

AGENDA
OURAY CITY COUNCIL
320 6th Avenue – Community Center MASSARD ROOM
WEDNESDAY, March 4, 2020

Special Meeting - 1pm

- Electronic copies of the Council Packet are available on the City website at www.cityofouray.com. A hard copy of the Packet is also available at the Administrative Office for interested citizens.
- Action may be taken on any agenda item
- Notice is hereby given that a majority or quorum of the Planning Commission, Community Development Committee, Beautification Committee, and/or Parks and Recreation Committee may be present at the above noticed City Council meeting to discuss any or all of the matters on the agenda below for Council consideration

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. DISCUSSION ITEM – Review of Interim City Administrator Resumes and Cover Letters
5. ACTION ITEM – Possible Action to Determine In-person Interviewees for the Position of Interim City Administrator
6. ADJOURNMENT

John T. "Tom" Acre

PO Box 669, Eastlake, CO 80614 • 303-332-4700 • j.tom.acre@gmail.com

February 28, 2020

Ms. Carol Viner
City Attorney
City of Ouray
PO Box 468
Ouray, CO 81427

RE: Interim City Manager

Dear Ms. Viner,

Please consider this letter and attached resume as my statement of interest in serving as the Interim City Manager for the City of Ouray. I have served in the interim role previously and enjoy being able to assist an organization in moving forward while they search for a permanent manager. I have a broad base of experience, knowledge, and qualifications to draw from for the benefit of the City of Ouray.

I have twelve (12) years of experience as either a Deputy City Manager or Town Manager. Additionally, I have experience in a variety positions in local government, a non-profit and the private sector. My past positions have afforded me experience in supporting and working with elected officials at all levels of government. My work has included developing and implementing policy, leadership development, and the collaboration among staff, various agencies and regional partners. I am a strategic thinker, have excellent communication and listening skills, and can work with diverse groups.

I look forward to speaking with you in the near future regarding this position and how I may be of assistance. Should you have any questions or require additional information, please call or e-mail me.

Sincerely,



Tom Acre

John T. "Tom" Acre

PO Box 669, Eastlake, CO 80614 • 303-332-4700 (cell) • j.tom.acre@gmail.com

PROFILE: Experienced City Management

- Town/City Management, Clerk, Economic Development, Planning, Building and Human Resources Experience
- Town/City Council/Board, Citizen, Partner and Regional Relationships
- Creative Problem Solver with an Entrepreneurial Spirit
- Long Range Financial, Comprehensive Development and Strategic Planning
- Town Manager, Staff and Police Chief Recruiting
- Staff Leadership, Relations and Policy Development
- Budgeting and Finance to Increase Service Level Efficiency and Reduce Costs
- URA, Metro District and Special District Financing and Operations
- Regional Cooperation, Relationship Development and Facilitation Experience
- Public, Private and Non-Profit Experience
- Economic Development and Marketing/Communication Experience
- Capital Improvement Project Development, Planning, Management and Implementation Experience

ACCOMPLISHMENTS

- Worked with Federal and State Legislature Members on Bills with Local Interests
- Completion of \$10 Million Amphitheater Renovation
- Leadership and Staff Team Development
- Approval of Two Previously Stalled Large Development Projects
- Facilitated Development of Major Medical Facility on Difficult to Develop Parcel
- Established County/Valley Wide Manager and Administrator Cooperative Relationship
- Participated in Valley Initiative Partnership with ASU to Develop Resource Guide and MPA program
- Completed Town and County Wide Master Plan Update
- Enhanced Relationships Among Different Segments of the Community and County
- Enhanced Trustee Development and Established Board Meeting Protocol
- Drafted Economic Development Incentive Program Elements
- Collaborated on Efforts to Gain State Legislative Support to Save Amtrak's SW Chief in Southern, CO
- Negotiated Basic Terms of Lawsuit Settlement Between ARPA, Trinidad and Syncora
- Prairie Gateway/MLS Rapids Stadium – Property Acquisition, Public Private Partnership, URA
- Balanced Budgets with No Service or Staff Reductions and Decreased Reliance on One-Time Revenue
- Facilitated Oil and Gas/Hydraulic Fracturing Regulation Discussion and Code Update
- Negotiated Franchise Agreements with Xcel Energy, United Power and SLV Rural Electric Cooperative
- Defeated Environmental Tariff Proposal by Xcel to Public Utilities Commission
- Established Water Commission – Improved Relationship with Water District
- Developed and Implemented Water Allocation Policy and Acquired Water Supplies for Future Development
- Implemented Sand Creek Regional Greenway Trail Corridor Project

RELEVANT QUALIFICATIONS

- Strong Facilitation, Communication and Presentation Abilities
- Contract and Intergovernmental Agreement Negotiations
- Operational, Financial, and Project Management
- Organizational Development and Strategic Planning
- Excellent Verbal, Listening, Writing and Computer Skills
- Innovative with Proven Critical Thinking and Problem Solving Abilities
- Successful Working with Teams, Handling Multiple Projects, Meeting Tight Deadlines, and Working with Individuals from Diverse Backgrounds
- Community Oriented

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PROFESSIONAL EXPERIENCE

Local Government

- August 2017 – August 2019** **Town Manager – Town of Dillon, CO**
Home Rule Town, population 986, 2019 total budget \$20 Million
Staffing – 37 Full-Time, 1 Part-time, 50 seasonal staff
- August 2014 – August 2017** **Interim Town Manager and Town Manager/Interim Clerk – Town of South Fork, CO**
Statutory Town, population 386, 2017 total budget \$730,000
Staffing – 7 Full-Time, 2 Part-Time
- December 2012 – July 2014** **Interim City Manager and City Manager – City of Trinidad, CO**
Home Rule City, population 8,500, 2013 total budget \$36.6 Million
Full Service City (Water, Wastewater, Gas, Electric, Library, Police and Fire)
- March 2012 – Present** **Founding Partner and CEO Acresgreen and Associates**
Consultant to local governments – management, water resources, oil and gas
City of Commerce City – April 2012-Novemeber 2012
Town of South Fork – August 2014-December 2015
- October 1997 – March 2012 - City of Commerce City**
Home Rule City, population 46,000, 2012 total budget \$55.7 Million
357 full-time employees, 200 part-time and seasonal employees
- Deputy City Manager – Internal Services, December 2010 to March 2012*
(5 staff direct reports, \$ 20.1 M budget)
External Services, October 2007 to December 2010
(3 staff direct reports, \$ 24.7 M budget)
(Acting Director of Economic Development 07/2008 to 3/2009)
(3 staff direct reports, \$ 503,000 budget)
(Acting Director of Planning and Development Services 10/2007 to 2/2008)
(4 staff direct reports, \$ 3.2 M budget)
- Regional Projects Manager – November 1, 2004- October 2007*
(No staff direct reports, \$200,000 water acquisition budget)
- Long Range Parks Planner – April 30, 2003 to November 1, 2004*
(1 staff direct report, various consultants/contractors, \$5,000 to \$2 M project specific budget)
- Parks Planner II – December 17, 2001 to April 30, 2003*
(1 staff direct report, various consultants/contractors, \$5,000 to \$2 M project specific budget)
- Parks Planner – April 30, 2001 to April 30, 2003*
(1 staff direct report, various consultants/contractors, \$1,000 to \$1 M project specific budget)
- Parks Project Coordinator – October 31, 1997 to April 30, 2001*
(1 staff direct report, various consultants/contractors, \$1,000 to \$1 M project specific budget)

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Private and Non-Profit

March 1996 – October 1997 ***Volunteers for Outdoor Colorado – Projects Director***
(1 intern, coordinated up to 1,300 volunteers for a 6-hour project)

May 1995 – March 1996 ***Sabbatical and self-employed computer consultant***

June 1989 – May 1995 ***Woodward Clyde Consulting/Federal Services – Project Hydrogeologist/Manager***
(Up to 12 staff on field teams, various subcontractors, up to \$3.1 M project budget)

October 1986 – June 1989 ***ENSR Consulting (Formerly Resource Engineering and ERT) - Hydrogeologist***
(1 to 2 subcontractor staff, \$5,000 to \$100,000 project/task budgets)

TRAINING/EDUCATION

Education: MS Environmental Sciences – Specialization Hydrogeology, Oklahoma State University
 BS Arts and Science – Specialization Geology, Oklahoma State University

Continuing Education: Certified Public Management – Colorado University Denver – Completed Course Work
 NREL Energy Executive Program - 2009
 Environmental Law and Policy – Front Range Community College

Professional Registration: Professional Geologist, Wyoming

Affiliations: ICMA, Alliance for Innovation, GFOA, Colorado CCMA

Professional training: Includes short courses/seminars on; Priority Based Budgeting, Collective Bargaining, Water Law, Employment Law, Parks, Trails and Open Space, Transportation, Alternative Service Delivery, and Media Training, Orton Family Foundation Community Heart & Soul Coaching

PAST and PRESENT COMMUNITY AFFILIATIONS

- Vice Chair Summit Combined Housing Authority
- Secretary I-70 Coalition
- Colorado Association of Ski Towns
- Colorado Communities for Climate Action (CC4CA)
- President – Upper Rio Grande Economic Development
- CML Policy Committee
- San Luis Valley Development Resources Group and Council of Governments
- Trinidad State Junior College – Community Council
- Valley Initiatives Partnership
- Colorado HB 1177 Interbasin Compact Committee – Metro and Arkansas Basin Roundtables
- Purgatoire River Watershed Partnership Board of Directors
- Trinidad Las Animas Economic Development Corporation Board
- Action 22
- Colorado Brownfields Revolving Loan Fund Board
- National Western Stock Show Association–Member, Volunteer Committee and Liaison
- Volunteers for Outdoor Colorado–Board Member, Crew Leader, Technical Advisor and Leadership and Development Committee
- City of Westminster Environmental Advisory Board – Chair

Joseph M. Coleman

530 2nd St. Ouray, CO 81427 | 970-769-2523 | Joecoleman1979@hotmail.com

February 26, 2020

Carol Viner/City Council Members
City of Ouray
PO Box 468 Ouray CO, 81427

Dear City Council:

I am writing to express my strong interest in the current open position of Interim City Administrator. I began my career with the City of Ouray in November 2017 as the Public Works Foreman. Two weeks into my employment the previous Public Works Director was terminated. I stepped into that position unofficially for two months until I was officially hired as the Public Works Director for the City of Ouray.

