

April 27, 2018

California City Management Foundation
Attn: Marcia Raines
P.O. Box 221537
Newhall, CA 91322

Re: 2018 Wes McClure Scholarship Application

Dear Selection Committee:

I was recently notified of my admission into several postgraduate programs within California and on the east coast. The first is with USC's Price School of Public Policy in the Master in Public Administration Program. Second is with Duke University's Sanford School of Public Policy with the Master in Public Policy Program and the last is with UCLA's Luskin School of Public Affairs with the Master of Public Policy Program. From these choices I have decided to accept the admission offer with USC's Price School of Public Policy which is also the second most expensive of my available options.

Price School of Public Policy offers a strong curriculum focusing in local and state government which will allow me to develop critical skills necessary to become a competent civil servant within a local municipality. However, this renowned program comes with a high-level of investment that makes it difficult for many to attend including myself. Although this scholarship does not cover a significant portion of the overall investment needed to attend USC, it will make a significant impact for myself. My previous education includes a Bachelor of Arts in Political Science as well as a Bachelor of Arts in Economics earned at Loyola Marymount University with an overall GPA of 3.17. Most recently, I have been fortunate enough to be given the opportunity to participate in the California Capital Fellows Program which is administered by California State University, Sacramento in collaboration with the California State Senate. As part of this program, Fellows are awarded six units of graduate credit upon completion of two courses. Currently, I have completed one of these courses and my current GPA is a 3.7. At the end of the fellowship, Fellows earn a graduate certificate in applied policy and government.

I am aware that this award must be extremely competitive but I must humbly ask to be strongly considered as I am confident that I possess similar traits found in previous recipients. Descriptions and examples of these traits are presented through the enclosed application essay. Earning this scholarship would be an honor and would ultimately reduce the overall debt I would acquire. With a wide variety of careers that can positively contribute to the Los Angeles region and the state of California, a career in the public sector, more specifically as a city manager, is the ideal long-term career route for myself. Please do not hesitate to reach out if you need other supporting information. Thank you for your consideration.

Kind regards,

Christian Beltran

Senate Fellow | California State Senate
E: christianvbeltran@gmail.com | M: (310) 968-5278

With the passion to serve, learn, and lead, I have decided to pursue my master in public administration enabling me to become a competent civil servant capable of making a positive impact in communities across California. More specifically, a career with a local municipality as a city manager has been my long-term career goal since the completion of my first internship with the City of Los Angeles. Following the completion of my internship, I have continued to tailor my skills by earning a dual undergraduate degree in Political Science and Economics, gained valuable work experience in both the public and private sectors, and joined a competitive fellowship program earning a graduate certificate in applied policy and government. These experiences have allowed me to develop an acumen that is aligned with traits that are sought in candidates for the Wes McClure Scholarship.

At the early stages of my professional career I interned with the City of Los Angeles (the “City”) in the office of the City Administrative Officer (the “CAO”) where I was assigned to projects regarding infrastructure and municipal finance. Projects pertaining to public works consisted of researching and reviewing existing city charter and state statute regarding sidewalk repair policies and analyzing administrative code pertaining to the City’s petroleum administration. My research contributed to the implementation of new maintenance and repair policies for public sidewalks bringing the City in compliance with largest disability access class action settlement in U.S. history. These new policies allocated an aggregate of \$1.4 billion throughout a 30-year period to repair failing sidewalks throughout the City and realigned the City’s charter with state law. The projects relating to municipal finance consisted of researching the negative impact pension funded ratios, unfunded liabilities and city contribution rates had on general obligation bond ratings. Lastly, I was assigned to conduct research and attempt to streamline budget performance metrics for a number of City departments that would help measure budget efficiency and improve the effectiveness of allocated resources. Through these assignments I gained valuable insight and an in-depth understanding of the political and financial dynamics of local infrastructure projects as well as the nuances of public policy on a municipal level.

Gaining firsthand experience of municipal public policy, and the method of utilizing it to address failing infrastructure, has proven to be a key component in my professional development. However, I was left with a desire to develop an acumen of how public finance coincides with policy to accomplish new capital improvement projects. I was fortunate enough to be offered a position with Ramirez & Co. as an investment banking analyst in the public finance department. There I analyzed outstanding debt for a wide variety of local government entities and structured over twenty bond financings utilizing general obligation, lease revenue and water revenue bonds. Working at Ramirez allowed me to establish extensive knowledge in regards to public finance and the steps public issuers are required to fulfill to fund pending infrastructure projects. Most importantly, my position at Ramirez has also allowed me to establish an understanding of the nexus between public policy and the associated mechanisms of public finance required for implementation.

