governing* Cost of Government Summit; California Debt Investment Advisory Commission Professional Development conference (San Francisco, CA); Delegation from China Ministry of Finance; *Governing* Summit on Stormwater Infrastructure Finance (Columbia, SC)

- 2014 Philanthropy Northwest Reflections on Philanthropy; *Governing* Outlook Conference; Evans/Cascade Nonprofit Executive Leadership Workshop; Center for Sharing Public Health Services (webinar); UW Leadership Forum for National Service Executives; *Governing* Cost of Government Summit; Pacific Northwest Intergovernmental Audit Forum (Victoria, BC); Seattle University School of Law
- 2013 Seattle Northwest Securities Municipal Finance Conference; Evans/Cascade Nonprofit Executive Leadership Workshop; Seattle World Affairs Council; Washington State Annual Non-Profit Conference; APPAM International Conference (Shanghai, China); Leadership Forum for National Service Executives; Pacific Northwest Intergovernmental Audit Forum; Global Municipal Leaders Conference (Marrakesh, Morocco); *Governing* Cost of Government Summit
- 2012 Evans/Cascade Nonprofit Executive Leadership Workshop; *Governing* Texas Leadership Forum
- 2011 Pacific Northwest Intergovernmental Audit Forum; Washington State Annual Non-Profit Conference; Leadership Forum for National Service Executives; Evans/Cascade Nonprofit Executive Leadership Workshop; Port of Seattle Century Agenda Roundtable
- 2010 Humanities Washington/King County Library; The Non-Profit Center of Greater Seattle/Tacoma; Evans/Cascade Nonprofit Executive Leadership Institute; Leadership Forum for National Service Executives
- 2009 KSGFOA Winter Conference; Alliance for Innovation (webinar); Columbia Capital Management, Inc. Public Finance Symposium
- 2008 Internal Revenue Service, Tax-Exempt/Governmental Entities Division; Louisiana State University, Association of Governmental Accountants (AGA), Kansas City, MO Chapter; Kansas Government Finance Officers' Association (KSGFOA) Winter Conference

Distinctions

- National Academy of Public Administration, elected 2018
- Evans School Dean's Award for Teaching Excellence, 2018
- Editor-in-Chief, *Public Budgeting & Finance*, 2017-present
- Distinguished Teaching Award, Evans School Student Organization, 2012
- Honorary Member, Kansas University City Interns, Managers, and Trainees (alumni association), 2009
- Jesse Burkhead Award for best article published in *Public Budgeting & Finance* in 2007, Association for Budgeting and Financial Management/Public Financial Productions, Inc.

Award of Excellence, Public Policy Category, University Economic Development Association, 2008.

“Minnowbrook III” Conference, Emerging Scholar Invitee, 2008

Department of Public Administration Outstanding Graduate Faculty Award, University of Kansas Center for Teaching Excellence, 2005

Best Papers in Ethics Award, Johnson Institute for Responsible Leadership, University of Pittsburgh Graduate School of Public and International Affairs, 2005

Mike Curro Best Student Paper Award, Association for Budgeting and Financial Management, 2003

Michigan Association of Governing Boards Outstanding Graduating Male, Northern Michigan University, 1999

Media

Quoted by and/or research mentioned in: Al Jazeera America TV, *Arizona Central Daily*, *Arkansas Democrat-Gazette*, *Austin American-Statesman*, *Bloomberg News*, *Boston Globe*, *Clarín* (Buenos Aires), *Debtwire*, *Deseret (UT) News*, *Detroit News*, BEFM Radio (Busan, South Korea), *Education Dive*, *Governing Magazine*, *Kansas City Star*, *Kansas City Business Journal*, KCBS Radio (San Francisco), KIRO-TV (Seattle), KJR-AM Sports Radio (Seattle), KNKX Radio (Seattle NPR), *MarketWatch*, Michigan (NPR) Radio, *New York Times*, *the Olympian*, *Puget Sound Business Journal*, *The (North NJ) Record*, *Reuters*, *Route 50*, *Sammamish Review*, *Seattle Times*, *Seattle Met/Publicola*, *Sno(qualmie) Valley Star*, *Stateline*, *Tacoma News-Tribune*, *The Street*, *Wall Street Journal*, WESA Radio (Pittsburgh, PA NPR), WNYC Radio, *Washington Post*, *Wenatchee World*, *Yakima Herald*