As Director, I took over a department that was unorganized, dysfunctional and was struggling to find its identity. With my leadership and management skills I believe that the current Public Works Department is the strongest in the organization. Public Works has solved multiple issues at the Wastewater Treatment Plant that include short circuiting, odor, DMR reporting and completing a compliance action plan issued by CDPHE in 2018 concerning disinfection. I was also the lead on getting the pool filtration discharge removed from the sanitary sewer which has helped our Wastewater Treatment Plant tremendously.

Public Works provides essential services to the citizens of Ouray in a prompt, safe, efficient and cost effective manner. We are involved in just about every aspect of City operations including water, sewer, streets, drainage, special events, snow plowing and snow removal. Our current projects include Box Canyon Road repair, Phase III of the geothermal line, meter installation project and continued work on the Wastewater Treatment Plant. Through its dedicated employees, Public Works strives to operate in a manner that reflects a positive image on the organization.

I am passionate about the City of Ouray and making this the best organization possible. I believe my experience within this organization along with my leadership abilities, communication skills and interpersonal abilities make me a strong fit for the position of Interim City Administrator. I believe my skill set will not only contribute to the successful day-to-day operations but they will also help foster a new culture among this organization.

Sincerely,

Joe Coleman

Joseph M. Coleman

530 2nd Street

Ouray, CO 81427

970-769-2523

Joecoleman1979@hotmail.com

Objective: Interim City Administrator

Education: Bachelor of Arts Degree, Fort Lewis College, Durango, CO 6/20/03
Major: Exercise Science Concentration: Education K-12
Honors: Magna Cum Laude

Work

Experience: City of Ouray-Public Works Director
Ouray, CO 11/17-Currently employed

- Plan, coordinate, direct and evaluate the operations of the Public Works Department
- Hire, train, motivate, evaluate, discipline and direct the work of department supervisor and other staff
- Directs routine maintenance activities such as snow plowing and removal operations
- Plans, organize, direct and implement department safety program as needed to comply with federal, state and safety standards
- Management skills to analyze policies and operational needs

City of Sedona-Wastewater Plant Operator
Sedona, AZ 2016-2017

- Monitor treatment process and make necessary adjustments
- Collect samples and complete analysis
- Ability to understand and respond to SCADA alarms
- Operate centrifuge as well as maintain drying beds

City of Durango-Collections and Distribution Superintendent
Durango, CO 2007-2016

- Manage, supervise and train new employees
- Prioritize projects for budgetary and operational planning needs
- Prepare and implement annual budgets
- Underground utility construction including water and sewer lines, manholes and fire hydrants
- Competent person training-knowledge of safety guidelines

Virginia C. Egger

Post Office Box 4654 - 539 Charolais Circle
Edwards, CO 81632
vcegger@gmail.com - 208.720.8152

Transmitted by email to: cviner@cvinerlaw.com

February 28, 2020

Ms. Carol Viner
City Attorney
Ouray, Colorado 81427

Dear Ms. Viner:

Thank you for your outreach in regards to the Ouray Interim City Administrator position. I am pleased to submit my qualifications for consideration by the City Council. I believe you will find my professional experience to bring both the breadth and depth of knowledge needed to serve the City, including maintaining current services and helping to advance its priorities. I have also included references from the Avon Police Chief Greg Daly and Town of Ridgway Manager Preston Neill. Both speak to my leadership qualities, integrity, values and work ethic.

You will conclude from my resume that my husband and I are inextricably tied to the mountains. As a kid growing up in Grand Junction, our family annually visited Ouray for hiking and the hot springs pool – always believing that we were entering Little Switzerland. Throughout my adult life I have been to Ouray frequently for hiking, trail running and climbing. Serving as the interim administrator would support both my professional interests and personal passions.

Thank you for your thoughtful consideration of my application.

Sincerely,
Virginia C. Egger

Virginia C. Egger
Post Office Box 4654 - 359 Charolais Circle
Edwards, CO 81632
vcegger@gmail.com - 208.720.8152

EXECUTIVE PROFILE

Business, Government, Education & Not-for-Profit Leadership and Capitalization HR Management & Human Capital Development ▪ Operations ▪ Budgetary & Fiscal Management

Senior level executive with more than twenty years of success in business, government and nonprofit policy development, operations re-engineering and human resource management. Builds a culture built upon integrity, high energy and team work to achieve consistent, sustainable organizational success. An expert communicator who drives initiatives and creates positive change throughout the organization.

Highly collaborative, deals successfully with sensitive and critical situations. Builds upon strengths and inputs of internal and external stakeholders to create a solution-oriented focus and a shared mission. Devises and leads initiatives ensuring quality, timeliness and functionality. Develops best in class local governments, schools, and special events programs. Extensive qualifications in the following competencies:

- Policy Development & Implementation
- Strategic Planning & Implementation
- Community & Government Relations
- Project Management & Implementation
- Contract Negotiations & Closings
- Turnaround Management

CAREER SYNOPSIS

Town of Avon, Colorado

2012 - 2018

TOWN MANAGER

Reported to mayor and six-member Town Council for goal setting and implementing official policy for this bedroom and service community at the gateway to Beaver Creek Resort. Under the powers granted by the Home Rule Charter, managed all aspects of town government.

- Developed and oversaw town budget of \$28 million and led a paid staff of 100 full time employees.
- Developed, with the Town Council, Avon's first multi-year Strategic Plan and aligned budget and staffing to implement the plan. The *Strategic Plan* led the funding and construction of new streetscape improvements, development of a pedestrian mall, park improvements, including beach development and new playground, design and construction of a joint Town Police and Fire District facility via a voter approved bond issue, Rec Center renovation, construction of state-of-the-art outdoor pavilion, and a new Town Hall. Developed and instituted multi-year operational and capital budgets.
- Initiated broadband vision statement and implementation steps.
- Developed, for Council adoption, a multi-year Climate Action Plan and implemented year 1 and 2 programs, which included a range of measurable programs from solar installations to bike sharing.
- Formed the first municipal Mobility Department in the State of Colorado.
- Negotiated complex recruitment of the 48,400 square foot Buck Creek Medical Plaza to Avon, in concert with land acquisition for a joint Public Safety Facility, which today houses police and fire services.
- Developed the Special Events program, which evolved into appointment of Avon's first event oversight committee and funding of \$500,000 per year to support seed funding of promising events.
- Developed, with consultants, the first draft of affordable housing analysis and action plan.
- Acquired and administered federal and state grants of approximately \$1 million.
- Oversaw a major website overhaul and initiated Avon's first destination marketing program.
- Established, with staff in a collaborative effort, a *Culture Statement*, which set forth expected employee behaviors and commitment to a high performance/high pay work environment.

Egger Consulting, New York, NY

2007- 2011

CONSULTANT, TECHNOLOGY & EDUCATION

- Member of a ten-person company developing a recycling technology for treating a variety of waste products. Handled market research and monetization planning of middle-stage company.
- Co-chair and staff to Telluride Mountain School's Head of School Search Committee, developed solicitation and interview materials, candidate interview processes, reference calls and employment contract review.
- Member of Telluride Mountain School Finance Committee, developed financial sustainability plan, P&L and cash flow formats.
- Wrote and produced thirty-five minute documentary honoring a Telluride "big mountain" climber and humanitarian, commissioned by Mountainfilm Festival in Telluride.

City of Sun Valley, Idaho

2004-2007 & 2012

CITY ADMINISTRATOR

Reporting to four-person council and mayor of this affluent, internationally recognized four season resort town, managed \$7 million budget, leading staff and five department heads. Managed city operations, developing and implementing strategic and long-term financial plans. Personnel manager and city representative on regional planning and housing committees and county-wide transit board. Adopted and implemented annual strategic plans. Established fiscal policy analysis to guard against unneeded expenditures. Created sound HR policies that assured federal and state compliance and workplace fairness.

- With regional leaders, spearheaded formation of a regional transit authority by merging three transportation providers through a joint power's agreement, leading to an increase in federal funding for equipment, expanded service and higher ridership.
- Developed comprehensive, multi-faceted affordable housing plan, which resulted in the establishment of City's first Workforce Housing Fund of \$500 thousand and acquisition of in-town condominiums for public safety personnel.
- Serving as staff to 17 person ad hoc committee, updated the Sun Valley Comprehensive Plan.
- Devised budgets facilitating a three-year capital improvements plan, annual operational budget format and fiscal projections.
- Returned to Sun Valley in 2012, at the request of the new mayor, to oversee a forensic audit and to reinstate integrity and fiscal responsibility to Town Hall.

Telluride Mountainfilm Festival & Tour, Telluride, Colorado

2000-2004

*EXECUTIVE DIRECTOR (2003-2004)**BOARD MEMBER (2000-2003)*

Annual four-day event which includes expedition, environmental and cultural films, speakers, photography, special events, and annual film tour showcasing the best of the film festival in over 50 cities in the United States and abroad. Led paid staff of 17 and 85 volunteers. Orchestrated rapid business turn-around through skillful management of festival planning, program development and production. Created marketing materials, drove fundraising, obtained grants and promoted multi-city tour. Managed logistics, guest airline travel, housing and hospitality, theater production, town permits, traffic management, and special festival events.

- Implemented strategic plan elements to expand film tour; resulting in a doubling of revenue.
- Reversed budget deficit of \$75,000 to \$162,000 end-of-year fiscal surplus.
- Increased attendance by 11% and reduced staffing costs by 22%.

Telluride Mountain Village, Colorado

1996-2000

FOUNDER, TELLURIDE MOUNTAIN SCHOOL

Created, founded and directed independent school (pre-K-12) with a rigorous curriculum, experiential outdoor and environmental stewardship learning, and community service programs. Managed staff and volunteers of 32. Handled governance, administration, fundraising and curriculum development. Developed curriculum, student and faculty handbooks, student experiential programs for outdoor education and service learning. Served as first head of school.

Skyfield LLC, Telluride, Colorado

1994-1996

MEMBER

Member of six-person team that acquired and developed 620 acre parcel abutting Telluride Ski Area to assure permanent protection of open space and retention of scenic and critical wildlife habitat.

Town of Telluride, Colorado

1986-1994

TOWN MANAGER (1988-1994)

ASSISTANT TOWN MANAGER (1986-1988)

Reported to mayor and six-member Town Council for goal setting and implementing official policy for this world class ski resort and year-round cultural events magnet. Handled town administration, budgeting, short term and long term capital planning. Dealt with land use planning and zoning, historic preservation, festival planning and supervision, and personnel management. Key participant in regional government planning and programs, serving three different mayors.

