

## Vita

Charlie B. Tyer

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### **Education:**

A. B., 1967, East Carolina University  
M. A., 1971, East Carolina University  
Ph.D., 1976, The University of Tennessee

### **Employment History:**

MPA Director, University of South Carolina, 2003 to present.

Senior Fellow, Institute for Public Service and Policy Research, University of South Carolina, 1997 to present; Fellow, 1988 to 1997.

Professor Emeritus, Department of Political Science; Associate Professor, Department of Government and International Studies, University of South Carolina, 1980 to 2003; Assistant Professor, 1976-1980.

Director, Bureau of Governmental Research and Service, University of South Carolina, July 1977 - August 1987.

Senior Research Associate, Bureau of Public Administration, The University of Tennessee, Knoxville, 1974-1976; Research Associate, 1972-1974; Instructor, Department of Political Science, 1972-1976.

Administrative Intern, Office of the Mayor, Chief Administrative Officer, City of Memphis, Tennessee, 1972.

Personnel Intern, Division of Personnel, Planning and Analysis Branch, Tennessee Valley Authority, Knoxville, Tennessee, 1972.

U. S. Army, Infantry and Finance Corps, 7th Infantry Division, 1969-1970.

Instructor, East Carolina University, Greenville, N. C., 1968-1969; Teaching Fellow, 1967-1969.

### **Publications: Articles, Books and Monographs**

Symposium Editor, "Local Government Administration," *Public Administration Quarterly*, Vol. 27, no. 4 (Winter 2004).

"Local Government Enterprise Fund Activity: Trends and Implications," with Jeffrey Molinari. *Public Administration Quarterly*, Vol. 25, no. 4 (Winter 2004): 369-391.

*South Carolina Government: A Policy Perspective*, editor and contributor. Columbia, SC: University of South Carolina Institute for Public Service and Policy Research, 2003.

*South Carolina Government: An Introduction*, editor and contributor of seven chapters. Columbia, SC: University of South Carolina Institute for Public Service and Policy Research, 2002. Reprinted 2005.

"Local Government Enterprise Fund Activity: Trends and Implications," with Jeff Molinari. *Public Administration Quarterly* (in press) Included in the above symposium.

*Local Officials Guide to Comprehensive Planning*, (with Philip Slayter), Monograph No. 3 in Planning Our Communities Series, Published by the Institute of Public Affairs of the University of South Carolina, Columbia, SC, 2000.

"Public Needs Versus Private Loss: Land Use Regulation and Property Rights," *International Journal of Public Administration*, Vol. 23, no. 4 (2000): 479-505.

Symposium editor, "Local Government Performance Measurement: A Symposium," *Public Budgeting, Accounting and Financial Management*, Vol. 12, no. 1 (Spring 2000): 43-164.

"Local Government Reserve Funds and Fund Balance: Some Applications of Business Concepts," By Michael Shelton and Charlie Tyer with the Assistance of Holly Hembree *Municipal Finance Journal*, vol. 21, no. 1 (Spring 2000): 1-18.

*A Local Officials' Guide to Financial Planning and Reserve Funds*, by Michael Shelton and Charlie Tyer with the assistance of Holly Hembree. Monograph No. 3 in Governing Our Communities Series, Published by the Institute of Public Affairs of the University of South Carolina, Columbia, SC, 1999.

"Benchmarking and Municipal Reserves: Theory versus Practice," By Michael Shelton and Charlie Tyer with the Assistance of Holly Hembree, *Public Management Magazine*, vol. 81, no. 9 (October 1999): 16-21.

Understanding South Carolina Government, A Web Based Publication on South Carolina Local Government. Author of three articles and editor of a publication program on South Carolina government. Author: "Local Government in the Palmetto State," "Municipal Government in the Palmetto State," and "County Government in the Palmetto State," University of South Carolina, Institute of Public Affairs, Center for Governance 1998. Publications are currently available on the internet at <http://www.iopa.sc.edu/scgov> and will be published in print form in future. Internet site is part of the The South Carolina Governance in Civic Education Project funded by the University of South Carolina through a special legislative appropriation and corporate donations.

Editor-in-Chief, Planning Our Communities, A Publication Series published by the University of South Carolina, Institute of Public Affairs, for city and county officials involved with local government planning in South Carolina.

