



# Fundamentals of Public Finance Seminar

Presenter Bios



Presented by PFM

March - May 1, 2026

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PFM's Fundamentals of Public Finance Virtual Seminar takes topics from an intensive week-long in-person training and divides them into single sessions offered over several weeks on a virtual basis. The sessions cover topics including (i) basic finance concepts; (ii) the capital markets with a focus on municipal debt markets; (iii) key market participants; (iv) municipal credits; (v) capital structure development; (vi) the analytics and processes associated with sizing, structuring, marketing, and pricing municipal bonds; (vii) pension and OPEB funding and benefit considerations; (viii) derivative products such as interest rate swaps; (ix) strategic budgetary consulting and planning; and (x) municipal issuer investor relations.

PFM's seminar demystifies the relatively arcane and complicated municipal finance business. Topics are taught in an interactive virtual classroom setting by seasoned PFM professionals who are experts in their respective fields. Attendees will not only earn CPE credits (if applicable), they will also be able to more effectively engage in the municipal debt issuance process with a sense of confidence and calm.

### Presenter Bios:

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**Joe Buckshon**  
*Senior Managing Consultant*

Joe Buckshon joined PFM Group Consulting in 2020 as a senior analyst based in the firm's Philadelphia office. He primarily supports the firm's Economics & Tax Strategy Practice. Joe has served as deputy project manager for more than 50 evaluations of tax incentive programs in New York, Oklahoma, Wisconsin, and Pennsylvania. He is currently serving as the daily project manager for a wide-ranging study of tax and revenue policy alternatives for the city of Chicago, IL. In addition, he has provided economic impact analysis for large-scale, mixed-use developments in Philadelphia, PA, and Vero Beach, FL. Recently, Joe was named a member of The Bond Buyer's 2025 Rising Stars.

Prior to joining PFM, Joe served as a Policy and Performance Fellow in the City of Philadelphia's Department of Commerce, where he co-led a working group to design the Quality Jobs Tax Grant program alongside the Commerce Department, City Council, and other Administration stakeholders.

Joe holds a Master of Public Administration degree from the University of Pennsylvania's Fels Institute of Government and received a B.A. in Economics and Spanish from Temple University.

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**Samantha (Sam) Chin**  
*Analyst*

Samantha joined PFM in 2023 and works as an analyst with the Quantitative Strategies Group (QSG) in the Philadelphia Office. She contributes to the development and maintenance of financial models and custom analytical tools for both internal usage and for clients, while also supporting bond issuances. Additionally, Samantha plays a key role in the day-to-day operations of the Structured Products Group, providing analysis and facilitating the procurement of refunding and cash defeasance escrow investments.

Samantha graduated from Drexel University in 2023 with a Bachelor of Science in Business Administration, majoring in Finance and Management Information Systems.

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**John Crotty**  
*Director*

John joined PFM in 2015 and works as part of the Structured Products Group (SPG) in the Philadelphia office. He focuses on the investment of proceeds of municipal bond offerings and bank loans. John provides customized solutions on projects pertaining to refunding and defeasance escrows, one-time portfolio procurements for a wide variety of bond proceeds accounts, structured investments for energy prepay transactions, and other projects such as portfolio restructurings and valuations. His client-focused approach combined with capital markets knowledge allows him to provide sophisticated solutions for clients while adhering to all relevant regulatory requirements.

John is also a key member of financial advisory teams, with direct coverage of East Coast local governments, large public higher education institutions nationwide, and several other clients across the firm. In addition, John has spent his time working with the Quantitative Strategies Group providing primary technical solutions to clients in the form of transactional support and proprietary financial modeling engagements.

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**Lee Davidow**  
*Senior Managing  
Consultant*

Lee joined PFM in 2010 as part of the Quantitative Strategies Group in the firm's Philadelphia office and was promoted to senior managing consultant in 2015. Lee's ongoing responsibilities include managing PFM's analyst training program and serving as the day-to-day manager of the East Cluster Financial Advisory Analyst Pool (the Pool). The training program is a rigorous twelve-week course for junior staff that teaches the fundamentals of finance, public finance, capital markets, quantitative analysis and financial modeling. The Pool provides junior staff support for financial advisory services provided by PFM's Boston, New York, Princeton, Philadelphia and Harrisburg offices. Lee provides ongoing support/training to the analysts during their time in the Pool. The analysts currently spend one year in the Pool before moving to one of the listed offices.