- Managed town budget of \$11 million and led a paid staff of 65 full time employees. Developed and instituted multi-year operational and capital budgets.
- Developed approximately 280 units of deed restricted rental and ownership employee housing which allowed critical resort workers to live in the region eliminating commutes as far as 90 minutes.
- Oversaw planning and development of water and wastewater infrastructure improvements.
- As point person on Superfund negotiating team, won payment of \$4.5 million cash and noncash settlement from Newmont Gold/Idarado Mining Company.
- Established open space fund with 5% of all town revenues and led public-private partnership that acquired 200+ acres of open space.
- Saved over \$40,000 annually by reorganizing and merging departments, thereby improving service delivery and eliminating redundancies.
- Turned the town around financially, leaving position with a cash surplus of over \$7 million after having inherited a deficit.

Early Career:

Delta County, Colorado

DELTA COUNTY PLANNER & SPECIAL PROJECTS COORDINATOR

Established and managed countywide capital facilities plan covering the county, all municipalities, hospital and school district. Handled land use planning, grant writing and reporting, energy workforce impact analysis and mitigation and emergency preparedness planning.

District 10 Planning Commission, Montrose, CO

ENERGY IMPACTS COMMUNITY PLANNER

Prepared economic and social studies assessing potential impacts of large-scale energy developments on western Colorado communities. Captured Federal and state grants exceeding \$750 thousand for local governments. Member of Governor's Energy Impact Study Committee for Colorado.

EDUCATION & TRAINING

University of Colorado, Boulder, CO

Bachelor of Arts degree in Economics

John F. Kennedy School of Government, Harvard University, Cambridge, MA

Program for Senior Executives, Certificate in State and Local Government

INTERESTS AND PAST COMMUNITY ASSOCIATIONS

Director, Blaine Ketchum Housing Authority, Ketchum, ID; Director, MOUNTAINFILM, Ltd., Telluride, CO; Vice-President and Director, Imogene Pass Run, Inc., Telluride, CO; Member, International City Management Association, Colorado Municipal League, Association of Colorado Counties & Colorado Association of Ski Towns, Telluride Mountain School Finance Committee, Telluride Mountain School Advisory Committee; Volunteer, NYC Food Bank. Trained and qualified for US Olympic Marathon Trials and World Mountain Running Championships. Summiteer on all Colorado 14,000 foot peaks, US Track & Field National Trail Running Champion. Extensive world travel, trail running and mountaineering.

DAVID D. FAIN, M.P.A.

1125 Roaring Springs Road
Fort Worth, TX 76114

dfain@sbcglobal.net

(817) 822-7899 (CELL)

February 24, 2020

Mayor Greg Nelson, and
City Council Members
City of Ouray
320 6th Ave.
Ouray, Colorado 81427

Mayor Nelson and Council Members:

I recently read that your current City Administrator resigned. I have immense interest in the position of City Administrator for the City of Ouray. My wife and I currently spend 5-6 months a year (2018,2019) in Ouray, and have the desire to locate to your beautiful community full time. With a master's degree in Public Administration, more than thirty years of experience, and proven competency in municipal government and budget management, strategic planning and development, and public relations, I am confident that my qualifications support my candidacy to serve as City Administrator for the City of Ouray.

I believe I provide a unique skillset that can assist your community to continue to offer services for your citizens, and continue to provide a wonderful environment to live and for many to visit. My experience include serving in several Texas communities, most recently the City of Aledo (population 4,000) and the City of Haltom City (population 40,000) as Director of Public Works. I have administered many municipal operations, ensuring compliance with municipal, state, and federal policies and regulations. My scope of responsibility encompassed public works functions including engineering, streets, water and sewer collection and distribution, solid waste, and CIP projects. Additional experience include managing the areas of planning and zoning, code enforcement, parks, and public health.

A few noteworthy accomplishments include:

- Promptly, professionally, and diplomatically resolved complaints and conflicts among employees and citizens. Recognized mediator expert.
- Experience with presentations to professional organizations; articles published in professional magazines; many years presenting various agenda items and presentations to City Councils.
- Extensive experience with administration of City comprehensive and zoning plans.
- Planned and orchestrated an aggressive Capital Improvement Program in excess of \$50 million.
- Extensive background with budget planning and administration including the preparation of five year budget plans.
- Negotiated contracts with other government entities and vendors ensuring the most efficient use of City funds.
- Served as Project Manager of CIP programs to include facility and infrastructure improvements.

Thank you for your consideration, and I look forward to your call with great enthusiasm.

Sincerely,

David D. Fain

DAVID D. FAIN

DAVID D. FAIN, MPA

1125 Roaring Springs Drive
Fort Worth, TX 76114

dfain@sbcglobal.net

(817) 822-7899 (CELL)

Municipality & Public Administration Executive

*Facilitating Capital Improvement Projects (CIP) to successful completion
Integrating government officials and citizens in synergistic unity*

AREAS OF EXPERTISE

Vision & Growth Management

Critical Conflict & Issue Resolution

Strategic Planning, Development, & Implementation

Feasibility, Cost, & Efficiency Analysis & Determination

Public Works / Capital Improvement Projects Management

Multitasking >< Multicultural Diversity >< Empowerment

Grant Writing & Administration

Public Relations & Citizen Satisfaction

Government Infrastructure Analysis & Restructuring

Multimillion-Dollar Budget Formulation & Management

Cross-Functional Team Development & Proactive Leadership

RELEVANT EXPERIENCE

CITY OF ALEDO

Director of Public Works

Aledo, TX

2014 – 2018

Direct operations of all Public Works functions (Street, Water and Sewer Maintenance, Water and Sewer Construction, Wastewater Treatment Plant Operations, Collection and Distribution, Engineering, Storm water, Building Maintenance, Planning and Zoning, Building Inspections, Code Enforcement, Animal Control) and serve as project manager for all Public Works/Capital Improvement projects, reporting directly to city manager. Prepare/administer multimillion-dollar operational and capital improvement budgets. Oversee municipal environmental program. Prepare and deliver various reports and presentations to City Council.

CITY OF HALTOM CITY

Director of Public Works

Haltom City, TX

2003 – 2014

Direct operations of all Public Works departments (Street, Water and Sewer Maintenance, Water and Sewer Construction, Collection and Distribution, Engineering, Storm water, Building Maintenance). Serve as project manager for all Public Works/Capital Improvement projects, reporting directly to city manager. Supervise eight directs and 64 indirects. Prepare/administer multimillion-dollar operational and capital improvement budgets. Oversee municipal environmental program. Prepare and deliver various reports and presentations to City Council.

Selected Projects & Achievements

- Served as Project Manager for new Public Works facility construction at cost of \$4.6 million; completed on time and within budget.
- Responsibilities include the administration of an aggressive \$50 million CIP program.
- Developed and implemented Pavement Management System. Identified current condition of each street; prioritized streets according to most needed repair, and determined estimated cost of repair.
- Planned, created, and launched storm water utility, which included devising comprehensive Stormwater Master Plan.
- Earned the designation as an Accredited Agency from the American Public Works Association – July 2009

CITY OF JACKSONVILLE

Director of Public Services

Jacksonville, TX

1994 – 2001

Directed and coordinated administration of city services and staff of up to 4 division heads and 41 indirect employees. Orchestrated all Public Service Department functions, including staffing/scheduling, planning, budgeting, forecasting, and Capital Improvement Projects (CIP) (streets, drainage, water, wastewater, solid waste, fleet maintenance, planning and zoning, building inspections, code enforcement, public health, animal control). Spearheaded operation of 6 mgd surface water plant and 2 wastewater treatment plants. Coordinated and managed \$8 million sewer rehab projects.

Formulated and submitted annual budgets to City Manager and City Council. Efficiently managed multimillion-dollar annual budget. Interacted with government agencies and ensured compliance with federal and state regulations/laws. Assessed facilities to determine integrity; facilitated improvements/repairs; and incorporated changes into budgets. Served as staff liaison to Planning and Zoning Commission and participated in all P&Z and City Council meetings.

Selected Projects & Achievements

- Built synergetic team dedicated to top performance and timely completion of tasks/projects, maintaining harmony in workplace and continuity in operations.
- Developed and implemented Wastewater Master Plan initiated by City Council. Monitored waste streams, analyzed future needs, and designed plan for optimal feasibility and cost-effectiveness.

- Assumed role of **project coordinator** of **\$300,000 Park Improvement Project**.
- **Applied for and received Enterprise Zone designation** through the Texas Department of Commerce.
- Planned and directed completion of **\$10,000,000 Capital Improvement Projects (CIP)**.
- **Orchestrated annexation of properties** into the city of Jacksonville in 1995.
- Championed planning stage of **Wastewater Treatment Plant expansion**

CITY OF BURLESON

Burleson, TX

Director of Parks and Recreation

1993 – 1994

Administered all facets of Parks and Recreation functions, which encompassed design, construction, maintenance, landscaping, and operation of municipal park facilities and planning, launching, and supervising recreation programs for population of 18, 000. Prepared and efficiently managed annual budget.

Significant Project Achievements

- **Applied for and received \$1,000,000 grant** from Texas Parks and Wildlife for 40-acre park development.
- **Extensively participated** in ground floor **planning and development of municipal golf course**.

CITY OF COLLEYVILLE

Colleyville, TX

Director of Parks and Recreation

1989 – 1993

Promoted to facilitate departmental services and developmental plans of community experiencing 35% growth in four years. Coordinated and supervised all departmental activities. Directed and motivated staff of 10, ensuring municipal policy/regulation compliance and cohesive team collaboration. Developed park land, increasing acreage 167% (from 45 to 120 acres) and elevating with budgetary responsibility from \$30,000 to \$300,000, and population from 12,000 to 16,000 in four years. Served as liaison to Park and Athletic boards and formulated Park Board agendas.

Significant Project Achievements

- As **first director, developed infrastructure for new department**, which encompassed strategic planning, budget establishment, new policies/procedures formulation and implementation, recruitment and staff leadership, and municipal park facilities administration for rapidly growing community.
- Planned, established, and implemented recreation programs, which **dramatically improved park attendance**.
- **Prepared and submitted application for and received \$1,000,000 grant for park development**.

EDUCATIONAL & MANAGEMENT EXPERIENCE

FORT WORTH STOCK SHOW AND RODEO

Fort Worth, TX

Assistant Director of Stock Show Accounting

1997 – Present

Coordinate and supervise all departmental activities including staff scheduling, daily cash reconciliations, catalog sales and premium payments. Provide excellent customer service both in person and on the phone.

