

April 2025

Dear Elected Officials:

I am an experienced executive with over thirty years' experience in management and finance in various organizations. My prior roles as the City Manager for multiple organizations in Arizona, California, New Mexico, Colorado, and Missouri expanded my work with all facets of full-service cities and municipal populations between 25,000 to 280,000 residents; From Police/Fire Departments, to Airport Management and water treatment. I am well versed in policies related to all city and government operations in, in addition to updates on housing, parking and other State Statutes. I was appointed previously by the City Councils, Commissions, Supervisors, and Legislators with impeccable integrity and strong credentials highlighted in my resume that I believe would be a good match for the qualifications you are seeking to fit in your organization. My strengths in finance and management at all levels of government have demonstrated my abilities to correct, balance and restore past questionable practices to ethical standards. I have taught classes in college and been a visiting instructor in my field. In addition, I have proven my skills successfully in managing, guiding, and steering financially troubled cities and counties to a strong financial future. I have lobbied on behalf of cities in California, Arizona, Colorado, New Mexico in each State Legislative body, in addition to spending significant time in Washington D.C. with bipartisan success of initiatives in Congress. I have spent the majority of my career solving impossible financial problems with unique solutions, while others give up; I have fortunately been able to rescue several cities, counties, and state departments from this dilemma.

My leadership style challenges staff to see that our success is measured not only in terms of our individual performance, but also in the attainment of organizational goals and objectives. A firm commitment to customer service, collaborative problem solving, accountability and integrity guides my career in public service. I also have a strong background in economic development projects, community relations, public infrastructure and public safety. I have spent a considerable amount of time with citizens and elected officials throughout the public process, at the federal, state, county and local levels. Furthermore, having worked for local government in multiple different states I am familiar with the political, social, and economic environment needed to be successful. With the consistent growth and change in the political environment, my skills have supported improvement initiatives affecting elected Officials and City Managers/Administrators in the cities I have served.

I pride myself on the ability to recognize conflict among individual and organizational agendas, and in my ability to achieve consensus on issues where I have an interest in outcomes, but no authority to dictate them. These skills have served me well in the public and private sector where success depends not only on technical competence, but also on the ability to remain apolitical while being politically astute.

Thank you for your consideration.

Sincerely,

Charles A. Montoya

## Executive Consultant, Development & Operations

**30+ years leading cross-functional and multi-agency teams in the delivery of high-value development & acquisition projects**

Results-oriented executive leader with expertise in program management, regulatory compliance, and construction project management. Demonstrated ability to balance competing priorities and interests to realize large-scale initiatives. Excel in contract negotiation and partnership building, cost control and financial stewardship. Committed to empowering companies with the advice they need to navigate municipal, county, state, and federal government requirements. Comprehensive knowledge of licensing, development, state law, and municipal governance in multiple cities and states.

## Areas of Expertise

- Municipal Operations
- Stakeholder Management
- Financial Planning
- Lobbying State and Federal Government
- Financial/HR/Engineering, planning and process oversight
- Transit Oriented Developments
- College Adjunct
- Economic Development
- Bilingual English & Spanish
- Coaching & Mentoring
- Airport Operations/Management
- Knowledge Base Development
- Auditing of Governmental Services
- Hospital Administration
- Military communication commitment
- Implemented Largest Contract City in US
- Strategic Planning
- Process Optimization
- Environmental Compliance
- Relationship Development
- Establishing primary CORE Service level strategies
- Native American Engagement
- Implemented Financial Integrity checks and bal

## Achievements

- Issued and managed \$4.5B+ bonds for open space, water, wastewater, prison, municipal buildings, fire stations, human services, and road & bridge construction.
- Achieved program implementation of major redevelopment projects comprising 2.5M sq. ft. of retail, 5.5M sq. ft. of manufacturing, and 3.2M sq. ft. of office space.
- Won approval for 8K+ residential lots within four years in city with 94K total population.
- Redesigned financial plans and programs to resolve millions in budget deficiencies and obtained billions in capital projects
- Created a suite of revenue initiatives, eliminated service duplications and transformed a seven-year modified furlough situation into full-time employment operations.

## Professional Experience

### City Manager, 2023 - 2024

City of San Bernardino, San Bernardino, CA

Managed the full-service community in San Bernadino County of over 280K population with 15 departments. Developed and implemented strategies to address housing shortage, police vacancies, homelessness, organized crime, and high cost of living. Identified financial deficits and spending oversights. Proposed improvements to services from prior management loss of control and oversight. Ensured regulatory compliance of all initiatives. Restructured finances to ensure economic sustainability including the resolution of leadership staffing vacancies prior to departure.

- Obtained combined operating budgets and grants in excess of \$2Billion from California and neighboring Native American Nations for sustainability projects and community growth initiatives.
- Managed departments of over 1000 employees.
- After notifying City Attorney and individual governing board members of questionable practices, departed City.
- Since departure, all vacant city exec management, government initiatives, proposals and elections for new council members occurring.