Education

University of Wisconsin-Milwaukee

2004 Ph.D. Political Science and Government

2001 M.A. Political Science

Northern Michigan University

2001 Master of Public Administration

1999 B.S. Public Administration

2013 Certified Government Financial Manager (CGFM)

Other Professional Employment

City of Marquette, MI

1998-2001 Management Analyst

Council of State Governments, Washington, DC

1998 Policy Analyst

Courses Taught

University of Chicago

Public Capital Markets (MPP)

Public Finance and Budgeting (Evening MPP)

University of Washington

Financial Management and Budgeting (MPA)

Management and Public Capital Markets (MPA)

Public-Private Partnerships (MPA)

MPA Capstone Seminar

Strategic Financial Management I (Executive MPA)

Executive Economics (Executive MPA)

University of Kansas

Resource Allocation and Control (MPA)

Introduction to Quantitative Methods (MPA)

Advanced Quantitative Methods (Ph.D.)

Professional Service

Technical Advisory

Center for Digital Government, Senior Fellow, 2020-present

City of Seattle Working Group for Performance Auditing, 2020

WA State Governor's Council of Economic Advisors (gubernatorial appointee), 2018-2020

California State Auditor, Local Government High Risk Advisory Team, 2018-2020

Urban Institute Tax Policy Center, Technical Working Group on Unemployment Insurance Trust Fund Finance, 2018-2020

WA State Citizens' Commission for Performance Measurement on Tax Preferences (gubernatorial appointee), 2016-2020

Pew Charitable Trusts, State Borrowing Practices Interactive Tool, Expert Reviewer, 2017-2018

Governmental Accounting Standards Board, Task Force on the Government Financial Reporting Model, 2015-2020

National Academies of Science, Institute of Medicine, Public Health Cost Estimation Workgroup, 2013-2014

Municipal Bond Information Services, Inc., development partner, 2013-2015

King County (WA) Council Budget & Fiscal Management Committee, Basketball/Hockey Arena Proposal Expert Review Panel, 2012

Governmental Accounting Standards Board, Task Force on Fund Balance Reporting, 2006-2008

Expert Witness and Consulting

Admitted expert witness (Daubert Standard) on government budgeting, finance, and capital markets; Federal District courts, state courts, and SEC civil enforcement actions; 15 cases since 2014

Occasional consulting for: Boston Consulting Group, Brattle Group, Charles River Group, Cornerstone Research, OnPoint Analytics, Public Policy Institute of California, others, 2009-present

Editorial Boards

Journal of Public Administration Research and Theory, January 2011 - December 2014

State and Local Government Review, January 2010 - December 2012

Journal of Public Budgeting, Accounting, and Financial Management, August 2008 - present

Association Leadership

Association for Budgeting and Financial Management: Chair (elected), 2018-2019; Vice-Chair (elected) and Conference Program Chair, 2017-2018; Conference Steering Committee (Seattle Conference), 2014-2016; Executive Committee, 2008-2010; Burkhead Award Committee (2017); Nominating Committee (2013), Conference Sponsorship (Chair, 2011-2013), Taskforce on Curriculum Standards (2011-2012), Aaron Wildavsky Award Committee (2010), Mike Curro Best Student Paper Award Selection Committee (2009, chair; 2006), Kenneth Howard Award Selection Committee (2005)

Brookings Municipal Finance Conference: Program Co-Chair (2014-2015); Conference Co-Chair (2013)

Public Finance and Budgeting Section of the Western Social Science Association: Co-Chair (2007-2008); Best Conference Manuscript Selection Committee (2009)

Association for Public Policy Analysis and Management: Conference Program Public Management Sub-Committee, 2017

Public Management Research Association: Finance Committee, 2019-present; Conference Program Committee, 2013

Outside Reviewer

Tenure and Promotion: 24 cases since 2013

Program Reviewer, Brigham Young University, Department of Public Management, 2016

Manuscript Reviews

Academy of Management Annual Meetings, *Armed Forces & Society*, *Asia Pacific Management Review*, Congressional Quarterly Press, Electronic Hallway (teaching cases), Icelandic Research Fund, IGI Global, *International Journal of Public Administration*, *International Public Management Journal*, *Journal of Business Research*, *Journal of Governmental & Nonprofit Accounting*, *Journal of Policy Analysis and Management*, *Journal of Public Administration Research and Theory*, *Journal of Public Affairs Education*, *Journal of Public and Non-Profit Affairs*, *Journal of Public Budgeting, Accounting, & Financial Management*, *Journal of Urban Affairs*, *Local Government Studies*, *Municipal Finance Journal*, *National Tax Journal*, *Organizational Research Methods*, Palgrave MacMillan, *Policy Studies Journal*, *Public Administration*, *Public Administration Review*, *Public Budgeting & Finance*, *Public Finance Review*, *Public Performance and Management Review*, *Regional Studies*, *Review of Public Personnel Administration*, Roxbury Press, *State and Local Government Review*, University of Illinois Press, *Urban Affairs Review*

