



## DAVID P. DOLLAHON, AICP, CGPM RESUME

### EXPERIENCE/SKILLS

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#### Owner/Founder

**DPD Solutions**

January 2022 to Present

After retiring from 30 years of dedicated service to the City of Las Cruces, as well as a transition to California to be closer to family, I identified a need for services related to planning, land use, affordable housing, local government management, strategic planning, process improvement, and all forms of alternative dispute resolution.

#### Assistant City Manager/Chief Operating Officer

**City Manager's Office**

February 2017 to November 2020 (3 years, 9 months)

**City of Las Cruces, NM**

As Assistant City Manager/Chief Operating Officer, I led the public serving departments of the organization and served as part of the City Manager's Executive Team. This included:

- Guided the Operating Departments, including Community Development, Parks and Recreation, Public Works, Quality of Life, and Utilities.
- Provided oversight and guidance to the Community Engagement and Communications (Public Information) Office with the City Manager's Office.
- Served on the City Manager's executive management team along with the other Assistant City Manager, Chief of Staff, and City Attorney.
- Chaired the City's Neighborhood Action Team (or NAT). The NAT was created to address the City's most derelict private properties that required coordination between the City Attorney's Office, the Codes Enforcement Section within the Police Department, and the Fire Department. Under my leadership, the NAT reduced the number of problematic properties from 210 to 130 within a 3-year timeframe. This included pursuing City Council authorization and District Court approval of nuisance foreclosure on five properties, two which were returned to the private market and retaining the others to create much-needed affordable housing in the City.
- Chaired (on an alternating basis with the other Assistant City Manager – based on schedule and topics presented) the Selection Advisory Committee for the review and approval of City-issued Request for Proposals, Qualifications, and Information (RFP/RFQ/RFI) for professional and technical services in accordance with the City's Procurement Code.
- Ex-officio member/City representative to the Joint City-County Board of Commissioners to the Animal Services Center of the Mesilla Valley (ASCMV), included chair of the ASCMV Finance Subcommittee.
- Served as the City's Disadvantaged Business Enterprise Liaison Officer (DBELO) to ensure organization's compliance with US DOT regulations applicable to federal highways, transit, and aviation funded procurements.

- Actively participated in the review, development, and reporting of Departmental Strategic Business Plans, including that of the City Manager's Office related to the City's PEAK Performance Model, quarterly departmental performance budget reports and other monthly reports to City Council.
- Served as member to the City Manager's Policy Committee (reviewed, wrote, and/or recommended for approval) and the City's Procurement Violation Review Committee (reviewed information from the Purchasing Section on potential violations, gathered information from departments, rendered written recommendations on courses of action to the City Manager and affected departments).
- Co-chaired the City's Animal Care Task Force to rewrite the Animal Control Ordinance to the Municipal Code, including the removal of pet licensing and fees, administrative clean-up, and creation of the Trap-Neuter-Release Program for feral cats.
- Co-authored the 30+ page transition plan for the newly selected City Manager and helped with the initial transition (September – November 2020).
- Assisted the City Manager and City Council with state legislative coordination and outreach.
- Initiated efforts to address Las Cruces' 2019 immigrant influx due to actions of the federal government; addressing both public safety consideration and helping to transition of 15,000 immigrant asylum seekers to their sponsor's home communities elsewhere in the United States. This included the initial identification of a suitable, temporary shelter/transition center and providing key guidance during the early stages of the influx and transition to a more, semi-permanent shelter location.

### **Assistant City Manager/Chief Administrative Officer**

**City Manager's Office  
City of Las Cruces, NM**

February 2016 to August 2016 &  
November 2016 to March 2017 (1 year)

As Assistant City Manager/Chief Administrative Officer, I led the administrative and internal functions in support of the organization and served as part of the City Manager's Executive Team. This included:

- Guided the Administrative Departments, including Human Resources, Information Technology, Finance, Public Information Office, Constituent Services, and Internal Audit.
- Assumed the role of Project Sponsor and led the effort, including serving as the Executive Steering Committee chairperson, of the re-implementation (complete relaunch) effort of the City's Enterprise Resource Program (ERP – Tyler's MUNIS).
- Utilized and shared extensive knowledge of operational issues, grants management, financial accounting and budgeting procedures, overall safety, and information technology practices within the City organization.

