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Education:

Master of Environmental Science, Rice University, 1973
Bachelor of Arts, Biology/Environmental Science & Engineering, Rice University, 1973

Continuing Education:

Integrated Emergency Management Course: Response,
Emergency Management Institute/ Federal Emergency Management Agency,
Emmitsburg, Maryland, January 28-31, 1991.

Executive Education Program on Implementing Strategy,
The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania, March 13-18, 1988.

Program for Senior Executives in State and Local Government,
John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts,
June 8-27, 1986.

Flood Plain Hydraulics Short Course,
University of Texas, Austin, Texas, April 7-11, 1980.

Water Distribution System Analysis and Design Workshop,
University of Wisconsin, Madison, Wisconsin, October 29- November 2, 1979.

Registrations:

Professional Engineer, District of Columbia No. 10799
Texas No. 46164
Colorado No. 18330

Professional Affiliations:

Diplomate, American Academy of Environmental Engineers
Fellow, American Society of Civil Engineers
Member, American Water Works Association
Member, Water Environment Federation

ZONING COMMISSION
District of Columbia
Case 04-07
Exhibit 22

ZONING COMMISSION
District of Columbia
CASE NO.04-07
EXHIBIT NO.22

Professional Experience:

1973-1982 ***Turner Collie & Braden Inc., Consulting Engineers,*** Houston, Texas.

Joined staff as Graduate Engineer; advanced to Senior Engineer/Team Manager, with overall responsibility for technical projects involving a multi-disciplinary professional group. Areas of professional experience included process and detailed design of treatment facilities, operations and startup assistance, water supply/distribution system planning and analysis, long-range projection of water demands, technical alternatives analysis, and sludge dewatering and disposal Also, design of conventional and advanced treatment facilities, collection system analysis, treatment plant operations, industrial waste characterization and treatment, system master planning, alternative sludge dewatering technologies. Procured permits and approvals for industrial, municipal, and private entities from U.S. Army Corps of Engineers, Texas Department of Water Resources, Texas Department of Health, U.S. Environmental Protection Agency, and Harris-Galveston Coastal Subsidence District, and provided expert testimony at public hearings and regulatory proceedings. Led master planning studies for water, wastewater, and drainage systems for major land development projects and municipalities, including projections of system capital and operating expenses. Developed innovative concepts for rate design, including formulation of rate blocks by peaking factor for user classes, and provided expert testimony in rate development and adequacy.

1982-1983 ***Engineer VI, Water Division, Department of Public Works,*** City of Houston

Responsibilities assigned by the Deputy Director - Utilities. Assignments included water demand analysis, long-range planning, maintenance analysis, and development of management systems.

1983-1984 ***Chief Maintenance Engineer, Water Division, Department of Public Works,*** City of Houston

Overall responsibility for city-wide maintenance activities of the Division, including approximately 950 personnel, six regional service facilities, and annual budget of approximately $50 million. Key accomplishments included management restructuring, crew size evaluation, and completion of two additional regional centers to address growing service area and specialized maintenance needs.

1984-1985 ***Manager-Engineering, Water Division, Department of Public Works,*** City of Houston

Responsible for staff of 60, including 16 professional employees and support staff. Major accomplishments included formulation and implementation of a five-year, $600 million program; including major improve meats to conveyance, treatment, and distribution facilities. Initiated construction of over $100 million in improvements, and managed 80 engineering assignments related to future construction projects. Initiated use of microcomputers for project scheduling and tracking, demand analysis, capital program updating, and data base management.

1985-1987 ***Assistant to the Director, Department of Public Works,*** City of Houston

Served as primary staff member and liaison with all operating Divisions of the Department, which included over 4500 employees operating under a $400 million budget. Major areas of responsibility included long-range planning, organizational analysis, and representation of Department and Director before City Council and in discussions with other elected officials, Directors of City Departments, government agencies, and interest groups. Also had primary responsibility for screening/analysis of proposed legislation affecting Public Works programs and coordination of City ordinance revisions affecting utility operations.

1987-1988 ***Executive Assistant to the Director, Department of Public Works,*** City of Houston

In addition to duties outlined above, responsibilities also included direct supervision and management of the Department's infrastructure maintenance forces, including approximately 550 personnel involved in maintenance of streets, bridges, and storm sewers with an annual operating budget of approximately $16 million. These operating divisions staffed nine district facilities and two central headquarters offices, deploying manpower, material, and equipment to maintain approximately 7000 miles of City-owned streets and 4000 miles of storm sewers.