TYLER JUNIOR COLLEGE

Tyler, TX

Adjunct American Government Instructor

2002

Instructed two undergraduate classes of American Government, which encompassed the functional study of the American constitutional government system; origins, development, and present-day issues of national government; and the rights, privileges, and obligations of citizenship. Additional coursework included state and local government principals and how they interfaced within the US and Texas constitutional framework.

DDF LANDSCAPE AND IRRIGATION

Jacksonville, TX

Owner/Manager/Licensed Irrigator

2001 – 2002

Launched landscaping and irrigation business from ground floor and progressed to viable venture, **generating 75+% ROI** within two years. Managed all aspects of business, including personnel recruitment/supervision, P&L accountability, marketing, account acquisition/retention, scheduling, billing/collections, and providing superior customer service.

EDUCATION

UNIVERSITY OF NORTH TEXAS – Denton, TX

Master of Public Administration (M.P.A.)

TEXAS A&M UNIVERSITY – College Station, TX

Bachelor of Science degree**PROFESSIONAL AFFILIATIONS**

Chairman, Northwest YMCA Board of Management

Member, American Public Works Association

Member, APWA Facilities and Grounds Technical Committee

Robert N Joseph, MA, MPA, CDME, ICMA-CM Candidate
3332 Mahogany Dr, Montrose, CO 81401
Rob@AthenianOath.com
303 258 0700

City of Ouray
320 6th Ave
Ouray, CO 81427

February 24, 2020

Dear Mayor Nelson, Mayor Pro Tem Boyd and City Council Members Funk, Wood and Lindsey:

My name is Robert Joseph and I am applying to be your interim city administrator.

A summary of my administrative experience follows, so I will use this short space to explain why I am applying for this position and what I can do for the City of Ouray.

I lived and served as a town trustee in Nederland so I am sensitive to the special nature of our Colorado mountain towns. I also served as assistant city manager in Montrose under Bill Bell. I am proud to call him a friend and colleague. I am well-trained and know our area and many of the actors.

I understand regional concerns and opportunities. As your interim manager, I will make sure the City is suitably represented, I will protect and champion the City's vision, support and advance the council's priorities and be a strong advocate for the Ouray culture.

During my recess from active city management, I have mentored emerging managers, unofficially helped city manager colleagues, and generally strengthened my professional relationships and reputation. For example, I was invited to present on leadership and organizational culture at the 2019 ICMA Annual Conference and hosted a goal-setting, leadership and organizational development workshop at the 2020 Colorado ICMA Chapter Annual Conference earlier this month.

I can be a change agent, a steadying force, a pacesetter transformative leader or a safe pair of hands. I would enjoy discussing the traits you desire in your interim manager and the specific objectives and priorities you would like to accomplish over the next few months.

Thank you for considering my application,

Rob

Robert N Joseph

Robert N Joseph, MA, MPA, CDME, ICMA-CM Candidate
3332 Mahogany Dr, Montrose, CO 81401
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Summarized Recent Background

I served as the assistant city manager for Montrose, Colorado where my duties included directing economic and organizational development. Projects I was involved with include Montrose becoming an All-America City and being selected as one of five cities to be a USDA “Cool and Connected” community for our gigabit city effort. Other successes were building a state-of-the-art water park and recreation center and attracting a 164-acre multi-use commercial, light industrial, and residential revitalization project.

As assistant city manager, I was responsible for daily operations and worked closely with the city manager and city council while directing department heads, relating to community stakeholders, and managing and marketing the city brand. I was involved with: public works on water, and utility infrastructure projects; the police department on community policing, customer service, and procuring new technology; finance folks to automate sales tax remission and increase the user experience by providing easy access to budget and other financial information; human resources for all things people and in shaping the city’s organizational culture.

From the tourism and economic development side, I am a certified destination management executive (CDME) and former Destinations International board member. As founding director of the Montrose Office of Business and Tourism (OBT), I worked with a fantastic team to design and implement an effort that produced an award-winning visitor center and guide. These acknowledgments led to statewide recognition for exceptional partnership building and guest services as well as accreditation as a superior destination management organization operating with best practice principles.

The OBT provided substantial community and economic benefit. Under my direction, the strategic plan employed digital and social marketing within a community marketing framework that emphasized partner collaboration, innovative projects, special events, and a buy-local program. We led a successful citywide branding effort that resulted in substantially increased tourism activity and a 20 percent boost in sales tax.

The quality and level of our marketing attracted, among others, Marriott Hotels who subsequently committed to establishing operations in Montrose. We also caught the attention of Colorado Tourism Office Director Cathy Ritter who said, “Montrose is now my model city for demonstrating how a community can build its tourism story from the ground up.”

My resume provides information about my public policy and administration experience as well as accomplishments in the private and academic sectors. It illustrates my experience in building values-driven and results-oriented organizational cultures with teams aligned in vision and goals and rooted in ethics and excellence. It displays a commitment to exemplary customer service and professional development.

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Robert N Joseph, MA, MPA, CDME, ICMA-CM Candidate
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SUMMARY

Having lived and studied internationally, Rob can manage his way through several languages and has an intimate understanding of various dominant cultures. He has more than 20 years of supervisory experience including 15 years of private sector experience, seven years in academia and eight years in local government. Until recently, he served as the assistant city manager and director of the office of business and tourism for Montrose, Colorado, the second-largest city on Colorado's Western Slope. The City of Montrose has a resident population of nearly 20,000 with a \$43,000,000 budget. The daytime service population reaches 40,000 people because of Montrose's position as a regional hub. Population numbers further increase during summer and peak visitation periods.

EDUCATION, PROFESSIONAL DEGREES & CERTIFICATIONS

- Certified Blogger and Content Marketer
- International City/County Management Association - Credentialed Manager Candidate
- Destinations International - Certified Destination Management Executive (CDME)
- American Hotel & Lodging Industry - Certified Guest Services Professional
- International Economic Development Council - Certified Economic Developer Candidate
- College Reading & Learning Association - Certified Tutor
- University of Colorado, Denver, CO - Master of Public Administration
- St. John's College, Santa Fe, NM - Master of Arts in the Western Classics
- St. John's College, Santa Fe, NM - Master of Arts in the Eastern Classics
- University of Delaware, Newark, DE - Bachelor of Arts, Political Science, History, Philosophy
- Springfield College, Wilmington, DE - Business Administration, Psychology, Human Skills
- Sanford Preparatory School, Hockessin, DE - High School Diploma

PROFESSIONAL AWARDS & HIGHLIGHTS

- 2016 Assistant City Manager of the Year - Colorado ICMA Chapter
- 2016 Colorado Change Leader Institute Graduate
- 2016 Governor's Outstanding Individual Contribution to Colorado Tourism Award Nominee
- 2016 Manager's Excellence in Service Award
- 2014 ICMA Assistant Excellence in Leadership Award Nominee
- Master tutor in multiple disciplines specializing in the Socratic method of dialogue
- Regional vice president of sales and marketing for NYSE company
- Co-founder/CEO of national computer-consulting firm and software development company
- Special Assistant to U.S. Senator Thomas R. Carper
- Residential and commercial real estate management
- University business communications and humanities instructor, and master tutor
- Television personality, published author, and speaker
- Outstanding Young Wilmingtonian Nominee (Wilmington, DE)

PROFESSIONAL AFFILIATIONS

- International City and County Managers Association
- Colorado City and County Managers Association
- Colorado Municipal League Research Committee
- Destinations International (board member 2016-18)
- Destinations International CDME committee - founding member
- Colorado Association of Destination Management Organizations
- International Economic Development Council

PUBLIC SECTOR EXPERIENCE

- **Consultant and Coach** 7/2018-Present **Montrose, CO**
Resigned position to help care for elderly mother; Learned advanced digital marketing strategies, Built online communities and membership sites; Participated in ICMA online training; Wrote an ebook on how to achieve an integrated community-centric tourism and economic development program; Started AthenianOath.com to position as a profession thought leader; Presenter on leadership and culture at 2019 Annual ICMA Conference; Currently on contract to evaluate organizational performance and training for several businesses; Created goal-setting and leadership development course for managers; Mentor and coach to emerging managers.
- **Assistant City Manager** 1/2013-7/2018 **Montrose, CO**
Assisted the city manager in day-to-day operational duties for a city with a permanent population of nearly 20,000 residents and 40,000 daytime service population; Assumed role of acting city manager in the city manager's absence; Co-managed department heads with a total responsibility for 155 FTEs and a \$43,000,000 overall budget; Directed city branding and marketing; Catalyst for numerous organizational improvements; Worked with DDA on Main Street Program and economic development efforts; Conducted department head leadership training; Developed city-wide reputation as a confident, proactive, enthusiastic, engaged, and trustworthy member of the community with fresh practical ideas and an approachable and friendly management style; Helped planning department create and execute business-friendly procedures to ease permitting and development processes and streamlined regulatory framework; Completed organization-wide total compensation value study and assisted HR with implementation of organization-wide performance pay system; Chaired manager's task force on enterprise resource planning/researching asset management systems; Introduced notion of negotiating project contracts (e.g. saved the city \$40,000 on two contracts without compromising project scope); Authored 64-page cross-county transit study; Advanced city beautification ideas and architected a citywide wayfinding sign project; Championed for city adoption of priority-based budgeting, an ICMA best practice; Received the 2016 Colorado ICMA Chapter Assistant Manager of the Year Award.
- **Office of Business and Tourism Director** 1/2013-7/2018 **Montrose, CO**
Created department for tourism and promotion, retail sales enhancement and new business attraction; Positioned office to lead all community marketing efforts; Instituted business retention and expansion incentives and programs; Developed community brand; Envisioned and oversaw construction of a state-of-the-art visitor center (IT team received "CO governor's Team of the Year" award as a result); Constructed budget including short and long-term infrastructure projects; Fostered year-round marketing programs to even out visitation and build shoulder seasons; Directed communications, marketing, and guest services activities for the city; Delivered record tourism activity year-after-year; Conceptualized award-winning visitor guide; Conceived and designed marketing publications, a monetized tourism

website and mobile app; Produced a KPI analytics-driven digital marketing and social media campaign; Wrote 64-page regional transit study to increase regional workforce, economic and tourism development; Helped secure regional subsidized air service; Led office to attain Destinations International accreditation; Attended ITB Berlin, WTM London, IPW and other events to market Montrose; Earned destination marketing's highest educational achievement; Nominated for Governor's Outstanding Individual Contribution to Colorado Tourism award; Served on Destinations International Board.

