

MARCIE C. PAOLINELLI, D.P.A.

Summary of Experience

Dr. Marcie Paolinelli has provided management consulting services to public sector organizations for over 30 years. She brings a broad range of skills and expertise in strategic planning, management analysis, business process improvement, implementation, and change management. She has led projects for a wide variety of government programs, including environmental protection, health, social services, transportation, and emergency management.

In addition to her consulting experience, Dr. Paolinelli has held teaching appointments at the University of the Pacific, McGeorge School of Law, and the University of Southern California where she has taught graduate-level courses in management, leadership, analytics, strategy, and implementation. In addition, she served as the Co-Director of the University of Southern California's, California Leadership Institute, an executive leadership and management training program for the State of California's top-level managers at the career executive assignment (CEA) level.

As a member of the American Society of Public Administration, Dr. Paolinelli has served as President of the Sacramento Chapter, National Board Member of the Section on Intergovernmental Administration and Management, and National Council Member representing California.

In addition, she was honored by the American Society for Public Administration, Sacramento Chapter with the *Ross Clayton Distinguished Public Service Award* for meritorious service in the field of public administration over the course of a lifetime.

Education

Doctor of Public Administration, University of Southern California

Nominated for the University's Henry Reining, Jr. Award for best dissertation: *Toward a Theory of Large-Scale Organizational Change: Administrative Reform in the State of Missouri*

Master of Public Administration, University of Southern California

Bachelor of Arts, Psychology, University of California, Davis

Employment History

Paolinelli & Associates, Inc., Sacramento, CA

President, 2003 – Present

Synergy Consulting, Inc., Sacramento, CA

Partner/Director, 1995 – 2002

Price Waterhouse LLP, Sacramento, CA

Consultant to Senior Manager, 1988 – 1995

University of the Pacific, McGeorge School of Law, Sacramento, CA

Associate Director, Public Policy Programs, 2015 – 2016

Assistant Professor of Public Administration, 2017 – 2021; 2023—Present

Adjunct Professor, 2021 – 2022

University of Southern California, Sacramento Center

Co-Director of the California Leadership Institute, 1999 – 2002

Adjunct Professor, 1999 – 2002; 2021 – 2022

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Selected Projects (as Lead Researcher/Primary Author of Report)

California Department of Public Health

COVID-19 After Action Report, selected chapters, 2022 - 2023

California Department of Transportation

Divisions of Rail and Mass Transportation, *Implementation Assistance*, 2018 - 2020

Division of Construction, *Business Plan*, 2012, 2013, 2014

Department-wide *Financial Integration Study*, 2006

Capital Outlay Support, Department-wide *Cost Analysis*, 1998 – 2000

Department-wide *Business Process Optimization*, 1996 – 2008. Over a twelve-year period, continuously provided consulting services for process improvements in nearly every Division of the organization.

California Department of Food and Agriculture

Seed Services Program, *Business Needs Analysis*, 2016 - 2017

California State Water Resources Control Board

Irrigated Lands, *Business Process Review*, 2015

Forest Activities Program, *Business Process Review*, 2015

Total Maximum Daily Load, *Business Process Review*, 2015

California High Speed Rail Authority

Department-wide *Workforce Plan*, 2015

California Office of Statewide Health Planning and Development

Health Professions Education, *Business Process Review/Change Implementation*, 2012 – 2015

California Institute for Regenerative Medicine

Workforce Forecasting Model, 2013

California State Teachers' Retirement System

Contact Center, *Business Process Review*, 2010 – 2011

California Emergency Management Agency

Emergency Function Development and Implementation, 2009 – 2010

California Department of Motor Vehicles

Department-wide *Business Process Reengineering*, 1995 – 1996

U. S. House of Representatives

Performance Audits, 1994 – 1995. Directed five performance audits of the finances and non-legislative operations, including: procurement; short-term and long-term planning; financial management; Office of the Sergeant-at-Arms; and the Clerk of the House.

Missouri Governor's Office

Commission on Management and Productivity, *Director*, 1993 – 1994

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Instruction and Presentations

Instructor: *Values, Roles & Skills; Public Manager Analytics; Leaders, Organization Behavior; Externship Seminar; and Strategic Public Management*, all graduate-level courses for the University of the Pacific, McGeorge School of Law, Master of Public Policy and Master of Public Administration Program, 2016 - Present

Co-Director, *California Leadership Institute*, an executive training institute for California State government executives, 1999 – 2002. **Instructor** for the following modules: organizational change; performance metrics; and consulting skills, tools, and applications

Instructor, *Issues in Technology Management (1998), Management Analysis (2000), Foundations of Public Administration (2021), Advanced Policy Analysis (2022)*, all graduate-level courses for the University of Southern California

Panelist, *Executive Management Programs for Public Officials*, Seventh Annual LINKS Conference: Strengthening the Links-Public Life and Public Service, April 1999

Instructor, *Strategic Planning-Strategic Management*, for the California Society of Municipal Finance Officers, Developing Financial Leadership Capacities for the 21st Century, January 1999

Instructor, *Seminar on Administrative Reform in State Government*, Executive Program in Human Resource Management for Officials of the Taiwanese Provincial Government, April 1997

Panelist, *Reinventing Government in the States*, American Society for Public Administration, National Conference, San Antonio, Texas, July 1995

Panelist, *National Performance Review and Reinventing Government*, Federally Employed Women, National Training Conference, Tacoma, Washington, July 1995

Instructor, *Introductory Statistics*, an overview course for in-coming graduate students in the Master's Program in Public Policy and Administration, California State University, Sacramento, Summer 1992 and 1993

Professional Activities

Board Member, University of Southern California, Sacramento Center Advisory Board, 1997–2002

President (1996-97), President-Elect (1995-96), Executive Council (1989–1999), Member (1986-Present), American Society for Public Administration, Sacramento Chapter

National Council Member, American Society for Public Administration, representing Region X (California), 1997–1998

Conference Chair, American Society for Public Administration Region X (California) Conference, *Governing in an Era of Uncertainty*, Sacramento, California, April 1997

National Board Member, American Society for Public Administration, Section on Intergovernmental Administration and Management, 1997–1999