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CLERK

City of Seattle
Notice of Appointment

Name: *David F. Layton*		**X Executive Appointment** ☐ **Reappointment** ☐ **Legislative Appointment** ☐ **Agency Appointment** ☐ **PDA Council** ☐ **PDA Constituency**
Residential Neighborhood: *View Ridge*	**Zip Code:** *98115*	**Contact Phone No.:** *206-221-3585*
Appointed to: *Customer Review Panel for Seattle Public Utilities' Strategic Business Plan*		**Date of Appointment:** *March 20, 2013*
Authority (Ord., Res.): *Resolution 31429*		**Term of Office:** **From:** *April 16, 2013* **To:** *December 31, 2014*

Background:

Dave Layton is a Professor of Public Affairs at the University of Washington, where he joined the Evans School faculty in 2001. He teaches courses in economics, econometrics, and statistics. His areas of specialization include discrete choice econometrics and environmental and natural resource economics. He has published on a wide range to topics including economics and the evolution of antibiotic resistance, discounting and climate change, costs due to electrical power outages, payments for environmental service programs, and stated preference valuation methods.

Authorizing Signature:	**Name and Title of Officer Making Appointments:** *Mike McGinn, Mayor*

Revised 5/11

Curriculum Vitae
December 2012

David F. Layton
Daniel J. Evans School of Public Affairs
University of Washington
Box 353055
Seattle, WA 98195-3055
Phone: (206) 221-3585
E-mail: dflayton@u.washington.edu

Education

Ph.D. Economics, University of Washington, June 1995.
Dissertation: "Specifying and Testing Econometric Models for Stated Preference Surveys".
M.A. Economics, University of Washington, 1993.
B.A. Economics, University of Virginia, 1989.

Academic Employment

Daniel J. Evans School of Public Affairs, University of Washington
(Adjunct in Economics)

Professor (9/08-)
Associate Professor (9/03 -9/08)
Assistant Professor (9/01 - 9/03)

Department of Environmental Science and Policy, University of California, Davis
Assistant Professor (7/96 – 9/01)
Member, Graduate Group in Ecology (7/96 – 9/01)
Member, Graduate Group in Statistics (9/97 – 9/01)
Center for Conservation Biology, Stanford University
Post-Doctoral Fellow (9/95 – 7/96)

Institute of Transport and Logistics Studies, Faculty of Economics and Business, University of Sydney, Sydney, Australia
Visiting Professor (9/07 – 6/08)

Journal Articles

"Conservation Values in Marine Ecosystem-Based Management", J.Sanchirico, D. Lew, A. Haynie , and D. Kling, Marine Policy 38, 2012, pp. 523-530.

"Where Is My Bus? Impact Of Mobile Real-Time Information On The Perceived And Actual Wait Time Of Transit Riders", with K. Watkins, B. Ferris, A. Borning, G.S. Rutherford. *Transportation Research Part A*, 45, 2011, pp. 839-848.

"Valuing Enhancements to Endangered Species Protection under Alternative Baseline Futures: The Case of the Steller Sea Lion", with D.K. Lew and R.D. Rowe. *Marine Resource Economics*, 25(2), 2010, pp. 133-154.

"Parameter Transfer of Common-Metric Attributes in Choice Analysis and Cognitive Rationalisation: Implications for Willingness to Pay", with D. Hensher. *Transportation*, 37(3), 2010, 473-490.

"An Expected Profit Model for Monetizing Fishing Location Choices", with A. Haynie. *Journal of Environmental Economics and Management*, 59(2), 2010, pp. 165-176.

"Aggregation of Common-Metric Attributes in Preference Revelation in Choice Experiments and Implications for Willingness to Pay", with David Hensher. *Transportation Research D*, 15(7), 2010, pp.394-404.

"Payments for Ecosystem Services Programs: Predicting Landowner Enrollment and Opportunity Cost Using a Beta-Binomial Model", with J. Siikamaki. *Environmental and Resource Economics*, 44(3), 2009, pp. 415-439.

"Potential Cost-Effectiveness Of Incentive Payment Programs For The Protection of Non-Industrial Private Forests", with J. Siikamaki. *Land Economics* 83(4), 2007, pp. 539-560.