*Zoning Guide for Local Officials* (with Philip Slayter), Monograph No. 1 in Planning Our Communities Series, Published by the Institute of Public Affairs of the University of South Carolina, Columbia, SC, 1998.

Editor-in-Chief, Governing Our Cities, A Municipal Elected Official's Guide Series published by the University of South Carolina, Institute of Public Affairs. *Forms and Powers of Municipal Governments (monograph)*, by Roy D. Bates, No. 1. Columbia, SC: University of South Carolina, Institute of Public Affairs, 1997.

*Municipal Budgeting: An Introduction for Elected Officials* (monograph), No. 2 in *Governing Our Cities, A Municipal Elected Official's Guide*. Columbia, SC: University of South Carolina, Institute of Public Affairs, 1997.

"The Privatization of Local Government Services: A Growing Trend," (with Richard D. Wertz) *The South Carolina Policy Forum Magazine*, Vol. 8, no. 2 (Spring 1997): 30-41.

"Public Budgeting in America: A Twentieth Century Perspective," (with Jennifer Willand) *Public Budgeting, Accounting and Financial Management*, Vol. 9, no. 2 (Summer 1997): 189-219.

"Local Government Finance," A chapter in *Guide for Council Members*, Columbia, SC: The University of South Carolina, Institute of Public Affairs, Center for Governance, 1996.

"Local Government Financial and Budgetary Analysis," (with Ken Sanders) in Rabin, et al. *Budgeting: Formulation and Execution*, Athens, GA: Carl Vinson Institute of Government, 1996.

"The Good Life and its Discontents: The American Dream in the Age of Entitlement, 1945-1995," Book Review, *The South Carolina Policy Forum Magazine*, Vol. 7, no 4 (Fall 1996): 2-3.

"Reviving Federalism: The U. S. Supreme Court Searches for Balance," *The South Carolina Policy Forum Magazine*, Vol. 7, no. 2 (Spring 1996): 20-25.

"Land Rights: The 1990s' Property Rights Rebellion," Book Review, *The South Carolina Policy Forum Magazine*, Vol. 7, no. 1 (Winter 1996): 4-5, 15.

"Solid Waste Management and the Federal Courts," *The South Carolina Policy Forum Magazine*, Vol. 6, no. 4 (Fall 1995): 22-27.

"Unfunded Mandates on Local Governments: Anatomy of a Milestone," *The South Carolina Policy Forum Magazine*, Vol. 6, no. 3 (Summer 1995): 16-24.

"Municipal Annexation: A Reconsideration," *The South Carolina Policy Forum Magazine*, Vol. 6, no. 1 (Winter 1995): 35-44.

"County Government Powers and Duties," a chapter in *South Carolina County Government*, Association of South Carolina Counties, Columbia, S. C. 1994.

"Local Government Home Rule--The Vander Linden Case," *The South Carolina Policy Forum Magazine*, Vol. 5, no. 4 (Fall 1994): 2-3.

"Choices for South Carolina: The State Lottery," *The South Carolina Policy Forum Magazine*, Vol. 5, no. 4 (Fall 1994): 6-14.

"Term Limits: Old Wine in a New Bottle," *The South Carolina Policy Forum Magazine*, Vol. 4, no. 4 (Fall 1993): 6-14.

"Recycling: Fervor in Search of a Strategy," *The South Carolina Policy Forum Magazine*, Vol. 4, no. 3 (Summer 1993): 21-31.

"The Property Tax: Why It Persists," *The South Carolina Policy Forum Magazine*, Vol. 4, no. 2 (Spring 1993): 12-21.

"Local Government Reserve Funds: Policy Alternatives and Political Strategies," *Public Budgeting and Finance*, Vol. 13, no. 2 (Summer 1993): 75-84.

"Stormwater Management: Moving to the Top of the Agenda," *The South Carolina Policy Forum Magazine*, Vol. 4, no. 1 (Winter 1993): 6-23.

"Local Government Fund Balances: How Much is Enough?" *The South Carolina Policy Forum Magazine*, Vol. 1, no. 2 (Spring 1990): 40-46.

"County Government: General Powers and Duties," *County Government Handbook*, The South Carolina Association of Counties, Columbia, S. C., 1990.

"Budgeting in Small Manager and Administrator Cities: A View From the Field," *Public Budgeting and Financial Management* Vol. 1, no. 3 (1989): 249-274.