With experience in public finance, I wanted to divest more time in understanding the legislative process. Therefore, I applied and was accepted into the State of California’s Capital Fellows Program and currently work as a Senate Fellow for the office of Senator Steven Glazer. As a Fellow, I have been given the responsibility of staffing the Senator on multiple policy committees which include Budget and Fiscal Review, Governance and Finance, Public Employment and Retirement along with two others. I am currently the lead staffer on four pieces of legislation critical to the Senator’s agenda. One of the most notable bills that I am currently the lead staffer on is SCA 20 which reforms the method of distribution of Bradley-Burns Uniform Local Sales Tax revenue.

Upon graduation I intend to seek opportunities within city management departments in the surrounding cities as either an entry or senior-level analyst. I have dedicated my entire educational and professional life to forming skills that are critical for becoming a competent civil servant. With a variety of career choices offering opportunities to make an impact, a career as a city manager is the ideal long-term career route for myself and earning a master in public administration will provide a me with a unique opportunity to study the areas of interests that are important to my professional development. Thank you for your consideration.

CITY OF LOS ANGELES

CALIFORNIA

Richard H. Llewellyn, Jr.

CITY ADMINISTRATIVE OFFICER



ERIC GARCETTI
MAYOR

ASSISTANT
CITY ADMINISTRATIVE OFFICERS

PATRICIA J. HUBER
BEN CEJA
YOLANDA CHAVEZ

April 26, 2018

Marcia Raines
California City Management Foundation
P.O. Box 221537, Newhall, CA 91322

Re: 2018 Wes McClure Scholarship Application
Recommendation for Christian Beltran

Dear Ms. Raines:

It is my pleasure to recommend Christian Beltran for the 2018 Wes McClure Scholarship. Christian is an exceptional talent with a strong desire to serve the public interest by helping address critical public policy challenges facing our communities. Fueled by his passion for public service, Christian has leveraged his strong academic background and work experience into a solid foundation that will serve him well in a future career in local government. I know this because of what I have seen from Christian while he interned with the City of Los Angeles in the Office of the City Administrative Officer (CAO) where I serve as Assistant CAO with oversight of the City's \$9 billion budget. Moreover, beyond his work for the City, I have seen Christian continue to pursue his goals and attain success, despite some setbacks, through his hard work and determination. Most recently, Christian was accepted into the Master of Public Administration (MPA) program at the USC Sol Price School of Public Policy, and he is currently working as a Senate Fellow for the office of Senator Steven Glazer as part of the Capital Fellows Program.

I had the opportunity to oversee Christian's internship with the CAO which began in the summer of 2015 as a 10 week program. During the initial 10 week program Christian's assignments were primarily researched-based. Christian proved to be a great researcher and was excellent at analyzing and consolidating information from various internal and external sources into concise summaries. As a result of his excellent work during the 10 week program, the CAO extended Christian's internship through January of 2016 as a part-time assignment in collaboration with his undergraduate work at Loyola Marymount University (LMU). Christian's work beyond the initial 10 weeks grew more diverse and complex. A few areas where Christian's research and analytical skills were put to use included comparing and contrasting the City of Los Angeles' pension challenges with other large municipalities and in particular those of the City of Chicago. Christian also demonstrated excellent communication skills as he assisted our office with community presentations on the City's proposed sidewalks policy and funding program. These presentations were held in various neighborhoods throughout the City and culminated in the City's adoption of a program that will result in over \$1 billion in sidewalk repair funding over a 30 year period.

Christian demonstrated an excellent work ethic throughout his time with us and showed an understanding that working in local government requires: a willing to take on any assignment no matter how big or small; a proactive approach when it comes to his work such as volunteering for assignments; the initiative to learn about issues he is not familiar with; and the maturity to learn from those with experience and take direction. My overall assessment of Christian through his time with the CAO is that he is a mature, self-motivated, and pro-active person that seeks out areas where he can best be of service. More importantly, Christian is an extremely civic minded individual with a genuine interest in the development of public policy and how legislative decisions impact local communities. This interest contributed to Christian's two year

pursuit of a fellowship with the California State Legislature as part of the highly competitive and selective Capital Fellows Program.