1988-1989 ***Mayoral appointment as Acting Director, Department of Planning and Development,*** City of Houston

Responsible for coordination of all City planning activities within the Houston City Limits and extraterritorial jurisdiction, as well as administration of the City's Housing, Economic Development, and Community Development programs. The department consisted of 85 employees with an annual operating budget of $2.5 million, and was responsible for the administration of an annual entitlement of $20 million in Community Development Block Grant Funds, as well as other federal funds received by the City for housing, neighborhood improvements, and economic development. The Department provided technical and administrative support to the Planning Commission of the City of Houston, and was responsible for implementation of the City's Subdivision and Development ordinances. Long-range planning was accomplished through sector and neighborhood planning processes, and economic development was supported through several City-administered programs. Major accomplishments with the City of Houston Department of Planning and Development compliance with federal spending plan, completion of initial sector plans for the City, Council approval of Wastewater Regionalization Resolution and Off-Street Parking Ordinance, and initial planning for 1990 Census. In the Economic Development area, obtained Council approval of the City's first tax abatement projects and first federal and state enterprise zones. Upgraded funding and staffing of the City's Small Business Loan program. Funded innovative community projects with federal grant monies, including initial small business incubator, housing development for indigent persons with AIDS, and initiatives assisting the homeless.

1989-1995 ***Director, Water Utilities Department,*** City of Dallas

Responsible for all aspects of the City's water and wastewater systems, which serve nearly one million Dallas citizens and 24 neighboring municipalities. The 1700-member department operated through a $250 million budget supported by revenues from system users, and also administered a capital budget involving annual expenditures of over $100 million. Significant accomplishments with the City of Dallas included capital Program rescoping and goal

achievement, successful implementation of quality improvements through vigorous promotion of employee suggestion programs and quality teams, and direction of departmental efforts to enhance customer satisfaction, with result that Water Utilities Department was recognized by both citizen survey and City Council as provider of highest quality service in Dallas City government. Upgraded performance of treatment facilities through new processes (dechlorination of wastewater plant effluent, use of ozone in water treatment) and improved instrumentation/controls. Dallas Water Utilities was recognized as the best large surface water system in the five-state EPA region under the EPA Region 6 "Environmental Excellence Program" in 1991. Brought new storm water quality program on-line in limited time-frame for full compliance with applicable state and federal regulations.

1994-1995 ***Executive Director, Downtown Sports Development Project,*** City of Dallas

Responsible for developing design and financing plans for a new multi-purpose downtown sports arena to house professional basketball, hockey and soccer teams as well as special events. Directed planning, site evaluation, preliminary design, and financial feasibility analysis for proposed $140 million facility.

1995-1997 ***Director, Economic Development Department,*** City of Dallas

Responsible for business development/retention, building code development and enforcement, and transportation regulation. Spearheaded a comprehensive review of economic development incentives policy, formulated incentives resulting in $2.2 billion in new private investment and 10,500 new jobs in 1996, and accomplished transfer and streamlining of D/FW Airport transportation regulation functions to improve customer service. Developed and implemented Brownfields Initiative to address redevelopment of inner-city sites with underground contamination concerns.

1997-Present ***Chief Engineer/Deputy General Manager, District of Columbia Water and Sewer Authority,*** Washington, D.C.

Responsible for five operating divisions and development/implementation of capital program. Major accomplishments include immediate water and wastewater system improvements to address quality concerns and formulation of $1.6 billion, ten-year capital improvement program. Led negotiations with U.S. Army Corps of Engineers concerning future operation of and improvements to regional water treatment facility, and chairs regional committees dealing with non-point source/combined sewer overflow control and biosolids disposal options.