- **Information Systems Department Interim Director** 5/2017-9/2017 **Montrose, CO**
Developed new director job description with HR; Prepared 2018 IS budget; Managed day-to-day IS operations; Collaborated with administrative and service delivery departments for process automation and operational efficiency innovations; Updated city's strategic IS plan; Interviewed director candidates; Trained the new full-time IS director.
- **Junior Planner & Assistant to the City Manager** 1/2012-12/2012 **Montrose, CO**
Performed administrative study; Wrote 200-page report of findings and implemented findings resulting in more than two dozen operational efficiency systems; Completed Leadership Montrose class; Integral staff member in the City of Montrose's attaining the All-America City award; Performed community development, planning, and building inspection duties; Created and presented land use applications, conditional use permits, and variance requests, etc. to the planning commission; Graduated from the Montrose Citizen's Police Academy; Wrote community development department's EOM and COOP emergency management documents which were approved by CO OEM and DHS.
- **Trustee for the Town of Nederland** 2010-12 **Nederland, CO**
Elected official; Created town policy and oversaw town business; Led community visioning efforts and worked closely with people of diverse backgrounds; Town board liaison to DDA (downtown development authority) and chamber of commerce; Lead trustee in hiring town administrator and town marshal; Re-organized the chamber of commerce and wrote marketing plan; Served on new wastewater treatment plant task force; Wrote policy analysis on the implications of codifying adopted resolutions; Designed and implemented sustainable local living economy strategies; Co-directed town's popular 5/10K Neder-Nederland Race.

ACADEMIC SECTOR EXPERIENCE

- **Business Communications Instructor, Colorado Mesa University** 2013 **Montrose, CO**
Instructor for business marketing and communications; Developed learning modules for on-ground and online delivery; Delivered course material, coached and evaluated students; helped guide satellite campus conversation on positioning to support management goals and implementing the organizational culture.
- **Humanities Instructor, Front Range Community College** 2011 **Longmont, CO**
Instructor for courses in the humanities as well as religion and myth; Developed learning modules for on-ground and online delivery; Delivered course material, coached and evaluated students; provided leadership for the department's strategic planning process.
- **Tutor and Instructor for Santa Fe Community College** 2006-11 **Santa Fe, NM**
Master tutor and instructor for multiple disciplines; Developed *Quality Matters*-approved online courses; Automated the tutoring center; Co-designed, co-wrote, and co-starred in an online course orientation and training DVD; Co-conceptualized orientation workshops for students enrolled in online courses; Devised tutor training for online courses; Created virtual tutoring center for online students; Moderated community meetings.

PRIVATE SECTOR EXPERIENCE

- **Travel Agent, Travel Writer, Tour, and Group Organizer** 2003-6 **Wilmington, DE**
- **Legal Shield, Regional VP Sales & Marketing - Eastern PA** 1998-2002 **Ada, OK**
This publicly-traded company ranked in 2002 as the 33rd fastest-growing on the NYSE; Recruited, trained and motivated national sales organization; Marketed, advertised and hosted public lectures, events, and regional weekend conventions; Pioneered Internet presence; Tripled recruiting and quadrupled membership sales after promotion to Regional Vice President.
- **The Peoples Network, Director of Mid-Atlantic Sales** 1998 **Dallas, TX**
Recognized as one of the top 100 sales producers; Recruited, trained, motivated, and coached national sales organization; Increased channel subscriptions and satellite installations by 30% within six months of being promoted to director; Legal Shield acquired TPN in 1999.
- **Stellimann Kaissey Limited, CEO & President** 1987-97 **Wilmington, DE**
Co-founded a nationally recognized full-service computer-consulting and software development company; Managed six people directly and 16 others indirectly; Sold company.
- **Residential/Commercial Real Estate Management** 1985-98 **New Castle County, DE**
Owned and managed properties; Handled tenant relations, negotiations, and collections; Oversaw lease administration; Worked with contractors to ensure proper upkeep and repair.

PAST COMMUNITY AFFILIATIONS

- San Miguel County Transit Advisory Council - board member
- Colorado Flights Alliance - board member
- State of Colorado Art in Public Places - art selection committee
- Nederland Economic Development Task Force - chairperson
- Nederland Area Emergency Operations Center Task Force - chairperson
- Delaware Alliance Federal Credit Union - board member
- Health Care Providers of DE and DE Medical Group Management Assoc. - honorary member
- Wilmington Police Business Advisory Council - founding board member
- Delaware Zoological Society and Delaware Grand Opera House - board member

Alan D. Lanning

P.O. Box 882204
Steamboat Springs, Colorado 80488
(970) 875-4854 (C)
e-mail: lanning1724@gmail.com

Career Objective

I am seeking a professional level position in management utilizing my private and public management experience.

Education

University of South Dakota, Vermillion, SD

Degree: Master of Public Administration, May-1992

Specialization: Public Management

South Dakota State University, Brookings, SD

Degree: Bachelor of Arts and Science, Conferred 1982

Major: Political Science

Degree: Teaching Credentials, 1989

Minor: Economics/Education

Professional Experience

City Manager

Employer: Cordova, AK

Dates: October, 2016 – October, 2019

Duties: Cordova is a Home Rule, rural Alaskan community on the eastern side of Prince William Sound and a leading commercial fishing port. Cordova hosts a significant public harbor, with 700+ commercial fishing vessels and hosts 3 large processing plants. To accommodate the fishing industry, Cordova grows from 2,300 permanent residents, to nearly 5,000 during fishing season. Salmon fishing is the staple industry of the community, with recreational tourism becoming more important and viewed as an area of potential growth. Cordova is a full-service community, employing 60 staff, 5 enterprise funds and one collective bargaining unit, representing all but 16 staff. Cordova has an annual budget of \$14 million, with major income streams coming from property taxes, sales taxes and raw fish tax. Several important tasks have been undertaken or completed, including:

- Comprehensive and complete strategic planning and visioning process, with formal Council adoption.
- Renewed focus on building community partners and collaborative project development.
- Improved relationships with various community partners and the Community, utilizing public engagement methodologies.
- Pursuing funding to complete major harbor renovations, a large hydro project and other community improvements.
- Revamping staffing and services to accommodate losses in federal and state funding, intended to make Cordova self-sufficient.
- Streamlining departments and service delivery mechanisms utilizing work flow analyses and improved strategic planning.
- Complete rebuild of the City budget, including revenue forecasting models, capital project planning and staffing models.
- Participated in Alaska Shield exercise including hosting the USCG, MSRT.
- Applied for Alaska State Harbor Grant (5m); Build Grant (25m) and secured 5m bond to match State Harbor Grant. Voter approved. Numerous Emergency Management grants, Law Enforcement grants and transportation grants.
- Completed ICS 300 and ICS 400 training.

City Administrator

Employer: Lake City, MN

Dates: July, 2014 – July, 2015

Duties: Lake City is a designated Charter City. Served as the City Administrator providing a wide range of administrative duties, including budget preparation and monitoring and supervising the services of a full service community of over 5,000 residents. Lake City is working to transition, to a more tourism focused economy, utilizing the assets of the Mississippi River corridor to supplement a strong manufacturing base, consisting of Federal Mogul and Hearth and Home. My focus was to guide that transition, working with various community groups and interested citizens. Several important tasks were completed, including:

- Public Library Renovation
- Visioning Process with the City Council
- Improved relationships with various community groups.
- Completed ICS (Incident Command System) Certifications

City Manager

Employer: Central City, CO

Dates: August, 2010 – March, 2014

Duties: Central City is an historic mining town which implemented voter approved, limited stakes gaming in 1993 and expanded to 24-hour gaming in 2007 and hosts over 1.3 million visitors annually. Central City provides police, fire, community development, public works, water, engineering, finance, municipal court and city clerk functions and supervised a total staff of 25. Served as the City Manager, providing a full range of administrative duties including budget preparation and monitoring (7.5 million/3.5 million GF), organizational management, economic development, project management, zoning related issues, development and supervise 6 direct reports, grant writing, working with the casino community, Central City Opera and acted as Historic Preservation Officer:

- Reorganized several City departments, addressing staff expertise, created Operations Director position.
- Implemented financial controls, addressing ongoing and significant budgetary pressures due to reduced gaming revenues.
- Completed annexation for large development project, negotiated development agreement.
- Completed several important City projects, including a new City parking lot, water plant improvements, Parkway improvements, streetscape project, sign code re-write, clean up of two historic dump sites, implemented water metering plan.
- Complete remodel of City Hall and developed employee housing. Completed energy audit and related improvements.
- Refinanced several bond offerings, saving \$80,000 in costs and improving cash flow, eliminating bonded debt in 2013.
- Improved Council relations leading a Council Visioning process. Improved relationship with casino owners and lead a Business Community Visioning process. Improved community relations. Fostered public/private partnerships.
- Developed and implemented new transportation system for City, implemented in 5 weeks at a cost savings.
- Received **Governor's Award for Excellence** for Best New Development or Infill Project for mainstreet, streetscape project.
- Received **APWA** (American Public Works Association) award for Best Design and Installation for Water Projects in the small City category.

City Manager/Program Director

Employer: CH2MHILL

Dates: December, 2008 – March, 2010

Duties: Served as the contract start-up City Manager for Castle Pines North, a newly formed statutory city in CO. CH2MHILL through its Municipal Services division provides a wide range of municipal services and is providing a full-service "start-up" for Castle Pines North, including interim City Management Services. Served as the City Manager providing a wide range of administrative services, reporting directly to the Castle Pines North City Council supervising a staff of 6 department level professionals and 1.8 million budget. Successfully completed two large annexations totaling 3,850 acres, designed to have 2,700 housing units and 3.2 million s.f of retail/commercial space. In addition, reduced the "start-up" debt from 1.2 million to \$0 with very limited resources. Additionally, developed and implemented a complete set of City ordinances, resolutions, Council policies and procedures, and other regulations specifically designed for a newly formed statutory City, including numerous contracts for services with private vendors. All services were provided by contract.

City Manager

Employer: City of Steamboat Springs, CO (Ski Town USA)

Dates: July, 2006 – July, 2008

Duties: Steamboat Springs is a Home Rule-Council/Manager (ICMA recognized) community of 12,000 residents with seasonal populations up to 50,000 and one of the Big 4 ski resort towns in Colorado. Served as the City Manager providing a wide range of administrative services, which included budget preparation (53 million/27 million GF), financial planning, policy implementation, staff supervision (staff of 300/10 direct reports), economic development, organizational management, project management, zoning related issues, development related issues, transportation issues, water rights, airport related issues, recreation related issues, Historic Preservation issues.