University Service

University of Washington, Evans School

Founder and Faculty Director, UW-Piper Jaffray SNW Public Financial Leadership Academy, 2013 to 2015

Faculty Director, Public Sector Chief Finance Officers' Forum, 2010-2013

Evans School Faculty Council: Chair (2014-2015), Chair-Elect (2013-2014), member (2010-2012)

Ph.D. Dissertation Committee: Stephanie Leiser (chair), placement: Ford School of Public Policy, University of Michigan

MPA Degree Project Advising: Luke Baron, Brady Bekker, Emily Cook, Steven Danna, Jarrad Fjelstad, Myoung Sun Lee, Forrest Longman, Bill Lucia, Amanda Ondrick, Adrian Rony, Jessica Sandusky, Garrett Strain, Joshua White, Julie Wroblewski

Service on Standing Committees: Faculty Affairs (2019-2020 (chair), 2015-2016 (chair), 2009-2010); Research (2009-2010); Executive MPA (2010-2015)

Other Service: Junior Faculty Search Committees (2017, 2016, 2013, 2012, 2010)

University of Washington, Outside the Evans School

UW Alumni Association Civic Engagement Workgroup, 2017-2018

Institute for Health Metrics and Evaluation, Tobacco Policy Faculty Search Committee, 2017-2018

UW Ph.D. Committee Graduate School Representative: Richard D. Kim (School of Pharmacy), Edgar Luna (Economics), Amy Li (College of Education), Luming Shang (Construction Management), Sohaib Gutub (Construction Management)

UW Master's/Professional Thesis Committees: Matt Landry (MS Real Estate), Colin Morgan-Cross (Master of Urban Planning)

Global Social Entrepreneurship Competition, Faculty Judge, 2012-2013

Outside Ph.D. Dissertation Committees: Cameron Arial (Boise State, School of Public Service); Rebecca Bloch (Rutgers University, Accounting); Michael Hayes (American University, Public Administration/Public Finance); Min Su (Georgia St. University, Public Administration/Public Finance); Jiseul Kim (Univ. of Nebraska-Omaha, Public Administration/Public Finance)

University of Kansas

Ph.D. dissertation committees: Robert Nye (chair), placement: Deputy Dean, US Army War College; David Matkin, placement: Askew School of Public Administration, Florida State; Ed Stazyk, placement: School of Public Affairs, American University

Other Service: Career-Option MPA Admissions Committee (2008-2009); Social Sciences Division General Research Fund Review Committee (2008-2009); Faculty coordinator, Department of Public Administration Monday Research Brownbag (2006-2009); MPA Final Essay Reader (2004-2008); Faculty coordinator, Kansas City/County Management Association Spring Conference (2007-2009)

Updated: March 6, 2020

Working Group for Performance Auditing

9 Members: Pursuant to *Resolution 31941*, 7 members subject to City Council confirmation.

- 7 City Council-appointed
- # Mayor-appointed
- 2 Other Appointing Authority-appointed (specify): Ex Officio pursuant to Resolution 31941.

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	2	1.	Member	Estela Ortega	City Council Confirmation	N/A	1	City Council
	F	N/A	2.	Member	Cheryle Broom	City Council Confirmation	N/A	1	City Council
	F	N/A	3.	Member	LaVonne Griffin-Valade	City Council Confirmation	N/A	1	City Council
	M	4	4.	Member	Shaun Van Eyk	City Council Confirmation	N/A	1	City Council
	M	4	5.	Member	Justin Marlowe	City Council Confirmation	N/A	1	City Council
	M	N/A	6.	Member	Bob Thomas	City Council Confirmation	N/A	1	City Council
	F		7.	Member	Lisa Judge	City Council Confirmation	N/A	1	City Council
	M		8.	Member	David Jones	City Council Confirmation	N/A	1	City Council
	M	3	9.	Chair	Andrew Lewis	City Council Confirmation	N/A	1	City Council

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council	4	3					1						
Other	1	1											
Total	5	4											

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary O= Other U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.