"Discrete Choice Survey Experiments: A Comparison Using Flexible Methods" with J. Siikamaki, *Journal of Environmental Economics and Management* 53, 2007, pp. 122-139.

"Embracing Model Uncertainty: Strategies for Response Pooling and Model Averaging", with S.T. Lee. *Environmental and Resource Economics* 34 (May), 2006, pp. 51-85.

"Decision Strategy and Structure in Households: A "Groups" Perspective", with W. Adamowicz, M. Hanemann, J. Swait, R. Johnson, R. Sorkin, T. Reimer, and M. Regenwetter. *Marketing Letters*, 16(3-4, December), 2005, pp. 387-399.

"Policy Implementation and the Environmental Protection Agency: What Factors Influence Remediation at Superfund Sites?", with D. Daley. *The Policy Studies Journal*, Vol. 32(3), 2004, pp. 375-392.

"Revealing Preferences for Leisure Time from Stated Preference Data". with D. Larson and S. Shaikh. *American Journal of Agricultural Economics*, Vol. 86(2), 2004, pp. 307-320.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", with R. Levine. *Journal of the American Statistical Association*, Vol. 98(463), 2003, pp. 533-544.

"Context Dependence and Aggregation in Disaggregate Choice Analysis", with J. Swait, W. Adamowicz, M. Hanemann, A. Diederich, J. Krosnick, W. Provencher, D. Schkade, R. Tourangeau. *Marketing Letters*, Vol. 13(3), 2002, pp. 193-203.

"A Censored Random Coefficients Model for Pooled Survey Data with Application to the Estimation of Power Outage Costs", with K. Moeltner. *The Review of Economics and Statistics*, Vol. 84(3), August 2002, pp. 552-561.

"Alternative Approaches for Modeling Concave Willingness to Pay Functions in Conjoint Valuation". *American Journal of Agricultural Economics*, Vol. 83(5), 2001, pp. 1314-1320.

"Heterogeneous Preferences Regarding Global Climate Change", with G. Brown. *The Review of Economics and Statistics*, Vol. 82(4), November 2000, pp. 616-624.

"Random Coefficient Models for Stated Preference Surveys", *Journal of Environmental Economics and Management*, Vol. 40, July 2000, pp. 21-36.

"Resistance Economics: Social Cost and the Evolution of Antibiotic Resistance", with G. Brown. *Environment and Development Economics*, Vol. 1(3), July 1996, pp. 349-355.

Books

Explorations in Environmental and Natural Resource Economics: Essays in Honor of Gardner Brown, Jr., edited with R. Halvorsen, Edward Elgar Publishing Ltd, Cheltenham, UK, 2006.

Book Chapters

"From Ratings to Rankings: The Econometric Analysis of Stated Preference Ratings Data", with S. T. Lee. Forthcoming in *Explorations in Environmental and Natural Resource Economics: Essays in Honor of Gardner Brown, Jr.*, Halvorsen, R. and D.F. Layton, Eds, Edward Elgar Publishing Ltd, Cheltenham, UK, 2006.

"The Cost of Unannounced Power Outages to Heterogeneous Households: An Application of the Mixed Gamma-Lognormal Distribution", with K. Moeltner. *Applications of Simulation Methods in Environmental and Resource Economics*, edited by R. Scarpa and A. Alberini, Springer, Dordrecht, The Netherlands, 2005.

"Bayesian Approaches to Modeling Stated Preference Data", with R. Levine,. *Applications of Simulation Methods in Environmental and Resource Economics*, edited by R. Scarpa and A. Alberini, Springer, Dordrecht, The Netherlands, 2005.

"A Market Solution for Preserving the Black Rhinoceros", with G. Brown. *Endangered Species Protection in the United States. Biological Needs, Political Realities, Economic Choices*, edited by J. Shogren and J. Tschirhart, Cambridge, Cambridge University Press, 2001.

Reports

"Southern California Beach Project". Five reports, with multiple and varying authorship including: M. Hanemann, L. Pendelton, D.F. Layton, C. Mohn, J. Hilger, K. Kurisawa, F. Vasquez.

"Economic Analysis of the Galapagos Marine Reserve Resources Management Plan", with J. Wilen and M. Stewart. Prepared for the International Bank for Reconstruction and Development, May 2000.