Outside of his training related responsibilities, Lee continues to provide support for a variety of internal and external offerings overseen by the Quantitative Strategies Group. Lee also works with the Commonwealth of Pennsylvania as well as Girard Estate and College to size, structure and advise on municipal bond issues and other related projects. In the past he has developed customized tools for clients to analyze different methods of education funding (both at the state and school district level), provided support for PFM's environmental finance practice (particularly with regards to Property Assessed Clean Energy (PACE) programs) and has worked extensively with PFM's Management and Budget Consulting practice to develop customized analytical tools for various clients.

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**Matt Eisel, CFA**  
*Managing Director*

Matt Eisel is a managing director for PFM Financial Advisors and leads our Structured Products Group. He began his career at a former PFM affiliate in 2005 and rejoined his PFM colleagues in 2024. Matt brings a wealth of experience in the structuring, optimization, and procurement of bond proceeds investments. This includes portfolios of fixed-income securities and structured investments for a wide variety of clients throughout the country. He also specializes in the structuring and procurement of refunding and cash defeasance escrow investments.

As a capital markets expert, Matt provides updates on the financial markets, economic outlook, and other factors that are important to our clients. He also has expertise in arbitrage rebate and yield restriction regulations that have become particularly important over the past few years as interest rates have risen.

Matt has been active in his community over the years by providing strategic and financial advice related to the construction and budget of a local health center that mostly serves low-income individuals and families. He also helped to organize charity golf tournaments that benefit local charities. In 2025, Matt completed six years of service on the board of directors of a local science center. He served on both the governance and finance committees with a focus on the management and sustainability of the endowment.

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**Sarah Good**  
*Senior Managing  
Consultant*

Sarah joined PFM's Philadelphia office in 2019. Now based in New York, she is a member of the firm's Structured Products Group (SPG). She focuses on the investment of proceeds of municipal bond offerings and bank loans. Sarah provides customized solutions on projects pertaining to refunding and defeasance escrows, one-time portfolio procurements for a wide variety of bond proceeds accounts, structured investments for energy prepay transactions, and other projects such as portfolio restructurings and valuations. Her client-focused approach combined with capital markets knowledge allows her to provide sophisticated solutions for clients while adhering to all relevant regulatory requirements. Sarah is actively involved with the National Federation of Municipal Analysts (NFMA).

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**Brad Guilmino**  
*Director*

Brad Guilmino is a director in the Transportation Group and provides financial planning and advisory services. He joined PFM in 2022 and has over 20 years of project management, policy, funding and finance expertise. Brad's unique blend of municipal investment banking and transportation planning experience allows him to provide specialized funding and financial expertise during early project/program development phases and financial advisory services for debt transactions. Brad provides an integrated approach of planning and advisory services to assist clients in developing and implementing capital projects and programs across the transportation spectrum. Brad has considerable project finance and alternative delivery experience and has performed P3 advisory owners' representative roles for successfully closed transactions as well as advised bidders on developing P3 projects. Brad is also a toll finance specialist with experience in analyzing the feasibility and phasing of greenfield projects, toll system expansions, express lanes and new tolling of limited access facilities.

Brad's focus has been on leading DOTs, transit authorities and transportation agencies in evaluating programmatic approaches to initiate new funding programs, including policy reports, funding plans, screening and prioritization analysis, and feasibility studies. Brad has provided financial modeling and analysis for a variety of new tax initiatives, toll facilities, transit projects, transit-oriented development and parking facilities. Additionally, Brad has supported municipalities in evaluating local mobility options and developing long range plans.

Prior to joining PFM, Brad led HNTB's financial planning practice and was a banker in Citigroup's transportation group. Brad earned a B.S. in Finance from Louisiana State University.

**Garrett Hincken**  
*Senior Managing Consultant*

Garrett Hincken is a senior managing consultant with PFM Group Consulting, focused on economic research and policy challenges.