- Reorganized several City departments, addressing ongoing and significant growth pressures.
- Purchased and developed hotel for affordable, community-wide work force housing.
- Improved Council/staff relations, including re-introduction of Governance Model, Improved employee morale.
- Developed/implemented Watershed Protection Ordinance and Historic Preservation Ordinance utilizing citizen's committee. Improved Vacation Home Rental Ordinance.
- Implemented Inclusionary Zoning Ordinance and Commercial Linkage Ordinance.
- Shared responsibility for construction of LEED certified Community Center.
- Commissioned comprehensive Economic Development Study.
- Worked with Staff and developer on proposed 700 acre, 2000 unit annexation.
- Presenter (Gaining Public Support For Public Projects) at ICMA Conference in Pittsburgh.
- Executive Director of SSRA (Steamboat Springs Redevelopment Authority), negotiating and planning for complete Base Area redevelopment with over 1 million square feet of commercial and residential development planned.
- Implemented expansion of the Parks and Recreation office and maintenance facility.

- Invited to apply as a **Gates Fellow** to the **Senior Executives in State and Local Government** program.

City Manager

Employer: City of Brookings, South Dakota

Dates: April 2004 – June 2006

Duties: Brookings is a Home Rule-Council/Manager (ICMA recognized in 2000) community of 18,504 residents with a Division I-AA University of 12,000 students, municipally owned and operated utilities division, airport and a designated Preserve America community. Served as the City Manager providing a wide range of administrative services, reporting directly to the Brookings City Council per Charter and included budget preparation (19.5 million/10.3 million GF), policy implementation, staff supervision (staff of 113/13 direct reports), economic development/redevelopment, job creation/retention, airport issues, landfill issues, organizational management, project management, university relations, housing and historic preservation related issues, negotiating labor contracts, airport issues, municipally owned utilities division and hospital, recreation related issues.

- Co-developed and implemented new economic/promotional/industrial development model, including regional partners on a county-wide basis. Directly responsible for large retail recruitment.
- Developed and implemented regional plan for combating West Nile Virus. Partners included all municipalities, Brookings County and South Dakota State University.
- Successfully planned and financed Aquatic Center, streetscape project and community center project.
- Brookings is home to Daktronics, Larson Manufacturing, 3M, Rainbow Play Systems and other manufacturing leaders.
- Developed and implemented several new revenue sources.
- Developed and implemented new investment policy, which included an innovative on-line bidding process.
- Assisted in securing new Essential Air Service. Worked on new airport Master Plan and feasibility/site selection study, the airport expansion is currently proceeding, based upon the study. Staff secured \$1,000,000 FAA/AIP grant for fire truck and building.
- Significantly improved Council/Manager relations, community relations, relations with other government entities.
- Successfully negotiated with **Lowe's, Inc.** to locate a retail store in Brookings, SD which re-developed an existing and abandoned K-Mart property. The project was referred and approved by the voters.
- Significant planning and zoning experience, including growth management, capital projects and drainage plan.
- Served on various regional and State boards.

Town Manager

Employer: Town of Minturn, Colorado

Dates: May 1998 – March 2004

Duties: Minturn is a Home Rule-Council/Manager (ICMA recognized in 1999) mountain community of 1,200 residents immediately adjacent to Vail, CO and on a Scenic By-Way. Served as the Town Manager providing a wide range of administrative services, reporting directly to the Minturn Town Council per Town Charter. Responsibilities included budget preparation (1.2 million GF) and direction, policy implementation, staff supervision (staff of 12/5 direct reports), economic development, zoning issues, development issues, project management, organizational management, water rights.

- Made significant budget and facility improvements, injecting \$4.9 million in grants and other “free” sources of funds into the Town budget. Successful Fire District Inclusion Election, three successful TABOR elections. Completely revamped all fee schedules.
- Formed the Minturn Visioning Committee, which provided the lead on a number of community projects, including a very successful Farmer's Market (Featured in Colorado Municipalities Magazine and ICMA's, Ideas in Action) and other economic development issues. Market nominated for 2002 **Innovations in American Government** Award.
- Successfully planned and financed new Town Center, Public Works Facility, Fire Station, River Restoration. Developed and financed Town owned employee housing units. Settled large water lawsuit with Vail Resorts.
- Significantly improved Minturn's local/regional status and implemented improvements in all aspects of personnel.
- Significantly improved Council/Manager relations, improved community relations, improved relations with other local governments, state and federal agencies. **Minturn voted “Best Local Government” in the Vail valley for 2000.**
- Significant planning and zoning experience, including growth management issues and significant “water rights” experience.
- Served on numerous regional and State boards.

Administrative Assistant to the Moffat County Commissioners/Planning Director

Employer: Moffat County Board of Commissioners, Craig, Colorado

Dates: January 1996 - December 1997

Duties: Served as the Administrative Assistant to the Moffat County Commissioners, reporting directly to the Commissioners and served as the Chief Administrative Officer for Moffat County, Colorado with overall management and administrative responsibilities for the departments of Administration, Planning and Zoning, Risk Management, Budget, Personnel (183 staff) and grants.

- Worked directly with the Board of County Commissioners, Elected Officials, and Department Heads.

- Developed and implemented policies as directed by the Board of Commissioners.
- Researched and administered grants (Energy Impact grant \$382,396, GOCO grant \$60,000, foundation grant \$60,000).
- Served on the Great Outdoors Colorado Trust Fund (GOCO) grant review committee.
- Preparation, administration, and monitoring of the annual County budget (26 million/7.5 million GF).
- Experience gained in financing capital projects (Public Safety Center, Youth Care Center, Library expansion).
- Developed a personnel policy and procedure manual for all Moffat County Departments and Elected Officials.
- Served as Risk Manager, Directed the County Planning Department.

Community Facilities Development Director:

Employer: Pinetop-Lakeside, AZ

Dates: January, 1998-May, 1998

Duties: Worked a short-term contract to construct a “state of the art” Commerce Park with local, State, Federal and private partners in order to attract high-tech industry to Pinetop-Lakeside.

Programs and Projects Specialist II (Evaluation Specialist)

Employer: Arizona Department of Economic Security (DES), Office of Evaluation, Phoenix, AZ

Dates: November 1992 - January 1996

Duties: Worked as a Project Leader performing complex duties related to development and implementation of program evaluations/organizational assessments.

- Developed program evaluation design, survey instrument design, data collection, data analysis, developed recommendations, wrote final evaluation reports.
- Experience gained in the areas of report writing, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.
- Major projects included evaluations in the areas of Developmental Disabilities, JOBS, Welfare Reform, Interagency Case Management Plan, Data Network for Human Services, and other special assignments.

Research Assistant:

Employer: Governmental Research Bureau, University of South Dakota:

Dates: 1990-1992.

Duties: Various research related projects. Experience gain in program evaluation design, survey instrument design, data collection, data analysis, writing final evaluation reports, strategic planning, management analysis, budgeting, prioritizing multiple tasks and special assignments, writing formal reports, formal presentations, writing and evaluating RFPs.

Manager/Private Sector: **Employer:** Various **Dates:** 1981 – 1990 **Duties:** Personnel, production, financial.

Honors and Activities

ICMA (International City/County Managers Association) Full Member-Credentialed (2006-2010)

CCCMA (Colorado City/County Managers Association) Member, AML Member

CAST (Colorado Association of Ski Towns) Member

CML (Colorado Municipal League-Policy Committee) Member/AML Member

GOSCCMA (Great Opens Spaces City/County Managers Association) Board Member

Gilpin County Ambulance Authority Board Member

ECO (Eagle County Transportation Authority) Board Member

SSRA (Steamboat Springs Redevelopment Authority) Executive Director

Governor’s Award for Excellence for Best New Development or Infill Project (Central City-2012)

APWA (American Public Works Association) award for Best Design and Installation for Water Projects (Central City-2012)

Steve Lankenau, CPA / MBA / CFP
214-695-7010
Lankenau.Steve1@gmail.com

SUMMARY OF QUALIFICATIONS

Finance / Operations	Private Equity Experience	Strategic and Capital Planning
Family Office / High Net Worth Individuals	Business Model Development	Process Improvement
Real Estate Development / Construction	Tax and Estate Planning	ERP Implementation
Multi-Unit / Multi-Location	Financial Reporting / Analysis	Regulatory Compliance
Banking Relations	Budgeting and Forecasting	Big 4 Accounting

PROFESSIONAL EXPERIENCE

LaPorte Real Estate Partners, L.P. and CPA/CFP - Managing Partner - AZ, CO, and NV 2004 – 2008, 2010 – 2012, Current
Real Estate and Investments

- Advised families and individuals on financial planning and asset allocation matters. Managed real estate and investments for two personal family limited partnerships and completed three real estate projects.
- Performed tax planning and prepared tax returns for numerous entities and individuals.

RAZ Imports, Inc. / M&B Products, LLC – Consultant / Interim CFO - Arlington, TX 2016-2017

Wholesale Import Company with 10,000+ customer base and 9,500 sku product line, mainly from China

- Took over interim CFO responsibilities, arranged for an increased credit facility under an extremely tight time deadline, saved company over \$200,000 in personal property taxes, and implemented a NetSuite conversion for one division.

Brownlie & Braden, LLC and Cotton Creek Capital - Chief Financial Officer - Dallas, TX 2012 – 2017

Registered Investment Advisor, Estate and Financial Planning Firm and Private Equity Firm

- Managed the internal financial planning, investment support, and compliance functions for the Dallas and Fort Worth offices while helping grow the firm's regulatory assets under management from \$500 million to over \$2 billion. Handled due diligence functions for existing and prospective investments for clients. Designed or revised financial planning analysis, investment analysis, and investment selection presentations for clients.
- Prepared due diligence packages for prospective buyers and eventual buyer.
- Oversaw financial reporting and assisted with investor reporting for several of the firm's private equity funds.

Torino Companies and Torino Foundation - Chief Operating and Financial Officer – Las Vegas, NV 2008 - 2010

Real Estate and Investment Company for a High Net Worth Individual, Public Foundation

- Coordinated systems, budgets, financial projections, cash and investment management, insurance planning, property tax analysis, contract and lease review, human resources, and tax planning and compliance for numerous entities including corporations, LLC's, trusts and individuals.
- Provided investment analysis of current and proposed investments and managed car and collectible museum.