"Valuing Programs to Improve Multi-Species Fisheries", with G. Brown and M. Plummer. Prepared for the Washington State Department of Ecology, April 1999.

"Application of Stated Preference Methods to a Public Good", with G. Brown. Prepared for the NOAA Workshop on the Application of Stated Preference Methods to Resource Compensation, Washington, DC, June 1998.

In-Preparation

"Specifying, Estimating, and Simulating, Multivariate Extreme Value (GEV) Discrete Choice Models in Fisheries", with A. Haynie.

"Optimal Conservation: Estimating Marginal Costs and Benefits of Protecting Endangered Habitat in Finland", with J. Siikamaki.

"Efficiency and Robustness of Experimental Designs for Economic Valuation Choice Experiments", with D.K. Lew and R.D. Rowe.

Non-Peer Reviewed Proceedings

"Estimating the Economic Impact of the Steller Sea Lion Conservation Area: Developing and Applying New Methods for Evaluating Spatially Complex Area Closures", with A. Haynie, Proceedings of the International Institute of Fisheries Economics and Trade, Japan 2004.

"The Cost of Unannounced Power Outages to Heterogeneous Households: An Application of the Mixed Gamma-Lognormal Distribution", with K. Moeltner, Proceedings of the Western Regional Research Group W133, Benefits and Costs of Resource Policies Affecting Public and Private Land, 2002.

"Landowners' Willingness to Participate in Voluntary Biodiversity Conservation Programs: A Multivariate Tobit Analysis", with J. Siikamaki, Proceedings of the Western Regional Research Group W133, Benefits and Costs of Resource Policies Affecting Public and Private Land, 2002.

Research Grants

"Dynamic Discrete Choice Networks – An Artificial Intelligence Approach to Modeling Dynamic Travel Behavior" (with A. Borning, D. Fox, P. Waddell). National Science Foundation. $899,964 (2007-2010).

"Integrating Land Use, Transportation and Air Quality Modeling" (with P. Waddell, C. Bhat, R. Pendyala, M. Outwater), US Environmental Protection Agency, $700,000. (2004-2007).

"Estimating the Economic Impact of the Steller Sea Lion Conservation Area: Developing and Applying New Methods for Evaluating Spatially Complex Area Closures". National Marine Fisheries Service, $17,079 (2004)

"The Use of Discounting by U.S. Cities and States". (with R. Zerbe), University of Washington, Evans School grant, $6764 (Autumn 2003).

"The Impact of Discount Rate Uncertainty on Long-Range Project Evaluation". (with R. Zerbe), University of Washington, Evans School grant, $6,764 (Autumn 2002).

"Using Behavioral Models of Fishing to Assess Alternative Management Approaches for Reducing the Local Ecological Impact of Alaska Pollock and Cod Fisheries". (with D. Huppert), National Marine Fisheries Service, $156,000. (2001-2003).

"Dynamics of an Invasive Non-Native Species and its Biological, Physical, and Human Impacts: Spartina Alterniflora on the Pacific Coast". (with A. Hastings, S. Ustin, D. Strong, E. Grosholz), National Science Foundation, $3,800,000. (10/2000 - 9/2005).

"Southern California Beach Valuation Project" (with M. Hanemann, L. Pendelton, M. Ward), cooperative agreement between the Santa Monica Bay Restoration Foundation, California Department of Fish and Game, Southern California Coastal Water Research Program, California State Water Resources Control Board, Minerals Management Service, and the National Oceanic and Atmospheric Administration, $800,000+. (6/98 - 2004).

"Probabilistic Modeling and Computational Methods in Environmental Statistics" (with R. Levine and N. Saito), National Science Foundation, $100,000. (9/15/99 - 8/31/01).

Presentations

Conferences

"Specifying, Estimating, and Simulating, Multivariate Extreme Value (GEV) Discrete Choice Models in Fisheries", Western Economic Association International meetings, Vancouver, Canada, July 2009.

"A Spatial Continuous Choice Model", Third World Congress of Environmental and Natural Resource and Environmental Economists, Kyoto Japan, July 2006.

"Optimal Conservation: Estimating Marginal Costs and Benefits of Protecting Endangered Habitat in Finland", Association for Public Policy and Management., Washington D.C., November 2005.