Prior to joining PFM, Garrett was an officer and research lead with The Pew Charitable Trusts, conducting in-depth analysis on key challenges affecting urban economic and fiscal health and neighborhood stability. One of the reports he authored examined Philadelphia's property tax and how it compares with 10 peer cities, detailing findings on the tax's contribution to the budget, the composition of the tax base, the structure of rates and exemption programs, as well as the recent history of the City's assessment function. For another initiative, Garrett analyzed Philadelphia homes with "tangled titles" (where the official deed does not bear the name of the apparent owner), authoring a report highlighting the impact on neighborhoods of different socio-economic characteristics and how this problem puts more than \$1 billion in housing wealth at risk.

Earlier in his career, Garrett served as director of research and transportation policy for the Center City District, Philadelphia's nationally recognized downtown business improvement district, where his work focused on the economy of Philadelphia's downtown core. While at Center City District, he produced reports addressing housing production, commercial development, employment trends, transit policy, inclusive growth, and residential demographics, as well as market analyses in support of business attraction. Prior to that role, Garrett was a director for a regional economic consultancy, advising public and private sector clients across a range of economic and real estate analysis services, including economic impact modeling, fiscal impact modeling, spatial mapping, and real estate pro forma analysis.

Garrett holds a bachelor's degree in political science from Temple University, and a Master's of City and Regional Planning from Rutgers University, where he also worked with the Center for Urban Policy Research.

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**Rosemarie Hoslyn**  
*Associate General  
Counsel*

Rosemarie Hoslyn is associate general counsel at PFM. In her role, she provides day to day support to the general counsel for the company's legal function. She is the primary counsel responsible for the Request for Proposals (RFPs) review process and for delivering guidance to the project teams leading specific RFP submissions. In addition, she reviews client contracts and provides solutions for mitigating risk to the company. Further, she provides day-to-day guidance and counsel to the company's HR group on employment law and employee-related matters.

She began her legal career with the corporate group at Blank Rome, one of Philadelphia's premier law firms, and fast tracked to in-house counsel in less than four years. Prior to her in-house position, she spent 18 months at Klehr Harrison as a corporate attorney. Within two years of going in-house at De Lage Landen Financial Services, an equipment leasing company in Wayne, Pennsylvania, she assumed the role of primary legal counsel for HR in addition to providing legal support for several of the company's business units. As counsel to HR at that company, she was the sole subject matter expert in employment law and employee relations issues.

Rosemarie is a 2002 graduate of Temple University James E. Beasley School of Law. She is a strong believer in giving back to the community and has served as a volunteer attorney and also a member of the Board of Directors of The Support Center for Child Advocates, an organization whose mission is to advocate for victims of child abuse and neglect in Philadelphia with the goal of securing a permanent, nurturing environment for every child. She is currently a member of the Greater Philadelphia Association of Corporate Counsel, where she co-chairs the Banking and Financial Services Practice Committee.

**George Hu**  
*Director*

George Hu leads PFM's swap advisory business, focusing primarily on the incorporation of George Hu leads PFM's swap advisory business, focusing primarily on the incorporation of derivatives into tax-exempt debt management, as well as the optimization of risk management strategies using derivatives. He is responsible for structuring, modeling, and pricing various forms of derivatives, including interest rate, commodity and foreign exchange contracts. He also performs risk/benefit analysis and negotiates ISDA and pricing with derivative counterparties, supporting the successful execution of interest rate hedges for various clients.

George joined PFM Swap Advisors LLC in 2007 as a member of the team specializing in swap valuations and reporting. He was part of the design and development team of SwapViewer®, PFM's web-based platform for swaps monitoring, tracking and reporting. He enhanced PFM's proprietary swap pricing models, ensuring the integrity of client and market data in SwapViewer® and delivering client product support.

Prior to joining PFM, George was an engineering consultant working on analog and digital integrated circuit designs, including those for Global Positioning Systems (GPS).