American Skiing Company Resort Properties, Inc., Grand Summit Resort Properties, Inc., and Canyons Resort

Properties, Inc. - Vice President of Finance - Park City, UT 2001 – 2004

Publicly Held Developer of Ski Resort Properties

- Coordinated banking relations, divisional SEC reporting, Sarbanes-Oxley compliance, budgeting and forecasting, and sales operations and reporting for six resorts owning quartershare inventories in Grand Summit Hotels. Resorts included Steamboat, CO, The Canyons in Park City, UT, and 4 East Coast resorts.
- Took over leadership of the real estate subsidiaries after departure of the top two real estate companies' executives by assuming numerous operating responsibilities.
- Handled planning and closings for auction of the remaining quartershare inventory at The Canyons Grand Summit Hotel. Auction resulted in over \$16 million in sales and exceeded the current resale market.
- Led team on complex tax appeal proceedings that resulted in property tax savings in excess of \$1.5 million.

February 28, 2020

Mayor Nelson and Council,

I have submitted my resume for your consideration to serve as the Interim City Administrator for the City of Ouray. Although I would have preferred to be more fully aware of your current needs, including the need for an Interim at this time, the goals for the Council and community for 2020, as well as some insight into the working relationship Council has among its member, the staff and community, I'm sure we can discuss those matters during the interview process. Should you wish to consider me for this position, I would be available on rather short notice and throughout the summer, as I retired as City Manager of the City of Edgewater last August after ten years in that position.

I am looking for an interim position only and would not be inclined to consider the position on a permanent basis. However, I decade of experience in resort communities early in my career, as well as over four decades of management of both cities and non-profit organizations position me well to offer the management, leadership and financial skills to keep your organization moving forward during this transitional period.

I look forward to interacting with each of you during this process and hopefully visiting with you in the very near future...

All the best,

HJ Stalf

Harold (HJ) Stalf
303.912.1149
2stalf@gmail.com

QUALIFICATIONS

Extensive knowledge and practical background in management, organizational development, political awareness, long range planning, real estate development, financial and budgetary controls, media relations, and marketing. Experienced in working with public and private entities, boards of directors, as well as city, county and state government. Management of organizations with staff in excess of 100 and budgets of \$10 million. Emphasis on effective leadership and vision of dynamic organizations dedicated to their mission, particularly those in need of financial and management redirection.

PROFESSIONAL EXPERIENCE

2009 – 2019 **City of Edgewater, Colorado, *City Manager***

Management of a full-service, home rule municipality with an annual budget of approximately \$10 million and 40 full and part time employees. We have realized significant improvement in the leadership at the very top of our organization and have been able to strengthen our finances, totally repave our streets, rebuild all sewer lines, and replace old water mains and all lead lines. Also, we have been successful in selling and repurposing a major retail center, as well as several old buildings that formerly held our city offices, fire station, police station and library. This was all possible due to the construction and recent opening of a new \$15 million Civic Center which includes city offices, the police department, as well as a state-of-the-art library and fitness center. The growth in professionalism at all levels of the organization, as well as this new facility, has transformed our ability to recruit and retain staff. Edgewater is in a strong position politically and financially with strong leadership beginning with the Mayor and City Council.

2002-2008 **Grand Junction Downtown Partnership, *Executive Director***

Management of the Downtown Development Authority (DDA/BID) with responsibility for \$20 million in capital improvements through Tax Increment Financing (TIF), as well as implementation of a downtown Business Improvement District (BID). These groups have been brought together to form the Downtown Partnership. Duties include daily interaction with city staff, city council, local businesses and property owners to assemble effective partnerships for investment in downtown Grand Junction. RFP process for divestment of assets as well as attraction of appropriate development proposals. Led effort that successfully extended Colorado DDA's through adoption of SB 170 in the 2008 legislative session. Additional responsibilities include the marketing and promotion of the area, as well as the management of special events, a nationally renowned public art program, and an historic theatre.

1999-2001 **Denver Film Society, *Managing Director***

Management of non-profit organization which presents the Denver International Film Festival, Film on the Rocks (Red Rocks Amphitheater) and numerous other programs throughout the year. Increased corporate sponsorships from \$175,000 to over \$400,000 and earned income from \$400,000 to over \$1,000,000. Creation of a partnership with the University of Colorado at Denver and Starz resulting in the creation of the Starz Film Center serving as the home for DFS and providing for daily film presentations as well as multiple film festivals throughout the year.

1991-1998 **Horizon Partners, *President***

Management and fund-raising consulting firm to non-profit clients. Direction of assessment studies and analysis of the feasibility and implementation of fundraising and capital improvement programs. Strategizing and implementation of community partnerships, including site selection, business strategies and design/development programs with local governments, major businesses and public/private organizations.

1987-1991 **Arvada Center for the Arts and Humanities, *Executive Director***

Management of a multi-disciplinary arts facility with a \$2.4 million budget. Duties included resolution of conflicts within the organization as well as addressing the perception of the Center's image by both the Arvada and Denver communities resulting in enhancing its reputation, significant increases in attendance and earned income, thus decreasing the City of Arvada's annual subsidy from \$642,000 to \$392,000. Coordinated the design of a \$10 million facility expansion.

1985-1987 **Denver Regional Council of Governments, *Director of Local Services***

Liaison with the 43 local governments in the Denver area. Developed management programs to improve the caliber of management and supervisory skills of municipal staffs. Managed centralized programs for local governments including the CEO Committee of DRCOG, consisting of area city and county managers. Directed awards program recognizing innovation in local government.

1983-1985 **Town of Breckenridge, Colorado, *Director of Community Services***

Management and reorganization of town services including Parks, Engineering, Water, Streets and Maintenance Divisions.

1981-1983 **Town of Crested Butte, Colorado, *Town Manager***

Management of full-service resort community. Developed new accounting procedures, adoption of sales tax for area transit service, completed financing, design and construction of new town streets and infrastructure. Negotiated settlement regarding Town's watershed and water rights in face of proposed mining development

1980-1981 **City of Milton Wisconsin, *City Administrator***

Full-service city with 35 employees and budget of \$1.5 million.

1980-1981 **Milton College, *Political Science Instructor***

1976-1980 **City of Aspen, Colorado, *Assistant / Acting City Manager***

General management of full-service, home rule city. Special assignments including the Economic Development Program for Aspen and Pitkin County, initial employee housing efforts, as well as Director of the City Transportation Department. Annual ridership increased from 235,000 to over 1,000,000 in two years. Also, significant work on the annual budget and utility rates structures.

1976-1977 **Sno Engineering, Inc. *Research Assistant***

Economic analysis to acquire Pitkin County Bank Charter in 1977.

1973-1976 **University of Cincinnati, *Office of the President / Ombudsman***

Mediation between students, faculty and staff. Dispute resolution.

EDUCATION

University of Colorado at Denver, Doctoral Student, Public Affairs

University of Colorado at Denver, Rocky Mountain Program for Senior Executives

University of Cincinnati, Master of Public Affairs (M.P.A.)

University of Cincinnati, Bachelor of Arts – Urban Affairs (B.A.) *Cum Laude*
Bachelor of Science – Secondary Education (B.S.)

REFERENCES

Available upon request

DAVID J. TORGLER
609 Wildlife Lane
Delta, Colorado 81416

david.torgler@gmail.com

970-531-6651

February 24, 2020

Carol Viner
City Attorney
City of Ouray
1104 S. Townsend Ave
Montrose, CO 81401

Re: Interim City Administrator Application

Dear City Attorney Viner:

Please accept this letter of interest to serve the City of Ouray as the Interim City Administrator. I believe that my education and professional experience will meet the expectations of the Mayor, City Council, City staff and community.

As a manager I am an innovative, results orientated leader that strongly encourages team work, individual performance and a collaborative environment to achieve organizational objectives and promote community prosperity. My work experiences include the following areas of emphasis:

- Strategic Leadership and Innovation
- Economic and Downtown Redevelopment
- Financial Management and Planning
- Tax Increment District Planning, Formation and Financing
- Public/Private Partnerships and Fundraising (Grants)
- Community Development and Planning
- Strategic Planning and Change Management
- Team Management and Project Management
- People, Process and Technology Improvements
- Public Relations and Community Involvement Strategies
- Human Resources, Career Building and Employee Training
- Risk Management and Loss Control

I believe that in partnership with Ouray's elected officials, staff and general public, these experiences will be beneficial to the City and beneficial to meeting the challenges facing the community.

Thank you for your consideration of this application and the above information. References are available upon your request. I would value the opportunity to discuss my interest and qualifications further.

Sincerely,

David Torgler

David J. Torgler
609 Wildlife Lane
Delta, Colorado 81416
Phone: 970-531-6651
Email Address: david.torgler@gmail.com

Profile

Experienced senior manager where leadership skills in transportation and utility infrastructure development, capital planning and implementation, staff development and municipal finance can improve effectiveness and provide quality services.

Professional Experience

City of Delta, Colorado ~ City Manager ~ 01/2016 – 01/2020

Population: 8888

FY 2020 Budget: \$25.4 million

Full time employees: 86, part time and seasonal employees: 150

Delta is a home rule municipality located in rural western Colorado. The City provides government services directly for streets and sidewalks maintenance, park services, recreation (including youth and adult activities and the Bill Heddles Recreation Center), utility services (including maintenance and operation of the water distribution system, sanitary and storm sewer collection systems, electric distribution system and wastewater treatment), police and general government services. The City's major employers are a regional hospital, a coal mine, education (including K – 12 and a technical college) and governmental services. The City levies no property tax and finances its operations primarily through sales taxes, user fees and grants.

Major Accomplishments:

- Worked with staff and consultants to refinance municipal debt resulting in interest savings averaging in excess of \$160,000 annually.
- Participated in annual strategic planning and goal setting with City officials.
- Participated in the City's Colorado Rural Academy For Tourism (CRAFT) project and grant funding.
- Participated in the development of a Delta oriented community marketing program.
- Participated in the City's website update to provide a more useful tool for public users.
- Worked with staff on a reorganization that resulted in significant annual cost savings and more coordinated community development responsiveness, animal control response and code enforcement success.
- Led the hiring process for Police Chief and Public Works and Utilities Director positions.
- Participated in the process to revitalize Main Street (U.S. Hwy 50) in the City's downtown core and in coordination with CDOT.
- Participated in the reorganization of the Delta Urban Renewal Authority to provide intergovernmental leadership for blight elimination and funding to improve infrastructure, acquire blighted properties and attract developers.
- Worked with officials from the City and the Department of Local Affairs to obtain approximately \$900,000 for blight elimination projects on Delta's Main Street.
- Worked with elected officials and staff to find funding for competitive wages and retain employees of choice.
- Participated in the intergovernmental development of a regional broadband system, working with City, County officials from Delta and Montrose counties, Region 10 officials, Colorado's Economic Development Authority, and Colorado's Department of Local Affairs.
- Participated in the negotiations to update a franchise agreement with the regions natural gas supplier.
- Participated in the negotiations to allow for private development of a new local electric generation plant.
- Encouraged career development of City staff to align City personnel needs and staff career goals.