Rejection is not easy but it can help build character. Rather than dwelling on his initial rejection to the Capital Fellows Program, Christian took this as an opportunity to gain more experience and focus on developing quantitative and analytical skills in the world of municipal finance. As an Investment Banking Analyst for the financial firm of Ramirez & Co, Christian received real world and on the job experience by helping prepare responses to Request for Proposals from bond issuers. I have no doubt that Christian's training at Ramirez & Co could have led to an impressive career in banking or municipal finance. However, it is clear that Christian's desire to add value to his community through a career in public service has been his higher calling. After re-applying for the Capital Fellows Program in 2017, Christian was selected as a fellow and he began his fellowship in the Office of Senator Steven Glazer in October 2017. He is currently assisting Senator Glazer on committees including Budget and Fiscal Review; Governance and Finance; Insurance, Banking and Financial Institutions; Public Employment and Retirement; and, Elections and Campaign Reform.

The knowledge, skills, and experience Christian has developed at LMU, the CAO, working with Ramirez & Co, and through his Capital Fellows Program participation have greatly prepared him for his next chapters as a graduate student at the USC Sol Price School of Public Policy and beyond. I am confident that Christian will excel at the USC Sol Price School of Public Policy and upon graduation, bring his talents back to work on local government issues. In summary, Christian is an exceptional candidate for 2018 Wes McClure Scholarship and embodies the type of student who will be a distinguished credit to California City Management Foundation. It is for these reasons, among many others, that I am pleased to give Christian my highest recommendation for this great honor.

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ben Ceja', with a stylized flourish at the end.

Ben Ceja
Assistant City Administrative Officer
City of Los Angeles

Carmen Vargas
150 Valley Street, #1048
Pasadena, CA 91105
carmenbvargas@yahoo.com

May 14, 2018

California City Management Foundation
Attn: Marcia Raines
P.O. Box 221537
Newhall, CA 91322

Re: 2018 Wes McClure Scholarship Application

Dear Ms. Raines and Selection Committee:

It is my pleasure to recommend Christian Beltran to become a recipient of the California City Management Foundation's Wes McClure Scholarship in the 2018 selection process. I had the opportunity to act as Christian's supervisor at Ramirez & Co., Inc. ("Ramirez") where he worked as an investment banking analyst with our public finance team. Despite being successful at Ramirez, Christian has continuously demonstrated a strong desire to serve within a local municipality in the capacity of a city manager which makes a him a perfect candidate for this award.

Ramirez is one of the largest and oldest Latino owned investment banks in the U.S. and focuses on providing underwriting and other financial services to local governments and corporations. As the only analyst serving the Firm in California, Christian was responsible for providing support to four vice presidents with municipal clients spread across California and Arizona. With a background in research and municipal public policy, Christian was a valuable asset for the Firm bringing strong analytical skills and succinct writing capabilities that were heavily utilized in the composition of proposals sent to potential clients. Christian's analytical skills were also well demonstrated through his ability to navigate through municipal financial reports and his ability to utilize standard public finance software tools to structure bond financings that would provide optimal results for the Firm's clients. I have no doubt that all of these traits are consistent with other recipients who previously were presented with this scholarship and those aspiring to become a city manager.

Along with his excellent work, Christian consistently demonstrated an exemplary professional work ethic as seen through his dedication and ability to adapt and learn quickly. In my professional career, some of the most successful individuals share the same traits Christian has consistently shown during his time here at Ramirez & Co. This work ethic will serve him well in his endeavors to earn his Master in Public Administration and will continue to serve him well throughout his professional career.

Through the knowledge and skills Christian has developed at Ramirez & Co. in regards to public finance, along with the new skills he is currently developing with the California State Senate, Christian is well on his way to reaching his career goals. Nevertheless, earning his Masters in Public Administration is a critical component in reaching his career goal of becoming a city manager. Christian truly encapsulates all the traits the California City Management Foundation seeks in its scholars and will surely be an individual that will utilize these funds to become a more competent civil servant.

If you have any questions, please do not hesitate to contact me.

Sincerely,



Carmen Vargas
Senior Vice President