Professional Activities:

- American Academy of Environmental Engineers, Member, Board of Trustees, 1999-2002
- Water Environment Research Foundation Project Subcommittee, "Decision Support Systems for Wastewater Facilities Management", 2001-present
- American Society of Civil Engineers. Vice President - Education, Houston Branch, 1988-1989, Contact Member for Rice University Student Chapter, 1980-1989, Texas Section Water Resources Technical Group Chair, 1984-1985; Secretary, 1983-1984
- American Water Works Association, Research Division Trustee, 1992-1995, Standards Council Member, 1992-1995, Water Resources Planning & Coordination Committee, 1987-1995
- American Water Works Association, Texas Section, Water Utility Council Member, 1991-1995
- AWWA Research Foundation Project Advisory Committees, "Land Application of Water Plant Sludges" and "Effect of Alum Sludge Discharge on the Aquatic Environment", 1987-1990
- AWWA Research Foundation, Technical Proposal Review Committee, 1990, Research Advisory Council, 1991-1992, Board of Trustees, 1992-1994, Nominating Committee, 1992-1993, Total Quality Management Committee, 1992-1993, Minority Concerns Committee, 1993-1994
- Texas Water Conservation Association, Member, Board of Directors, 1993-1995
- National Research Council Peer Reviewer, "Valuing Ground Water: Economic Concepts and Approaches", 1997

Civic Activities:

- The Mayor's Clean Water Advisory Panel, City of Atlanta, 2002
- U.S. Environmental Protection Agency Special Panel on Combined Sewer Overflows and Storm Water Management in the District of Columbia, 1998-1999
- Anacostia Watershed Restoration Committee, Member 1997-2002, Chair 2001-2002.
- Texas Department of Health Ad Hoc Committee to Revise Rules and Regulations for Public Water Systems, 1986-1988.
- Houston City Planning Commission, Acting Secretary (mayoral appointment), 1988-1989
- Houston Archeological & Historical Commission, Executive Secretary (mayoral appointment), 1988-1989

- Transportation Planning Committee, Gulf Coast State Planning Region/Houston-Galveston Area Council, Member, 1988-1989
- Houston Wastewater Regionalization Task Force, Member, 1987-1989
- Water Resources Council, North Central Texas Council of Governments, Member, 1989-1995
- Texas Clean Water Council, Alternate Member, 1992-1993
- Greater Dallas Chamber of Commerce Energy and Environment Committee/Water Resources Subcommittee, Member, 1992-1995
- Leadership Houston Graduate, Class VII, 1988-1989
- Opportunity Dallas Participant, Fall 1989 Program

University Lectures:

Guest lecturer/presenter on engineering and management topics at the following institutions:

- American University
- Dallas Baptist University
- Rice University
- Southern Methodist University
- Texas A&M University
- Texas Southern University
- The George Washington University
- The University of Texas
- University of Dallas
- University of Houston

Recognition:

"Who's Who in the South and Southwest," 1988 through 1998
"Who's Who in America," 1999, 2000, 2001, 2002, 2003

Publications/Presentations:

"Design Optimization for Water Quality," presented at Texas/Southwest Sections American Water Works Association Annual Conference, October 31, 1977, Houston, Texas.

"Upgrading Surface Water Treatment Plants," presented at 60th Annual Texas Water Utilities Association Short School, March 9, 1978, College Station, Texas.

"The Dilemma of Wastewater Treatment Plant Operations and Maintenance," Water and Wastewater Equipment Manufacturers Association Seminar, October 10, 1979, Houston, Texas.

"Determination of Water Demand Factors," presented at Texas Section, American Society of Civil Engineers Spring Meeting, April 24, 1980, San Antonio, Texas (Texas Section ASCE Outstanding Technical Paper Award for 1980). Published Texas Civil Engineer, 51:2:14, (February 1981).

"Water Demand Frequency and Duration Characteristics -Considerations in Water System Design and Operation," presented at Texas Section American Society of Civil Engineers Fall Meeting, September 25, 1981, Houston, Texas.

"Water Indices, Demand Analysis, and Predictive Tools--City of Houston," (with M.A. Mitscherling) presented at Water for the 21st Century: Will it be There? Interdisciplinary Conference, April 4, 1984, Southern Methodist University, Dallas, Texas. Conference Proceedings, page 515.

"Recent Experience with Water Demand During Severe Weather Conditions - City of Houston, Texas," presented at Texas Section American Society of Civil Engineers Spring Meeting, April 6, 1984, Dallas, Texas (Texas Section ASCE Outstanding Technical Paper Award for 1984). Published Texas Civil Engineer, 54:9:20, (November 1984).

"Upgrading Distribution Systems Through Maintenance—Leak Detection, Line Cleaning, Spot Repairs, Valve Location and Repairs," presented at Regional Water Infrastructure Seminar, June 19, 1984, Houston, Texas.