Town of Hayden, Colorado ~ Town Manager ~ 01/2011 – 01/2016

Population: 1800

FY 2015 Budget: \$4.2 million plus capital spending for infrastructure that varies greatly from year-to-year.

Full time employees: 18, part time and seasonal employees: 6+

Hayden is a home rule municipality located in rural northwestern Colorado that provides government services directly for streets, parks, recreation, water, sanitary and storm sewer, police and general government services. The Town's major employers include coal mines, electric power plants, and the Steamboat tourism industry. The Town contracts for planning, engineering and building services. The Town finances its operations primarily through sales taxes, property taxes, user fees and grants.

Major Accomplishments:

- Developed the Town's first multi-year budget and financial plan. Improved revenue forecasts to accurately plan for the operations and maintenance expenses.
- Worked with the Town Council and water operators to develop a water system capital improvement plan for the Town's water system, and then worked with County and State officials to jointly fund and construct water system improvements to eliminate water system pressure and water quality problems. After successfully applying for a \$1 million state grant and negotiating an intergovernmental agreement with Routt County the Town was responsible for approximately 35% of the CIP cost.
- Evaluated employee medical benefits and led the Town to join a statewide medical benefit pool (CEBT), rolling back coverage costs to the 2007 level.
- Coached and led staff through a high attrition and retirement period without greatly impacting service levels by reorganizing staff, funding employee training, retaining key employees, recruiting new employees, and adding funding to improve employee compensation and gaining support of local elected officials.
- Guided local officials through negotiation of intergovernmental agreements, franchise agreements with electric, broadband, natural gas and cable franchises.
- Coordinated drought planning and Town owned water rights that included a review of the Town's water holdings, development of an augmentation plan and submission of this plan to the Water Court. Funding for this project included a successful application to the State for 50% funding.

City of Leavenworth, Washington ~ City Administrator ~ 01/2009 – 11/2009

Population: 2,300

FY 2009 Budget: \$12.2 million

Full time employees: 35, part time and seasonal employees: 40+

Leavenworth provides government services directly for streets, parks, water, sanitary and storm sewer, and general government services and indirectly for public safety and court service through contracts with Chelan County and other providers. The City finances its operations primarily through sales taxes and user fees and is less dependent on property taxes.

Major Accomplishments:

- Developed the City's first multi-year budget and financial plan. Improved revenue forecasts to accurately plan for the operations and maintenance expenses.
- Developed the city's first vehicle and equipment replacement plan without increasing taxes.
- Developed an investment strategy that has provided a greater rate of return than Washington State's public investment pools. As of October 2009 the investments were returning nearly four times the State pool's return on investments.

- Initiated development of the City's first employee performance review process. Union negotiations to gain acceptance started.
- Started a curbside, single stream residential recycling program, replacing a volunteer run drop-off center. Retained the City's profitable residential and commercial in-house garbage collection service. Maintained collection responsiveness and efficiencies allowing employees to be dual tasked with other City services.
- During economic recession led the City to establish minimum fund balance amounts to improve financial security and lay the groundwork for the 2010-2012 Budget and Financial Plan.
- Prepared recommendations to address 125+ outstanding and underfunded/unfunded commitments. Solutions and priorities were developed, presented to the Council at a pre-budget strategic planning meeting, and adopted with minor modifications.
- Assisted in the approval of a regional hospital improvement capital improvement project to replace aging facilities.

Town of Winter Park, Colorado ~ Town Manager ~ 8/2007 to 9/2008

Population: 850 Full Time; 15,000 Seasonal.

FY 2008 Budget: \$8.7million.

Full time Employees: 32, part time and employees: 12

Winter Park is a home rule municipality providing government services directly for streets, snow removal, parks, municipal court and general government services. Water, sanitary sewer and fire protection services are provided by special districts. The Town provides police and building inspection services jointly with the neighboring Town of Fraser. Public bus service is provided through a contract with the local ski resort. The Town finances its operations primarily through sales taxes, real estate transfer taxes and user fees and is less dependent on property taxes.

Major Accomplishments:

- Worked with staff to develop the Town's first multi-year budget and financial plan, including Capital Improvement Plan financing.
- Pursued and received grants to supplement local financing of operating (forestry) and capital (road and railroad intersection) expenses.
- Developed an investment strategy that provided a greater rate of return than provided by Colorado's two municipal investment pools while allowing liquidity for city projects.
- Collaboratively worked with the Town Council and senior staff members to adopt a competitive total compensation package for town employees.
- Worked with officials from neighboring communities to develop successful strategies for intergovernmental cooperation.
- Worked with local and regional officials on the continued development of transportation systems.
- Updated personnel policy handbook.

City of Burlington, Wisconsin ~ City Administrator ~ 12/1999 to 8/2007

Population: 10,800

FY 2007 Budget: \$19.5million

Full time employees: 63 part time and seasonal employees: 10

Burlington is a home rule municipality providing government services directly for police, fire, water, sanitary sewers and treatment, storm sewers, streets, snow removal, parks, library, building inspection, municipal court and general government services. The City finances its operations primarily through property taxes and user fees.

Major Accomplishments:

- Worked with multiple agencies to complete a downtown redevelopment project that included \$31 million in expenses to fund transportation improvements, bridge construction, a railroad overpass, utility infrastructure improvements, Brownfield remediation, housing and historic district TIF redevelopment project. Project funding relied on the establishment of the City's third TIF district, bonded debt, federal grants, State DOT funding and private investment.
- Worked with State and local officials and neighboring communities to plan, finance and construct a multi-million dollar highway by-pass around the City's commercial and residential core.
- Worked with the City Council to develop, adopt and implement the City's fourth TIF district plan to address Brownfield issues and promote industrial growth. Met with and successfully retained local industries seeking new sites to expand their operations. Met with and successfully attracted new manufacturers and commercial development. Opened negotiations with neighboring property owner to double industrial park land for continued economic development.
- Worked with the Mayor and City Council to improve intergovernmental relations with neighboring Towns and Townships.
- Worked with property owners and local officials to annex several hundred acres of improved and unimproved properties and nearly two miles of highway corridor in order to promote private sector commercial growth and development along a four lane divided highway.
- Worked with the Planning Commission and City Council to update zoning codes to promote residential, commercial and industrial economic development and redevelopment.
- Held strategic planning sessions every two years with the City Council, residents of the City and members of the local business community. These planning sessions guided the development of annually adopted budgets, revisions to the city code, development of policies and economic development strategies.
- Held public meetings to inform the public of transportation improvement plans, large commercial development projects and wellhead (water) protection plans. These plans were later approved and moved forward by the City and included suggestions received from the public as part of the approval, engineering and/or design.
- Completed collective bargaining with employees through three contract cycles.
- Led employees and department managers through health insurance benefit changes using an employee/manager committee collaborative process that helped retain employee benefits at a time coverage costs were increasing quickly and educate employees about their benefits.

Village of Itasca, Illinois ~ Village Administrator ~ 2/1996 to 11/1999
Population: 7,585; (daytime population est. 50,000)
FY 1998/99 Budget: \$16.6 million.
Full time employees: 42, part time and seasonal employees: 11

Itasca is a non-home rule municipality providing government services directly for police, water, sanitary sewers and treatment, storm sewers, streets, snow removal, parks, building inspection and general government services. Fire protection services and recreation services are provided by special districts. The Village finances its operations primarily through property taxes and user fees.

As the Village’s first Administrator integration of this position into the former strong mayor form of government was one of the accomplishments of my three year tenure. Other major accomplishments included: completion of a coordinated facilities study of the Village’s infrastructure which led to a five year, \$10.5 million CIP program, bonding for the CIP program, development of annual budgets with three year financial plans, updating of the personnel policy handbook, development of salary schedules, development of a personnel evaluation system, participation in the successful negotiation of a five-year collective bargaining agreement, and successful applications for over \$1 million of State and Federal funding for local infrastructure projects.

Village of Addison, Illinois ~ Assistant Village Manager ~ 2/1989 to 2/1996
Population: 32,058.
FY 1994/95 Budget: \$22.5 million.

Addison is a home rule municipality providing government services directly for police, water, sanitary sewers and treatment, storm sewers, streets, snow removal, parks, building inspection and general government services. Fire protection services and recreation services are provided by special districts. The City finances its operations primarily through property taxes, sales taxes and user fees.

Assistant Village Manager responsibilities included: personnel manager, risk manager, purchasing supervisor, supervisor of the centralized information system and as Acting Village Manager in the absence of the Village Manager.

During the period from 1989 – 1996 the Village rebuilt an aging infrastructure, annexed large areas of land, significantly increased industrial park lands, worked with industries to obtain Industrial Revenue Bonds, developed new residential neighborhoods, added new commercial development, redeveloped older residential, commercial and industrial neighborhoods and negotiated its first collective bargaining agreement with Village employees.

Education

- Master of Public Administration, Northern Illinois University, DeKalb, IL Concentration in Urban Management.
- Bachelor of Science, Western Michigan University, Kalamazoo. MI Majors: Public Administration and History.

Professional Associations, Affiliations and Positions

International/National: International City/County Management Association member (1986 – present).

State: Colorado City/County Management Association member (2008 – 2009 and 2011 - present)

Regional and Intergovernmental: Region 10 alternate Board member (2016 – 2020), Colorado’s I-70 Coalition board member (2008), Northwest Colorado Council of Governments board member (2008)

Risk/Loss Management: Intergovernmental Risk Management Agency (IRMA) Treasurer (1996), Operations Chair (1994-1995) Board Member (1994-1996) and Village delegate (1991 – 1996).

Service Organizations: Rotary Club member (2000 – 2007, 2009 and 2011- present), Club President (2018 - 2019) and board member (2001-2004, 2017 - present) and Lions Club member (1996 – 1999 and 2012 - 2015).