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**Daniel H. Kozloff**  
*Managing Director*

Dan is a managing director in PFM's Philadelphia office and manager of the Quantitative Strategies Group, providing primary technical, new product, transactional and modeling solutions for clients and developing proprietary analytical tools used throughout PFM's various business practices. Dan also oversees PFM's training programs, including comprehensive sessions for new hires, current employees, lateral hires, and clients. Dan manages PFM's Swaps and Derivatives Group, leads PFM's Tobacco Securitization Group and is a co-leader of PFM's Center for Retirement Finance and Investor Relations advisory services.

Dan has provided primary transactional support on various complex issuances for the Commonwealth of Pennsylvania (the Commonwealth); the States of Michigan, Ohio, Massachusetts, New Jersey, Washington, Iowa, Nevada, Wisconsin, Illinois, as well as New York City, Philadelphia and Sacramento County. He was involved in the comprehensive restructuring of the Commonwealth's Public Education Funding System and state-wide tax reform to supplement the Commonwealth's Education Funding. Dan has advised the Commonwealth on over \$35 billion general obligation and other state authority debt issuance since 2003.

Dan serves as financial advisor to Philadelphia-area governments and institutions, including Montgomery County, Radnor Township, Girard Estate and College, Moore College of Art & Design, Delaware River Waterfront Corporation, as well as Centre County and Pennsylvania State University.

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**Sarah Mayanja**  
*Senior Analyst*

Sarah Mayanja is a Senior Analyst at PFM. She brings a wealth of experience in consumer, community, investment and commercial banking. With a comprehensive background in the banking sector, Sarah has developed a keen understanding of the intricacies and nuances that drive successful treasury operations.

As a member of PFM's treasury consulting team, Sarah collaborates closely with clients during Banking RFP, Treasury Assessment, Banking Fee Analysis and Banking Transition engagements. Her responsibilities include facilitating, soliciting and reviewing proposed banking services to help assist clients with operational requirements. Sarah is dedicated to implementing an ideal set of services designed to streamline receivable, payable and liquidity needs.

Prior to PFM, Sarah honed her expertise in treasury services by working with both global and community banks. This experience has equipped her with a unique perspective when working on large-scale operations and community-focused initiatives.

Sarah graduated from The University of Texas at Dallas in 2019 with a Bachelor of Science in Finance.

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**John M. Murphy**  
*Director*

John Murphy is a Director and the Head of PFM's Investor Relations Advisory Services. He is responsible for the development and implementation of investor relations strategies for PFM's financial advisory clients. He joined PFM in November 2019 and is a key member of PFM's Public Power, Distressed Credit and Utility Securitization teams. John works in PFM's Boston office.

Prior to joining PFM, John spent the majority of his career as a senior research analyst at Fidelity Investments. John covered several municipal sectors, including electric utilities, water/sewer utilities, environmental services, and gas prepaids. Prior to his time as a research analyst, John traded municipal, corporate, and Canadian securities at Fidelity and JP Morgan. John is actively involved in the National Federation of Municipal Analysts and is a past president of the Boston Municipal Analysts Forum.

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**Michael Nicolescu**  
Director of Client  
Success Synario

Michael Nicolescu is the Director of Client Success for PFM Solutions. He leads the team responsible for the full life cycle of all clients using the Synario platform. In this role, he oversees the training and onboarding of all clients, the development and customization of all client models on the platform, and the ongoing success of all customer engagements.

Michael also serves as a member of the group's Executive Committee, along with the Change Management Review Board, the team responsible for prioritizing improvements and other changes made to the software. Within PFM, he serves as Chair of the Employee Advisory Committee.

Prior to this role, Michael led the Implementation Team within Client Service, focusing on the onboarding of all Synario users. He also worked in PFM Solutions' Higher Education practice, focusing on Enterprise implementations, as well as PFM's Strategic Forecasting Group, helping clients analyze the impacts of various capital and operating initiatives and communicate those results to key stakeholders.