"Systematic Approach to Upgrading Water Distribution Systems," presented at 33rd Annual Sam Houston Water Utilities Association Meeting, September 15, 1984, Houston, Texas.

"City of Houston Water Supply Planning," presented at April Meeting of Houston Branch, Texas Section American Society of Civil Engineers, April 16, 1985, Houston, Texas.

"Development of Houston's Fire Hydrant Specification," presented at 34th Annual Sam Houston Water Utilities Association Meeting, September 21, 1985, Houston, Texas.

"The Houston Water Master Plan" (with J.W. Davis), presented at Texas Section American Society of Civil Engineers Spring Meeting, April 23-25, 1987, Fort Worth, Texas.

"Planning and Operating Houston's Water Distribution System," presented at Water Distribution System Analysis Short Course, Texas A&M University, College Station, Texas, August 27, 1987.

"Long-Range Plans to Assure Houston's Water Future," presented at 36th Annual Sam Houston Water Utilities Association Meeting, Houston, Texas, September 19, 1987.

"The 1987 Clean Water Act Reauthorization -Impacts on Municipalities," presented at Toxic and Hazardous Waste Symposium, Texas Water Pollution Control Association, Houston, Texas, January 28, 1988

"Buffalo Bayou Water Quality Trends," presented at Buffalo Bayou Coalition Water Quality Seminar, March 10, 1988, Houston, Texas.

"Houston Area Water Resources Planning," presented at United States Geological Survey/Water Resources Division Technology Transfer Conference, Houston, Texas, April 27, 1988.

"Forecasts of Water Demand in Fort Bend County, Texas," presented at Water for Fort Bend's Future Seminar, Rosenberg, Texas, May 17, 1988.

"Analyzing Privatization Opportunities in Public Water Utilities," presented at 41st Annual University of Texas at Arlington Water Utilities Short School, Arlington, Texas, May 18, 1988.

"Financing Opportunities for Economic Development Projects," presented at National Council for Urban Economic Development Conference, Austin, Texas, June 7, 1988.

"Houston Water Planning Efforts - A Status Report," presented at Awareness Seminar -Condition, Adequacy, and Needs of the Houston Region Public Infrastructure System, Houston, Texas, June 22, 1988.

"Managing Many Visions - Comprehensive Planning Efforts in Houston," presented at 1988 Texas Chapter American Planning Association Conference, Houston, Texas, October 8, 1988.

"Houston's Housing Effort in Perspective," The Houston Post, November 20,

"Impact of Safe Drinking Water Act Amendments on Water System Planning in Houston, Texas," presented at American Water Works Association Annual Conference, Los Angeles, California, June 21, 1989.

"Public Sector Planning in Houston," presented at Houston Section American Planning Association Roundtable, Houston, Texas, June 22, 1989.

"Management in Planning for New Health and Environment Issues," presented at 43rd Annual University of Texas at Arlington Water Utilities Short School, Arlington, Texas, May 17, 1990.

"Coping with the New Water Quality Regulations: A City of Dallas Perspective," (with R. McCarthy) presented at Regional Symposium: How Healthy is the Upper Trinity River? -- Water Quality and Ecological Perspectives, Fort Worth, Texas, October 2, 1990.

"Management of Substance Abuse Problems," presented at 44th Annual University of Texas at Arlington Water Utilities Short School, Arlington, Texas, May 14, 1991.

"An Overview of Total Quality Management in the Public Sector," presented at Texas Water Pollution Control Association Annual Conference, Dallas, Texas, June 3, 1992.

"Operational Management -- Focusing on the Big Picture," presented at Texas Water Utilities Association Water Environment Issues Symposium, Dallas, Texas, October 9, 1992.

"From FAX to Bulletin Boards to Departmental Information Systems," (with G. Penny) presented at Texas Section American Water Works Association Annual Conference, Galveston, Texas, October 12, 1992.

"Regional Systems -- The Dallas Success Story," presented at Thirteenth Annual Oklahoma Governor's Conference, Oklahoma City, Oklahoma, November 18, 1992.

"The Most Important Job in the World," keynote address at 46th Annual University of Texas at Arlington Water Utilities Short School, Arlington, Texas, May 25, 1993.

"Establishing and Developing a Municipal Storm Water Utility in Dallas, Texas," presented at U.S. Environmental Protection Agency NPDES Workshop, Dallas, Texas, May 26, 1993.