"Municipal Enterprises and Taxing and Spending Policies: Public Avoidance and Fiscal Illusions," *Public Administration Review*, Vol 49, no. 3 (May-June 1989): 249- 256.

*Government in the Palmetto State: Perspectives and Issues*, co-edited with S. Jane Massey. University of South Carolina, Bureau of Governmental Research and Service, 1988.

*Understanding South Carolina Government: A Student's Guide*, 5 modules on the Governor, General Assembly, Parties and Elections, Municipal, and County Government prepared for the South Carolina secondary schools. Editor-in-Chief. University of South Carolina, Bureau of Governmental Research and Service, 1986.

*Local Government in South Carolina*, 2 vols., Editor-in-Chief with C. Blease Graham and contributor of three chapters. University of South Carolina, Bureau of Governmental Research and Service, 1984.

"Employee Performance Appraisal: Process in Search of a Technique," in *Public Personnel Administration: Problems and Prospects*, edited by Steven W. Hays and Richard Kearney. Prentice Hall, Inc., Englewood Cliffs, N. J., 1983.

"Employee Performance Appraisal in American State Governments," *Public Personnel Management*, Vol. 11, no. 3 (Fall, 1982): 199-212.

"Measuring Intergovernmental Mandates: A Suggested Approach," *American Review of Public Administration*, (with Marcia Whicker), Vol. 15 (Fall, 1981): 207-214.

*Perspectives on Taxing and Spending Limitations in the United States*, edited with Marcia Whicker Taylor and contributor, Bureau of Governmental Research and Service, University of South Carolina, 1981

"Budgeting for Rehabilitation in an Age of Accountability and Scarce Resources," in *The Changing Nature of Rehabilitation Administration and Supervision*, edited by W. G. Emener, R. Luck and S. Smits, University Park Press, Baltimore, Md., 1981. (With Robert Brabham)

"Budgeting Information Resources: Some Alternative Approaches," *International Journal of Public Administration*, Vol. 1, no. 3 (1979): 237-259 (with Donald Marchand). Reprinted in *Information*

*Management in Public Administration*, edited by Forest W. Horton and Donald A. Marchand, Information Resources Press, Arlington, Va., 1981.

"A Conceptual Framework for the Analysis of Regional Planning Agency Behavior," *Journal of Political Science*, Vol. 8 (Fall, 1980): 18-33.

"State Mandated Local Government Expenditures: An Analysis and Evaluation," *Southern Review of Public Administration*, Vol. 4 (June, 1980): 5-25. (With Marcia Whicker Taylor)

"Human Resource Management: The Missing Link," *International Journal of Public Administration*, Vol. 2, no. 3 (1980): 297-330. (With Steven Hays)

"Sunset and Governmental Reform," *Southern Review of Public Administration*, Vol. 3 (September, 1979): 240-248.

"Developments in Substate Regionalism," symposium editor, *Southern Review of Public Administration*, Vol. 2 (June, 1978): 77-121.

*Substate Regionalism in the United States: Perspectives and Issues*, editor, Bureau of Governmental Research and Service, University of South Carolina, 1978.

"Receptivity of Local Government Officials to Substate Regional Planning," *Midwest Review of Public Administration*, Vol. 11 (September, 1977): 182-196.

"Zero-Base Budgeting: A Critical Analysis," *Southern Review of Public Administration*, Vol. 1 (June, 1977): 88-107.

"Approaches to Budgeting," in *The Budgetary Process in Tennessee*, 2nd ed., by Hyrum Plaas and Charles Zuzak, Bureau of Public Administration, The University of Tennessee, Knoxville, 1977.

*Substate Planning and Development Districts: An Analysis of Regional Planning Agency Behavior*, Bureau of Public Administration, The University of Tennessee, Knoxville, 1977.

### **Publications: Reports and Studies**

*An Analysis of the City of Columbia Organization and Key Management Issues*. June 2004. Prepared for the City Manager, City of Columbia (with C. Blease Graham and Steven W. Hays).

*Governor's Management, Accountability and Performance Commission, Subcommittee Report on the Budget and Control Board, Organization of the Board*. September 2003. Prepared for the Commission (with C. Blease Graham).