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**Brooke Pierce**  
Senior Swaps  
Coordinator

Brooke Pierce joined PFM Swap Advisors LLC as an Associate in June of 2012 and is now Senior Swaps Coordinator working out of the Philadelphia office. She provides swap valuations and reporting services and assists with footnote disclosures. She is responsible for producing the necessary calculations for accounting and report disclosures under FASB and GASB, specifically the FASB ASC 820, Fair Value Measurements and Disclosure, Statement No. 53 of GASB Accounting and Financial Reporting for Derivative Instruments (GASB 53), and Statement No. 72 of GASB Fair Value Measurement and Application (GASB 72). She is experienced with hedge effectiveness testing, including regression analysis, pursuant to GASB 53. Brooke assists with the operation and maintenance of PFM's SwapViewer® website and she is an integral part of the SwapViewer® team. She is also responsible for tracking and reconciling billing, invoicing and revenues recording for the entire swap group, as well as providing accounting analysis and general support to the rest of the swap team.

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**Kevin Plenzler**  
Director

Kevin joined PFM in 2019 via acquisition of Fishkind and Associates, Inc. in Orlando, Florida. His current responsibilities include providing financial advisory and assessment consulting services associated with PFM's Community Development Districts within PFM Group Consulting, LLC. In addition to financial advisory services, Kevin offers consulting services associated with but not limited to transportation toll and revenue studies, K-12 schools analysis and market studies related to sports, leisure and cultural facilities.

Prior to PFM, Kevin worked as a member of Fishkind and Associates, Inc. real estate market group. In addition to the aforementioned consulting services, he has relevant experience in highest and best use land use analysis, detailed pro forma analysis associated with real estate transactions, and economic impact analysis.

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**Colette Powell**  
Culture and  
Engagement  
Manager

Colette Powell serves as PFM's Culture and Engagement Manager. In this role, she leads the firm's efforts to build a workplace where every PFMer can thrive.

Colette provides strategic direction on organizational culture, employee engagement, and inclusive workplace practices. She partners with cross-functional teams to design policies, professional development programming, and initiatives aligned with PFM's values and with applicable EEOC guidance.

Since 2019, Colette has been at the forefront of the firm's culture and engagement efforts, beginning as a programming lead for one of the firm's Significant Interest Groups (SIGs). She currently serves as Co-Chair of the firm's DEIB Committee, supporting firm-wide planning and alignment with organizational and compliance-related priorities.

Colette is a graduate of Chestnut Hill College, where she studied Organizational Dynamics and Business Communications. At Widener University, she obtained a master's degree in Organizational Development & Leadership with a concentration in Organizational Equity and Inclusion. She possesses three certifications in Workforce Development in Organizations, Organizational Equity & Inclusion, and Leadership in Organizations.

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**Matt Rudroff, CFA,  
CPA**  
*Director*

Matt Rudroff joined PFM in 2016. He works in the Charlotte office as part of PFM's Pricing Group, which provides support to PFM's clients nationwide regarding pricing of competitive, negotiated and privately placed deals. In addition to pricing support, PFM's Pricing Group continually monitors and analyzes the municipal market to offer PFM's clients reliable and accurate market information.

Prior to PFM, Matt served as a vice president within the Municipal Products Group of Wells Fargo Securities for 4 years. He worked within business management supporting both public finance and the municipal trading, sales and syndicate. Prior this Matt worked within public accounting at PricewaterhouseCoopers focusing on investment banking and alternative assets, Morgan Stanley Global Wealth Management within the audit division, and a small broker dealer focusing on financial risk management, valuation, and pricing.

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**Sarah Schirmer**  
Managing Director

Sarah Schirmer is a managing director with PFM's Management and Budget Consulting practice and Executive Director of PFM's Center for Justice & Safety Finance (CJSF). Sarah brings to CJSF more than 15 years of experience working in the criminal justice field, with a focus on policy, data analysis and research.

Sarah supports local government clients with criminal justice and public safety priorities that bridge policy, finance, and operations including organizational and operational assessments, performance management, and policy improvements.

Sarah managed PFM's criminal justice-related projects in Harris County, Texas, the third largest county in the country. She managed a review of the operations, policies, resources, and performance of the Harris County criminal justice system and developed a series of recommendations for enhancing the efficiency, transparency, and accountability of the system to promote just outcomes and safer communities. Sarah led a first-of-its-kind assessment of prosecutorial workload to inform the Harris County District Attorney's Office's staffing decisions and managed an analysis of the policies and costs of the criminal justice system's responses to poverty, homelessness, mental illness, and substance use disorder.