"Economic Impacts of Closing the Steller Sea Lion Conservation Area to Pollock Fishing: Methodology and Estimates", American Fisheries Society, Anchorage, September 2005.

"Incorporating Model Uncertainty into Experimental Designs: A Bayesian Approach", W1133, Salt Lake City, February 2005.

"Incorporating Past Trip Information in Multi-period/site Recreation models- A Bayesian Approach", W1133, Salt Lake City, February 2005.

"The Management of Steller Sea Lions", Association for Public Policy and Management, Atlanta Georgia, October 2004.

"Voluntary Conservation Programs: Comparing Multivariate Tobit and Beta-Binomial Models for Landowners' Willingness-to-Participate", W1133 conference, Las Vegas, Nevada, February 2003.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", Second World Congress of Environmental and Natural Resource Economists, Monterey, California, June 2002.

"Alternative Approaches for Modeling Concave Willingness to Pay Functions in Conjoint Valuation" presented at the American Agricultural Economics Association annual meetings, Chicago, August 2001.

"The Analysis of First and Worst Survey Data" presented at the W-133 conference in Kauaii, February 2000.

"Valuing Multiple Programs to Improve Fish Populations" presented at the 1999 European Association of Environmental and Resource Economics annual meetings, Oslo, Norway, June 1999.

"Heterogeneous Preferences Regarding Global Climate Change" presented at the AAEA meetings in Salt Lake City, August 1998.

"Saving Rhinos", presented at the World Congress of Environmental and Resource Economists, Venice Italy, June 1998.

"From Ratings to Rankings: The Econometric Analysis of Stated Preference Ratings Data", presented at the World Congress of Environmental and Resource Economists, Venice Italy, June 1998.

Valuing Ecological Impacts of Global Climate Change: Forest Loss Along the Colorado Front Range", presented at the WEA International Conference, July 1997.

Invited Seminars

"Spatial Choice -- Old, New, and Emerging Connections Between Fisheries Economics and Residential choice", Institute for Transport and Logistic Studies, University of Sydney, Sydney Australia.

"A Discrete Choice Expected Profit Model for Analyzing Spatial Fishing Behavior", Resources for the Future, November 2005

"Econometric Modeling Strategies for Stated Preference Experiments", University of Minnesota, November 2003.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", University of Washington, January 2002.

"The Economics of Rhino Poaching", University of Washington, February 2001.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", University of California, Berkeley, January 2001.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", Duke University, January 2001.

"How Much Does the Far Future Matter? A Hierarchical Bayesian Analysis of the Public's Willingness to Mitigate Ecological Impacts of Climate Change", University of Nevada at Reno, December 2000.

"Valuing Multiple Programs to Improve Fish Populations" University of Washington, February 2000.

"Valuing Multiple Programs to Improve Fish Populations" University of Goteborg, Sweden, November 1998.

"Heterogeneous Preferences Regarding Global Climate Change" University of Southern California, October 1998.

"Saving Rhinos", UC Berkeley, October 1997.

"Simulation Estimation of Multinomial Probit Models for Discrete Choice Experiments" University of California Davis, May 1997.

"Valuing Ecological Impacts of Global Climate Change: Forest Loss Along the Colorado Front Range", University of Washington, April 1997.

"The Economics of Rhino Conservation", University of California Davis, October 1996.

"Measuring Existence Value for Species and Habitats", Stanford University, October 1995.