### **Interim City Manager**

**City Manager's Office  
City of Las Cruces, NM**

September to October (2 months)

As Interim City Manager, I led the entire City of Las Cruces organization and reported and responded to the Mayor and City Council, as well as responded to constituent issues. This included:

- Serves as the City's Chief Executive, providing leadership and direction to the City's Executive Management Team, including direct oversight of Police, Fire, Utilities, and Legal Departments and two Assistant City Managers.
- Maintained working relationship with the City Council by having monthly meetings with individual members; addressing constituent concerns directed to the City Manager from Council; making the ultimate decisions on all personnel and operational issues of the organization, implementing Council adopted ordinances, resolutions, and policies; and serving on various designated boards and committees on behalf of the City and as key staff during Council meeting on all matters.

- Represent the City at public and community functions.
- Transitioned leadership to the newly selected City Manager, including primary authorship of the 20+ page transition plan (November 2017).

**Department Director** **Community & Cultural Services Department**  
**December 2013 – February 2016 (3 years)** **City of Las Cruces, NM**  
**December 2012 – December 2013 (Interim – 1 year)**

As Department Director, both interim and permanent, I oversaw the management of the Library, Museum Systems, Senior Programs, and Visit Las Cruces (formerly the Convention & Visitors Bureau).

This included:

- Monitored the operations of the entire department, including director's staff meetings, site visits to field operations as needed, and appropriate personnel and budget management. For personnel, this including all hiring and discipline recommendations, approval of evaluations, and coaching and training. For budget, this included initial recommendation to the City Manager of the annual department-wide budget, as well as monthly review and quarterly reporting on budget performance.
- Ensured quality customer service throughout the Department for both external and internal customers by standardizing procedures and implementing properly adopted policies.
- Developed, analyzed, and managed at \$9.7 million annual budget, including revenue projections, operating and capital budgets, and associated policies necessary for grant programs and budgetary processes.
- Spearheaded the creation and adoption of the Department's first unified Strategic Plan and implemented processes for system-wide programmatic evaluations within each section.
- Guided the Museum System through a re-organization in FY2015 from a museum-based to functional-based operations and coordinated the structuring and management of Visit Las Cruces to ensure proper budgeting of all revenues to maintain compliance with state statutes and continuous monitoring of expenditures-to-revenue throughout the fiscal year.
- Led the renegotiation for the Operating Agreement of the Las Cruces Convention Center with Spectrum.
- Assisted in simplifying the grant accounting and management for Senior Programs.
- Initiated a complete review, update, and formal adoption of the Library's policies and procedures to better serve the public, include procedures for the annual write-off of long-standing uncollected fines.

**Chief Planning Administrator** **Community Development Department**  
**March 2012 – December 2012 (9 months)** **City of Las Cruces, NM**

Key accomplishment within this and the Neighborhood Services Administrator positions included but are not limited to:

- Expanded affordable housing programs through competitive grants.
- Established the City's Affordable Housing Land Bank and Trust Fund ordinances in accordance with stringent State of New Mexico requirements.
- Authored the City's combined Brownfield Economic Development Initiatives (BEDI) competitive grant (\$2m) and HUD CDBG Section 108 Guaranteed Loan (\$2m) applications that created the Las Cruces Museum of Nature and Science. This was one of seven nationwide BEDI grants awarded in that year.

- Eliminated audit findings in the HUD-funded grant programs over a 12-year period without any repeat findings or concerns.

**Neighborhood Services Administrator**      **Community Development Department**  
September 2001 – February 2012 (11+ years)      **City of Las Cruces, NM**

**Senior Planner**  
November 1997 - September 2001 (4+ years)

## **EDUCATION**

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Master of Arts in Dispute Resolution: July 2022

Summa Cum Laude

Touro University Worldwide

Los Alamitos, CA

Graduate Certificate – Facilities Planning and Management: December 2006

The Ohio State University

Columbus, OH

Bachelor of Science, City and Regional Planning: July 1992 \*

New Mexico State University

Las Cruces, NM

\* Degree awarded under my previous name: David P. Carpenter

## **CERTIFICATIONS, AWARDS, AND SPECIALIZED TRAINING**

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Community Leadership Award Recipient, National Animal Care & Control Association, October 2019

Certified Government Performance Manager (CGPM), No. 2247, November 2017

American Institute of Certified Planners (AICP), No. 012728, July 1997

City of Las Cruces Excellence in Management Award Recipient, December 2009 & December 2005