*Ownership Patterns and Price Characteristics of Large to Mid-Size Water Systems in South Carolina*. 1998. Center for Environmental Policy, Institute of Public Affairs, USC. Prepared for the Municipal Association of South Carolina. (with Langdon Warner)

*A Study of the Proposed Boundary Alteration Between Lexington and Richland Counties, South Carolina*, 1987. Prepared for the Town of Irmo, S. C. (with Jane Massey).

*The State and Local Government Framework in South Carolina, 1981.* Prepared for the South Carolina Advisory Commission on Intergovernmental Relations for the South Carolina Assembly on Growth, January, 1981. (With C. Blease Graham)

*Public Attitudes on Government, Taxes and the Quality of Community Services, 1980.* Prepared for the South Carolina Advisory Commission on Intergovernmental Relations, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina.

*South Carolina State Government Recruiting Practices, 1980.* Prepared for the State Reorganization Commission, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina.

*Interlocal Service Agreements and Contracts, 1980.* Prepared for the South Carolina Capacity Building Program, Module No. 6. Bureau of Governmental Research and Service, University of South Carolina. (With Steven Thompson)

*Equal Employment Opportunity and Affirmative Action in Local Government , 1979.* Prepared for the South Carolina Capacity Building Program, Module No. 4. Bureau of Governmental Research and Service, University of South Carolina. (With Jill Pylant)

*Special Purpose Governments in South Carolina, 1979.* Prepared for the South Carolina Capacity Building Program, Module No. 3. Bureau of Governmental Research and Service, University of South Carolina. (With Sue Wallace)

*Local Government Managers: The Role of the Professional Manager and Council, 1979.* Prepared for the South Carolina Capacity Building Program, Module No. 1. Bureau of Governmental Research and Service, University of South Carolina. (With Robert G. Mauney)

*Comparative Salary and Fringe Benefit Survey, City of Columbia, South Carolina, 1979.* Prepared for the City of Columbia, South Carolina. Bureau of Governmental Research and Service, University of South Carolina. (With R. Douglas Jefferson and Paul Johnson)

*A Study of Methods of Using Science and Technology in the South Carolina Legislative Process, 1979.* Prepared for the National Science Foundation and the South Carolina Legislative Council. Bureau of Governmental Research and Service, University of South Carolina. (With C. Blease Graham)

*South Carolina Local Government Problems and Training Needs, 1978.* Prepared for the Community Service and Continuing Education Program, South Carolina Commission on Higher Education, and the Training Division, State Division of Personnel, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina.

*A Management Review of the South Carolina Land Resources Conservation Commission, 1978.* Prepared for the Land Resources Conservation Commission, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina. (With James E. Kirk and R. Douglas Jefferson)

*Professional and Occupational Licensing in South Carolina, 1978.* Prepared for the State Reorganization Commission, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina.

*State-Local Government Relationships in South Carolina: A Survey Report*, 1978. Prepared for the State Reorganization Commission, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina.

*A Framework and Policy Options for State Government Modernization*, 1977. Prepared for the Governor and State Reorganization Commission, State of South Carolina. Bureau of Governmental Research and Service, University of South Carolina. (With Joyce Prokop)

*Mass Transportation in Tennessee: Institutional Issues and Alternatives*, 1976. *Occasional Paper*, Bureau of Public Administration, The University of Tennessee, Knoxville. (With George Rawson, et al.)

"Institutional Systems Organization and Implementation," in *Evaluation Procedures for Public Transportation*, 1975. Bureau of Public Administration, The University of Tennessee, Knoxville. (With Larry Thomas, et al.)

*Nashville Metropolitan Government: The First Decade*, 1974. Bureau of Public Administration, The University of Tennessee, Knoxville. (With James C. Coomer)

*A Study of Payment-in-Lieu-of-Taxes by the Atomic Energy Commission to Anderson and Roane Counties, Tennessee*, 1973. Bureau of Public Administration and Center for Business and Economic Research, The University of Tennessee, Knoxville. (With Hyrum Plaas, et al.)

*A Study of a Management Appeals Procedure for the Tennessee Valley Authority*, 1972. Prepared for the Division of Personnel, Tennessee Valley Authority.

*A Survey of Vacancy Announcements for the Tennessee Valley Authority*, 1972. Prepared for the Division of Personnel, Tennessee Valley Authority.