Sarah also leads PFM's work to assess the role of fines and fees in the criminal justice system and develop plans that allow governments to reduce their reliance on them as a source of revenue. She managed CJSF's project to reduce or eliminate criminal justice fines and fees in Dallas County, Texas, Nashville-Davidson County, Tennessee and Ramsey County, Minnesota.

Sarah has led presentations for the National Association of Counties and Government Finance Officers Association and has authored or co-authored articles appearing in the Chicago Tribune and the Syracuse Post Standard.

Prior to joining PFM, Sarah was the Criminal Justice Policy Advisor to New Orleans Mayor Mitch Landrieu, where she was responsible for strategic planning, policy research and cross-agency coordination of the mayor's priorities for the criminal and juvenile justice systems.

In this role, Sarah led the city's initial application and implementation of a \$1.65 million award from the MacArthur Foundation's Safety and Justice Challenge, a national initiative to reduce overuse of jail. She managed the delivery of more than 15 initiatives across all criminal justice agencies that contributed to a 21% reduction in New Orleans' jail population within two years that has been sustained.

Sarah was one of the inaugural members of the New Orleans Innovation Delivery Team, joining the team as the Performance Management Lead. She was responsible for all performance management and measurement of the city's initiatives pertaining to its murder reduction, permitting and licensing, and economic opportunity strategies. In this role, Sarah launched two "stat" programs to provide a monthly forum for executive leadership to review initiative implementation and progress against metrics and developed comprehensive measurement and accountability systems for more than 30 city initiatives.

Sarah has also evaluated problem-solving courts in Maryland, provided research assistance to The Sentencing Project and Center for Employment Opportunities, and, early in her career, was

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an assistant budget analyst at the New York City Office of Management and Budget, liaising with the five borough District Attorneys and New York Police Department.

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**Ciara Simmons**  
*Senior Associate*

Ciara joined PFM in 2018. She serves as a senior associate to the Financial Advisory team in the Philadelphia office. She also helps coordinate PFM's Fundamentals of Public Finance seminar--a learning opportunity available to PFM clients, which helps them improve their knowledge in the field.

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**Trina R. Smith**  
*Director*

Trina Smith joined PFM as a consultant in 2010 and is currently located in the Philadelphia office. As a director, she oversees and performs analyses for sizing and structuring long and short-term financings, evaluates clients' credit quality and debt capacity through ratio analysis from audited financial statements, and reviews bond documents associated with each transaction. She also designs and troubleshoots Excel-based cash flow and bond structuring models to determine the feasibility of major capital projects.

She has previously worked as both an analyst and senior analyst for PFM and was actively involved in providing analytical support for a range of debt transactions such as bank loans, private placements and publically offered bond issues. She has been the lead analyst on complex clients, including the City of Baltimore and the City of St. Louis, providing debt cash flows, budget and debt capacity models, and credit analysis and transaction management.

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**Geoff Stewart**  
*Managing Director*

Geoff Stewart is a managing director based in the firm's Philadelphia office. Over the course of his career, Geoff has assisted governmental entities at the local, state and federal level in a number of areas, including financial planning, credit rating strategy, managing and executing debt transactions, asset-liability management and public-private partnerships.

Since joining PFM in 2000, he has advised on more than \$18 billion of debt issuance to fund critical public infrastructure. Currently, Geoff advises a diverse group of clients in the mid-Atlantic region, including the State of Delaware, Delaware Department of Transportation, New Castle County (DE), City of Wilmington (DE), City of Dover (DE), State of Maryland Treasurer's Office, Montgomery County (MD), Montgomery County Revenue Authority, New Jersey Infrastructure Bank, Tobacco Settlement Financing Corporation (NJ), Casino Reinvestment Development Authority, Ocean County (NJ), Southeastern Pennsylvania Transportation Authority (SEPTA) and the Port Authority of Allegheny County.