Invited Panels/Symposia/Workshops

"Optimal Conservation: Estimating Marginal Costs and Benefits of Protecting Endangered Habitat in Finland", 2006 Cost-Benefit Analysis Conference, Seattle, WA, May 2006.
"University of Colorado Choice Symposium", Estes Park, CO, June 2004.
Organized and presented (with D. Huppert, and A. Haynie) the UW/NMFS workshop on "Spatial Fishing Models: Application to Bering Sea Pollock and Cod Trawling". Seattle, WA, June 2003.
"From Ratings to Rankings: The Econometric Analysis of Stated Preference Ratings Data", at "Frontiers in Natural Resource and Environmental Economics, a Conference in Honor of Gardner M. Brown, Jr.", Seattle, WA, April 2003.
"Families of Discrete Choice Models for Analyzing Spatial Fishing Behavior", CU Environmental and Resource Economics Workshop 2002, Boulder, Colorado, July 2002.
"UC Berkeley Choice Symposium", Asilomar, CA, June 2001.
"Estimating Total Damages Resulting from Injury to the Hudson River Environment Due to PCBs." Presentation to the Trustees, Washington, D.C., March 2000.
"Valuing Rural Landscape Amenities", USDA and the Farm Foundation, Washington, D.C., November 1998.
"Workshop on Cooperative Regional Wildlife Management in Southern Africa", Davis, California, August 1998.
"Global Climate Change and International Environmental Valuation", at the World Congress of Environmental and Resource Economists in Venice Italy, June 1998.
"Applications of Stated Preference Methods to a Public Good", presented at the National Oceanic and Atmospheric Administration's workshop on "Applications of Stated Preference Methods to Resource Compensation" held in Washington, DC, June 1998.
"The Economic Valuation of Ecosystems: the Ideal, the Reality, and the Possibilities", presented at the Oregon State University Biology colloquium "Ecosystems, Society, and Environmental Change", Corvallis Oregon, April 1998.
"Global Climate Change", WEA International Conference, Seattle, WA, July 1997.
"Saving Rhinos", AERE workshop on the Economic Analysis of Ecosystems, June 1997.
"Landowner Incentives to Preserve Species and Their Habitat", at "Endangered Species in California: Evolving Regulations and Emerging Trends", Sacramento, CA, May 1997.
"Multinomial Probit Models for Stated Preference Surveys", presented at the AERE workshop on Combining Stated Preference Data and Revealed Preference Data to Estimate the Demand for and Benefits from Environmental Amenities, June 1996.

Invited Course Lectures
"Multinomial Choice Methods and Non-Market Valuation", University of Goteborg, Goteborg, Sweden, October 2002.
"Stated Preference Methods", University of Goteborg, Goteborg, Sweden, November 2000.
"The Analysis of Stated Preference Ratings and Ranking Data", University of Goteborg, Goteborg, Sweden, November 1998.

Courses Taught
University of Washington
Discrete Choice Analysis (Public Policy and Management, graduate)
Environmental Economics (Economics, graduate)
Advanced Microeconomics for Policy Analysis (Public Policy and Management, graduate)
Microeconomics of Policy Analysis (Public Affairs, graduate)
Microeconomics of Individual and Organizational Choice (Public Affairs, graduate)
Economic Approaches to Environmental Management (Public Affairs, graduate)
Environmental Policy Processes (Public Affairs, graduate)
Quantitative Analysis I (Public Affairs, graduate)

Quantitative Analysis II (Public Affairs, graduate)
Economics, Policy, and the 2008 Financial Bailout (Public Affairs, graduate)
University of California, Davis
Topics in Applied Econometrics (Economics and Ag. and Resource Economics Depts., graduate)
Conservation Biology Policy (Environmental Science and Policy, undergraduate)
Public Lands Management (Environmental Science and Policy, undergraduate)
Applied Research Methods (Environmental Science and Policy, undergraduate)
Inference Problems with Non-Experimental Data (Ecology, graduate seminar)
Economics and Conservation Policy (Ecology, graduate seminar)

Dissertation Committees (completed)
University of Washington
Barbara Best, Alan Haynie, Leif Anderson, Nina Jones, Liming Wang, David Hsu, Kari Watkins.
University of California, Davis
Agricultural and Resource Economics: Mark Evans, Daniel Lew, Sabina Shaikh, Martin Smith, Micki Stewart. Economics: Noah Yong E. Kim. Environmental Policy Analysis: Dorothy Daley, William Leach, Caroline Rodier, Juha Siikamaki.
University of Goteborg, Goteborg, Sweden
Discussant for Ping Qin

University Service
Graduate Program Coordinator, Evans School (September 2006- June 2007)
Director of Graduate Studies, Evans School, (July 2004-September 2006)
Committee Chair:
- At University of Washington
  - Policy Analysis Search (2010-2011)
  - Tenure Review Committee (2008, 2011, 2012)
  - Faculty Council (2005-2006)
  - Admissions Policy Task Force (2004)
  - Evans Leadership Award (2004-2006)
  - Curriculum (2005-7, 2012-)
- At University of California, Davis
  - Admissions, (1996- 2001).