*An Organizational Analysis of the City of Memphis Government*, 1972. Prepared for the Chief Administrative Officer and Mayor, City of Memphis.

### **Public Service Research: Project Director**

The South Carolina Civic Education Project, Project Director and Principal Investigator, The University of South Carolina Institute for Public Service and Policy Research, 1999 to present.

Local Government Financial Reserves Research Project, Project Director, Center for Governance, Institute of Public Affairs, The University of South Carolina, 1997-1999.

Editor-in-Chief, Publications Program for Public Officials, *Planning Our Communities* and *Governing Our Communities*, Center for Governance, Institute of Public Affairs, The University of South Carolina, 1996-1999.

State Mandated Local Government Expenditures in S. C., 1987-88 (co- investigator). S. C. Advisory Commission on Intergovernmental Relations.

Boundary Alteration Study, Richland and Lexington Counties, S. C. 1987.

Richland Northeast Incorporation Study, 1985.

Hilton Head Island Incorporation Study, 1982-83. Hilton Head Island Self Government Study Committee, Chamber of Commerce of Hilton Head.

Design and Implementation of an Employee Performance Appraisal System, Richland County, South Carolina, 1980-81.

Evaluation of an Innovative Housing Grant, Department of Community Development, City of Columbia, South Carolina, 1980-82.

Cash Management in Local Government, CSCE grant funded by the S. C. Commission on Higher Education and the University of South Carolina, 1980-82.

Surveying Public Attitudes Toward Government in South Carolina, S. C. Advisory Commission on Intergovernmental Relations, 1980-81.

An Examination of State Government Recruitment Practices, S. C. State Reorganization Commission, 1980.

Capacity Building Program for Local Government Officials in South Carolina, CSCE grant for the S. C. Commission on Higher Education and supported by the University of South Carolina, 1978-present.

A Training Needs Assessment for the Department of Wildlife and Marine Resources, Division of Law Enforcement and Boating, State of S. C., 1978-79.

A Survey of Local Government Personnel Policies and Procedures, University of South Carolina, 1978.

Identifying Public Service Options for Higher Education Institutions in South Carolina, a CSCE grant for the S. C. Higher Education Commission and the University of South Carolina, 1978.

Determining Sources of Public Management Assistance in South Carolina, a CSCE grant for the S. C. Commission on Higher Education and the University of South Carolina, 1978. Applications and Uses of Science and Technology in the Legislative Process, S. C. General Assembly and the National Science Foundation, 1978-79.

Identifying Local Government Problems and Training Needs, a CSCE grant for the S. C. Commission on Higher Education, University of South Carolina and the S. C. State Division of Personnel, 1978.

A Management Review of the S. C. Land Resources Conservation Commission, 1978.

An Examination of State-Local Government Relationships in S. C., S. C. State Reorganization Commission, 1977.

An Analysis of Sunset Legislation in S. C., S. C. State Reorganization Commission, 1977.

Assistance to School Site Advisory Councils in the Implementation of the Education Finance Act of 1977, in cooperation with the College of Education, University of South Carolina, and the S. C. School Boards Association, 1977.

A Study of Professional and Occupational Licensing in S. C., General Assembly of S. C. and the State Reorganization Commission, 1977.

**Public Service Training: Program Direction/Teaching**

Lectures and Workshops given on an ongoing basis to municipal and county officials in South Carolina in programs sponsored by the University of South Carolina, Clemson University, Association of S. C. Counties and the Municipal Association of S. C. Instruct in ETV statewide closed circuit broadcasts for municipal elected officials in S. C. as well as at their annual conference.

Program Direction: 1977 through 1987.

*Local Government Law Seminars*  
*Municipal Elected Officials Institute of Government*  
*Academy in State Management*  
*Advanced Academy in State Management,*  
*Supervisory Skills Training Program*  
*Public Affairs Institute for the News Media*  
*Institute for Local Government Managers and Administrators*  
*Institute for Finance Directors, Clerks and Treasurers*  
*Advanced Institute for Finance Officials*  
*Local Government Capacity Building Program for S. C. Policymakers*  
*Local Government Purchasing Institute*

**Public Service Consultative and Advisory Services:**

Consultant, City of Columbia, Management Audit and Organizational Analysis, 2004.

Consultant, Governor's Management, Accountability and Performance Commission (MAP), Committee on State Organization, 2003.