Geoff is a member of PFM's national transportation and environmental finance practices and has advised a diverse client base on a broad spectrum of new money and refunding transactions utilizing a wide range of debt financing alternatives, including traditional general obligation bonds and notes, revenue bonds, variable rate demand bonds, floating rate notes, extendible reset securities, special obligation bonds, asset-backed securities, master lease financings, bank loans, lines of credit, GARVEEs and TIFIA loans.

**Matthew Stitt**  
*Managing Director*

Matthew Stitt is a Managing Director in PFM's Management and Budget Consulting team, leading the firm's Economic and Tax Strategies practice and co-leading PFM's Center for Budget Equity and Innovation. He advises public sector leaders across the nation on structural changes, budget reforms, tax policy and financial planning. Recent and active clients include Rally Austin (Austin, TX), City of Chicago, IL, City of Atlanta, GA, Port of Portland, OR, and City of Newport News, VA.

Matt led PFM's multi-city engagement with the Bloomberg Philanthropies City Budgeting for Equity & Recovery initiative, which included technical assistance for 11 cities across the United States, including New Orleans, LA, Syracuse and Rochester, NY. He also recently led the firm's work with the Robert Wood Johnson Foundation-funded Public Finance Initiative (2022-2024) developing programs that center the values of equity, sustainability, and inclusive growth in fiscal decision-making, and has co-authored multiple publications regarding emerging practices in budgeting for equity and effective change management – including an article (with colleague Michael Nadol) in the April 2021 Government Finance Review on “Equitable Recovery in Practice.”

Prior to joining PFM in 2020, Matt served as the chief financial officer for the City Council of Philadelphia, leading the annual review of the County/City's multi-billion dollar operating and capital budgets and strategic plans. As the finance lead on City Council's senior staff, Matt was responsible for advising on the annual adoption of Philadelphia's operating and capital budgets, evaluating legislation and key initiatives, and acting as a liaison for certain high-profile state and federal budget matters. Matt also supported City Council of Philadelphia on economic development and housing initiatives in addition to serving on numerous boards as a Council appointee – including Philadelphia's Board of Pensions and Retirement, COVID-19 Recovery Steering Committee, the Housing Trust Fund.

Matt instructs at the Fels Institute of Government at the University of Pennsylvania as an adjunct lecturer and was appointed a Distinguished Fellow. He was recently appointed co-chair of the Philadelphia Tax Reform Commission and serves as a board member for the Economy League of Greater Philadelphia, Philadelphia Energy Authority, Philadelphia Green Capital Corp., Philadelphia Accelerator Fund, and the Free Library of Philadelphia. Matt holds a B.A. from Haverford College, Executive MBA from Temple University and Executive MPA from the Fels Institute of Government at the University of Pennsylvania.

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**Alex Theissen**  
*Director*

Alex is a director in PFM's financial advisory business focused on alternative financing solutions for higher education clients, specifically related to P3 project finance. Alex has experience in both higher education credit research as well as public finance investment banking for the higher education sector.

Alex joins PFM from Raymond James & Associates, where he served as an investment banker for higher education clients, responsible for capital markets and financing solutions, debt management and credit rating analysis. He managed relationships with investors, institutions, issuers, rating agencies and other parties involved in capital markets transactions. Alex previously worked at Putnam Investments on the tax-exempt investment management team and the structured fixed income investment management team, where he was responsible for various roles in the investment decision process including credit analysis, financial modeling, portfolio construction and securities trading.



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## **ABOUT PFM**

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Financial advisory services are provided by PFM Financial Advisors LLC, a registered municipal advisor with the Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) under the Dodd-Frank Act of 2010. Swap advisory services are provided by PFM Swap Advisors LLC which is registered as a municipal advisor with both the MSRB and SEC under the Dodd-Frank Act of 2010, and as a commodity trading advisor with the Commodity Futures Trading Commission. Additional applicable regulatory information is available upon request.

Consulting services are provided through PFM Group Consulting LLC. PFM's financial modeling platform for strategic forecasting is provided through PFM Solutions LLC, d/b/a Synario.

For more information regarding PFM's services or entities, please visit [www.pfm.com](http://www.pfm.com).