"Creating and Implementing a Municipal Drainage Utility," presented at Third Annual Texas Water Environment Association of Texas North Texas Chapter Symposium on Storm Water, Dallas, Texas, August 26, 1993.

"The Politics of Drinking Water Research," (with F. Hicks) presented at Texas Water Conservation Association Fall Meeting, San Antonio, Texas, October 15, 1993.

"Planning and Implementing Regional Water Treatment Within the Existing Dallas Regional Water System," (with T.E. Taylor), presented at American Society of Civil Engineers Annual Convention and Exposition, Dallas, Texas, October 26, 1993.

"The Road Map -- The Content and Implications of the AWWARF Consumer Attitude Survey on Water Quality Issues," presented at Texas Section American Water Works Association Annual Conference, Amarillo, Texas, March 28, 1994.

"What Your Public Information Officer Can Do for You," (with G.E. Moss) presented at American Water Works Association Conference, New York, New York, June 19, 1994.

"Emerging Trends in Water Utility Customer Service," keynote address presented at 36th Annual National Meter Reading Conference, Memphis, Tennessee, June 13, 1995.

"Brownfield Renewal: The Future Starts Here," Texas Town & City, Volume LXXXIV, Number 1, page 18, January 1997.

"Winter 1998-1999 Experience with Water Main Breaks," presented at Chesapeake Section AWWA Water Distribution Teleconference, Laurel, Maryland, March 11,1999.

"Striving for World Class Service in the U.S. National Capital," World of Water 2000, page 73, January 2000.

"Meeting EPA Requirements – and Beyond," presented at Fifth Annual U.S. Water and Wastewater Summit, Washington, DC, January 25, 2000.

"The Potomac River's Role in Water Supply to the Nation's Capital," presented at ASCE-ICE Joint Symposium, "Global Water Crisis: Engineering the Solution," Reston, Virginia, November 16, 2000.

"Dealing with Public Confidence in the Quality of Drinking Water and Responding to Changing Customer Demands," presented at Sixth Annual U.S. Water and Wastewater Summit, Washington, DC, January 23, 2001.

"Development of the Water Supply System for Washington, DC," (with H. Ways and T. Jacobus) presented at American Water Works Association National Conference, Washington, DC, June 21, 2001.

"Issues in Managing our Utility," presented at Chesapeake Water Environment Association/Water and Wastewater Operators Association of Maryland, Delaware and District of Columbia Annual Joint Conference, Ocean City, MD, July 10, 2001.

"Dealing with Aging Infrastructure," presented at Chesapeake Section, American Water Works Association Annual Conference, Cumberland, MD, August 15, 2001.

"Water System Crisis Planning and Action in Washington, DC", presented at American Water Works Association National Conference, New Orleans, LA, June 17, 2002.

"Water Supply, Planning and Resources", presented at Chesapeake Section, American Water Works Association Annual Conference, Wilmington, DE, August 15, 2002.

"Safety and Security of Water Resources", presented at American Water Resources Association National Water Resources Policy Dialogue, Washington, DC, September 17, 2002.

"Washington D.C.'s CSO Control Plan", (with M. Siddique, R. Bizzarri, L. Jaworski and J. Cassidy) presented at WEFTEC 2002, Water Environment Federation 75th Annual Technical Exhibition and Conference, Chicago, IL, October 1, 2002.

"National Maintenance Certification: A New Reality and Key to Competitiveness", (with W. Kimball and W. Raither) presented at WEFTEC 2002, Water Environment Federation 75th Annual Technical Exhibition and Conference, Chicago, IL, October 1, 2002.

"Long-Term Control Plan for Combined Sewer Overflows in Washington, DC", presented at American Society of Civil Engineers Civil Engineering Conference and Exposition, Washington, DC, November 4, 2002.

"Large-scale Nitrogen Removal at the Blue Plains Advanced Wastewater Treatment Plant", presented at Shared Potomac Strategy Conference, Leesburg, VA, November 20, 2002.

"Combined Sewer System Improvements for Washington, DC", presented at Chesapeake Bay Environmental Justice Forum, Washington, DC, March 22, 2003.

"Wastewater System Security Issues in the Post-9/11 Environment", presented at American Society of Civil Engineers/Environmental & Water Resources Institute World Water & Environmental Congress 2003, Philadelphia PA, June 24, 2003