Committee Member:
- At University of Washington
  - Faculty Affairs Committee (2010-2011)
  - Faculty Council (2008-2010)
  - Reappointment Committee (2009)
  - Evans School of Public Affairs Dean Review (2008-2009)
  - College of Ocean and Fisheries Science Dean Review (2006-2007)
  - Economics Depart. Environmental / Natural Resource Economist Search (2006-2007)
  - College of Forest Resources Natural Resource Economist Search (2006-2007)
  - Faculty Affairs (2005-2006)
  - Executive MPA Steering (2003-2004)
  - Faculty Senate, Evans School representative (2002-2005)
  - Evans School Centers (2002-2003)
  - Curriculum (2001-2005)
  - Prep Task Force (2001-2002)
  - Analysis (2001-2002)
  - Admissions (2003-2004)
  - Conservation Biology Graduate Certificate Prog. Steering (2002-2004)

The Gardner M. Brown Conference (2002-2003)
At University of California, Davis
University Library Committee, (1997-1999).
Environmental Economist Search Committee, (1998).
Environmental Economist Search Committee, (2000).
Agric. & Res. Econ. / Environ. Sci. & Pol., Joint Environmental Policy Planning, (2000).
Task Force on Computer Data Support for the Social Sciences (1998).
Conservation Biology Sub-Committee of the Environmental Initiative (1998).

Professional Service

Referee: *Journal of Applied Econometrics, Journal of Environmental Economics and Management* (25+ ms.), *Contemporary Economic Policy*, *Health Economics*, *Bioscience*, *The Human Dimension of Wildlife, Journal of Environmental Management, Marine Resource Economics*, *Economic Issues*, *Ecological Economics*, *American Journal of Agricultural Economics*, *Land Economics*, *Forest Science*, *Journal of Agricultural and Resource Economics*, *Choices*, *Climatic Change*, *Environmental and Resource Economics*, *Journal of Risk and Uncertainty*, *Journal of Policy Analysis and Management*, 22 Book Chapters.

Session Chair: Second World Congress of Environmental and Natural Resource Economists.

Discussant: Western Economics Association, Workshop on Cooperative Regional Wildlife Management in Southern Africa; European Association of Environmental and Resource Economists; W1133, Association of Public Policy and Management ; "Higher Seminar", University of Goteborg, Goteborg, Sweden; Dissertation discussant, University of Goteborg, Goteborg, Sweden; Dissertation Examiner, Australian National University.

Grant Reviewer: CALFED Bay-Delta Program; Royalty Research Fund (UW); NSF.

Other: Reviewer of draft economic analysis of critical habitat designation for the polar bear; Peer reviewer for two natural resource damage assessment cases; Peer reviewer for study on the value of improved weather forecasts; Internal reviewer for study of the benefits of natural hazards mitigation, review of USDA W1133 project.

Customer Review Panel
for Seattle Public Utilities' Strategic Business Plan
MARCH, 2013

Nine members: Per Resolution 31429, all subject to City Council confirmation, 21-month terms

- 4 Appointed by City Council
- 5 Appointed by Mayor

D*	G	Position No.	Name	Appointed	Term Ends	Term #	Position	Appointed By
C	F	1	Laura Lippman	3-20-2013	12-31-2014			Council
C	M	2	Bruce Lorig	3-20-2013	12-31-2014			Council
C	F	3	Tara Luckie	3-20-2013	12-31-2014			Council
C	M	4	Walter Reese	3-20-2013	12-31-2014			Council
C	F	5	Suzie Burke	3-20-2013	12-31-2014			Mayor
A	M	6	Bob Ho	3-20-2013	12-31-2014			Mayor
C	M	7	Dave Layton	3-20-2013	12-31-2014			Mayor
C	M	8	Noel Miller	3-20-2013	12-31-2014			Mayor
AA	M	9	Carl Pierce	3-20-2013	12-31-2014			Mayor

***Diversity**

	Men	Women	Vacant	Minority	(1) Asian-American	(2) African-American	(3) Hispanic Latin@	(4) Native-American	(5) Other**	(6) Caucasian
Mayor	4	1		2	1	1				3
Council	2	2		0						4
Other Bodies										
Total	*6*	*3*		*2*	*1*	*1*				*7*

***Other includes diversity in any of the following: race, gender and/or ability*