**Principal Consultant, 2022 - Present**  
**Unlok Consulting**  
Phoenix, AZ

Consulting firm working with people in both private and public sectors specializing in city, state and federal government operational improvements, compliance requirements, process synergies, economics and resource development related to:

- Project Planning
- Process Evolution
- Constituent Communication
- Elected Official Engagement
- RFP/RFQ Proposal Development/Review
- Concept Development
- Policy Development
- Management and Financial Oversight
- Interim Staffing Assistance
- Management and Economic Development

**City Manager, 2018 – 2021**  
City of Avondale, Avondale, AZ

Orchestrated all aspects of full-service municipality with 13 departments serving 125K residents. Defined economic development strategy and enhanced community development. Built consensus among executive team of seven council members and mayor. Developed relationships with vendors and external teams to enable development and reduce costs. Coached and mentored managers and team members to improve performance. Articulated new strategy to turnaround finances and drive residential, retail, and employment growth. Pursued delivery of CORE service levels with both fiduciary responsibility and efficient delivery system.

- Coordinated 1.5M sq. ft. industrial space, dozen new retail and service-related businesses, and added seven hotels.
- Issued \$45M+ in new bonds approved by voters 10+ years ago.
- Assimilated all parcels for 40-acre site to create entertainment district.
- Led the construction of two new fire stations, the city hall expansion annex, police department expansion, detention center and family resource building.
- Reconstructed over 75 miles of roads.
- Delivered multiple annexations and growth initiatives.

**City Manager, 2015 - 2018**  
City of Watsonville, Watsonville, CA

Managed full-service community with fastest economic growth in Santa Cruz County with 94K service population and eleven departments. Developed and implemented strategies to address housing shortage, police vacancy, homelessness, organized crime, and high cost of living. Won council and voter support for proposed changes. Ensured regulatory compliance of all initiatives. Restructured finances to ensure economic sustainability.

- Brought all employees back to full-time work after seven-year modified furlough and granted first raises.
- Doubled # of building and business permits to balance \$144M city budget and proposed three new voter initiatives to reduce cyclicalities that won >75% voter approval.
- Started and delivered \$40M+ capital projects in three years.
- Earned #2 ranking as best place to live by National Geographic magazine in 2017.

**Town Manager, January 2013 - July 2015**  
Town of Florence, Florence, AZ

Revived community finances by opening pathways to development and introducing best practices. Led cross-functional teams in management of full-service municipality with ten departments and 27K population. Leveraged data analysis to enable core service provision in low-economic-activity environment. Forged robust partnerships with surrounding communities, cities, counties, and tribal governments. Aligned with fast-growing Phoenix metropolitan area to capture resources and enhance town image.

- Tripled prior decade capital project value with \$30M+ projects in three years.
- Doubled housing permits and tripled construction permits via overhaul of service, application, and building codes.
- Developed new fire station, 40 acres out of flood plain for Aquatic/recreation center/Library.

## **Director of Finance / Treasurer / Sustainability / Economic Development, May 2008 - August 2012**

Town of Castle Rock, Castle Rock, CO

Financial control, execution and oversight of \$170M budget including accounting, payroll, budgeting and analytics. Managed and issued debt in alignment with long-term plans. Successful coordination and execution of project management initiatives across water planning, fire management services and development.

- Restructured financial operations to ensure sustainability after the Great Recession of 2008.
- Upgraded town credit rating with Moody's and S&P in multiple consecutive years during economic downturn.

## **Previous Experience**

**State of New Mexico 1992 – 1999 – Governors' Office - \$2.5B budget 11 State Hospitals, all operations oversight**

**State of New Mexico – State Legislature - Same Agencies but to identify spending and cuts**

**Jefferson County, CO 2000-2005 – CFO – Direct Appointee to Board (2k empl, all electeds) – Fix major financial issues**

**Centennial, CO, 2005 – 2008 – CFO – 103k newly incorporated, largest contract city in US empl#2, revenues 75% lower**

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

**Chief Financial Officer / County Commissioners Legislative Representative**

**Senior Legislative Financial Analyst/Budget Analyst/Lobbyist/Government Consultant**

## **Education**

**Master of Legal Studies, Planning, Development, and Water Law, Arizona State University, Phoenix, AZ**

**Master of Public Administration, Finance and Personnel, University of New Mexico, Albuquerque, NM**

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

**US Navy Officer School – Finance and Logistics, Athens, GA & Pensacola, FL**

## **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 | Arizona Health Trust Board – Chairman**

**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 | Adjunct Faculty Member – Estrella Mountain Community College**

**Arizona Law Enforcement Authority Board of Certification – Board Member**

## **Professional Affiliations**

**California City Manager's 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)**