State of S. C., Department of Natural Resources, Materials Management Office, Database Management Consultative Services, 1998.

State of S. C., Department of Natural Resources, Materials Management Office, Consultative Services - Employee Recruitment and Selection, 1997.

Chairman, Irmo Area Community Policing Advisory Board, 1995.

Member, Lexington County Solid Waste Planning Committee, 1994-1995.

Personnel and Management Consultant, Riverbanks Zoological Park, 1984 to 1988.

Hilton Head Island Self Government Study Committee and Chamber of Commerce, 1982-83: self government options.

Richland County Government, South Carolina, 1980-81: employee performance appraisal.

S. C. Advisory Commission on Intergovernmental Relations, 1979 to 1987: various local government issues in S. C., including local government structure and administration and public finance; 1980-81: member of steering committee for the S. C. Assembly on Growth held January 1981 on Hilton Head Island.

Land Resources Conservation Commission, South Carolina, 1978: financial and personnel management.

State Reorganization Commission, South Carolina, 1977-80: state reorganization, management improvement, occupational licensing, state-local relations and related topics.

Office of the Governor, South Carolina, 1977-78: executive reorganization.

### **University Administration:**

Associate Director for Administration and Research, Center for Governance, Institute of Public Affairs, University of South Carolina, 1999- 2000.

Editor-in-Chief, Publication Programs for Local Government Officials in South Carolina, The Institute of Public Affairs, University of South Carolina, 1996 to 1999.

Managing Editor, *The South Carolina Policy Forum*, published by the Institute of Public Affairs, University of South Carolina, 1989 to 1998.

Director, Bureau of Governmental Research and Service, 1977-1987. Responsible for the overall direction, staffing, planning, funding and implementation of research and service programs in public affairs and administration. Duties included supervision of professional staff, administrative support personnel, student assistants, graduate research assistants, temporary staff and part-time faculty support. Also, maintained liaison with public agencies and their officials in S. C. Major program responsibilities focused upon direction of training programs for public sector, research and publications program, provision of consultative services and referral services, and direction of the USC Legislative Intern Program.

Editor and publisher of the following publication series published by the Bureau of Governmental Research and Service:

Understanding South Carolina Government: A Student's Guide, a series of modules designed specifically for use in secondary school social studies classes to aid in teaching South Carolina state and local government. Five units were published as of 1987.

Capacity Building Series for S. C. Local Government Officials, a series of eight publications for city and county policymakers, 1979 - 1987.

Financial Management Series, a series of books on local government finance and budgeting, 1979 - 1987.

Personnel Management Series, a series of books on public sector personnel administration, 1979 - 1987.

General Administration/Policy/Government Series, a group of books on government and public policy in America and S. C., 1978 - 1987.

Public Affairs Bulletin Series, a series of annual publications issued four to five times per year analyzing issues salient in S. C. 1978 - 1987.

### **Professional Activity:**

President, S. C. Chapter of the American Society for Public Administration, 1996-97; President-elect, 1995-96.

Council Member, S. C. Chapter of the American Society for Public Administration, 1993-1996, 1998-2001.

Executive Committee Member and Chair, Section on Personnel and Labor Relations, American Society for Public Administration, 1985-88, 1988-89 (chair).

Steering Committee Member, Governor's Task Force on Rural Development, 1985-86 and 1986-87.

President, Southern Consortium of University Public Service Organizations, 1985 to 1988.

President, South Carolina Chapter of the American Society for Public Administration, 1984-85.

Advisory Committee Member, "Government, Politics and Citizenship," South Carolina Department of Education, Curriculum Development Project for Secondary Schools, 1980 to 1986.

Secretary-Treasurer, Southern Consortium of University Public Service Organizations, 1981 to 1985.

Visiting Lecturer, "Budgeting and Financial Management Seminar," North Texas State University, Denton, Texas, March 27-28, 1980.

Task Force Member, Task Force on Zero-Base Budgeting Research, National Association of Government Accountants, 1978-80.

**Community Service:**

Board Member, Richland-Lexington Disabilities and Special Needs Board, 2000-2001.

Town Councilmember, Town of Irmo, South Carolina, 1989 to 1997; Mayor Pro Tem, 1991- 1995.

Member, Lexington County Solid Waste Advisory Committee, 1995-96.

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