

# TIFFANY ALLEN

## SKILLS PROFILE

- Management of complex projects and programs
- Negotiation and consensus building
- Presentation of technical information to elected officials and the community
- Policy development and deployment
- Supervision and management of technical and administrative personnel
- Budgetary and fiscal analysis
- Operating and capital project budget development and management
- Systems analysis and design
- Fee design and administration
- Productivity and performance analysis

## EMPLOYMENT HISTORY

### **Director**

7/2020 - Current

### **Assistant Director**

11/2015 – 6/2020

*City of Chula Vista – Development Services Department, Chula Vista, CA*

- Staff lead in pending development of the \$1.2B Gaylord Pacific Resort Hotel and Convention Center, including negotiating business terms, structuring public financing and overseeing permitting process
- Developed City's first Short-Term Rental regulatory ordinance, garnering significant industry support
- Established new Facilities Financing workgroup, consolidating Citywide special tax district formation and development impact fee activities, improving functional accuracy and efficiency
- Oversee operations and administration of Development Services Department, including Front Counter Operations, Advance Planning, Current Planning, Land Development, Landscape Architecture, Building, Code Enforcement, Facilities Financing, and Housing functions (\$17M annual operating budget, 85 employees)
- Negotiate with developers to ensure appropriate balancing of public and private interests
- Act as subject matter expert for all City departments on impact, user, and regulatory fees
- Liaison to Planning Commission
- Lead departmental management team, developing, setting and implementing policies and procedures
- Member of dynamic and successful City of Chula Vista Executive Management Team

### **Treasury Manager**

7/2011 – 10/2015

*City of Chula Vista – Finance Department, Chula Vista, CA*

- Spearheaded procurement and implementation of online sewer payment system, improving customer experience and increasing staff efficiencies
- Directed upgrade of business license administration software, increasing compliance and revenue collection through automation of approval and renewal processes
- Successfully negotiated new Municipal Services Agreement with Port of San Diego for provision of public safety services, ensuring cost recovery for the City
- Led multi-departmental team updating City's Master Fee Schedule, including all user and regulatory fees
- Responsible for all banking and merchant services relationships
- Oversaw City's accounts-receivable function, including public counter services
- Administered City's Business License program and in-house sewer billing function
- Administered City's downtown parking district and oversee collection of citywide parking citation revenues
- Member of management team, developing, setting and implementing departmental policies

### **Fiscal and Management Analyst**

1/2006 – 6/2011

*City of Chula Vista – Finance Department, Chula Vista, CA*

- Prepared comprehensive update of \$350M public facility impact fee program including first audit of program expenditures from inception

- Automated and standardized preparation of City's annual budget document
- Developed system used by executive managers and elected officials to identify, prioritize and implement budget reductions totaling \$25M
- Administered development impact fee programs including annual budgets up to \$20M
- Provided budget and management support to multiple City departments with annual budgets ranging from \$1M to \$30M
- Oversaw and coordinated budget work of high-level analysts in multiple City departments
- Worked with multiple departments to develop, implement, and report performance measures
- Reviewed and drafted fiscal impact analyses for elected officials in consideration of formal action
- Reviewed and assisted in preparation of various master planning documents

### **Senior Management Analyst**

10/2004 – 12/2005

*City of Chula Vista – Engineering Department, Chula Vista, CA*

- Prepared comprehensive update of \$250M Transportation Development Impact Fee program
- Created, advertised and awarded consolidated special district administration services contract, eliminating inefficiencies and omissions of previous consultant scheme
- Supervised, managed, and coordinated all departmental staff functions related to budget development, control, and fiscal accounting; including management and fiscal oversight of special revenue funds, special tax districts, impact fees, development processing fees, and capital project funds
- Assisted Director of Engineering in development of administrative plans, policies and programs
- Oversaw department's \$7M annual operating budget

### **Administrative Analyst II**

*City of Chula Vista – General Services Department, Chula Vista, CA*

2/2004 – 9/2004

- Developed automated developer impact fee credit tracking system, including automation of quarterly statements
- Redesigned capital improvement project staff time reimbursement process, reducing errors and increasing efficiency
- Assisted various City departments in capital improvement project budgeting and capital project fund management

*City of Chula Vista – Engineering Department, Chula Vista, CA*

4/2003 – 1/2004

- Audited park acquisition & development fee fund, creating revenue, expenditure, and obligation tracking system
- Designed and implemented developer deposit account invoicing system, reducing delinquencies by approximately \$750,000
- Administered Special Tax Districts, from formation through annual budget and tax roll levy process to delinquency monitoring
- Provided analysis and recommendations for development processing fee and development impact fee updates

### **Development Services Technician**

1/2002 – 4/2003

*City of Chula Vista – Engineering Department, Chula Vista, CA*

- Designed multiple systems to streamline front counter activities, including records management and permit tracking
- Created new developer deposit account management system, including identification of account holders and associated permit activity
- Provided research assistance and technical Engineering permit information to the public and City staff, with an emphasis on customer service
- Issued administrative Engineering permits

### **EDUCATION**

University of Oregon, Eugene, Oregon  
Bachelor of Science – Political Science

Walden University, Minneapolis, Minnesota  
Master of Public Administration