



TOWN OF PAONIA
214 GRAND AVENUE
TUESDAY, JUNE 20, 2023
MEET THE FINALISTS FOR TOWN ADMINISTRATOR OPEN HOUSE
6:15 PM

The Finalists are Kevin Flanagan, Stefen Wynn, Angela Lawrence and Patrick Marsh

6:30 - 7:10 pm:

- Candidate Budget Presentations

7:10 - 9 pm:

- Candidates answer community questions presented by Interim Town Administrator Leslie Klusmire.
- Meet & Greet with the Public.

Come and meet the four finalists for the Town Administrator position before their Board interviews. This Open House will also be available on the Town of Paonia's YouTube channel. You can watch here:

<https://www.youtube.com/@townofpaonia5418/streams>

AS ADOPTED BY:
TOWN OF PAONIA, COLORADO
RESOLUTION NO. 2017-10 – Amended May 22, 2018

I. RULES OF PROCEDURE

Section 1. Schedule of Meetings. Regular Board of Trustees meetings shall be held on the second and fourth Tuesdays of each month, except on legal holidays, or as re-scheduled or amended and posted on the agenda prior to the scheduled meeting.

Section 2. Officiating Officer. The meetings of the Board of Trustees shall be conducted by the Mayor or, in the Mayor's absence, the Mayor Pro-Tem. The Town Clerk or a designee of the Board shall record the minutes of the meetings.

Section 3. Time of Meetings. Regular meetings of the Board of Trustees shall begin at 6:30 p.m. or as scheduled and posted on the agenda. Board Members shall be called to order by the Mayor. The meetings shall open with the presiding officer leading the Board in the Pledge of Allegiance. The Town Clerk shall then proceed to call the roll, note the absences and announce whether a quorum is present. Regular Meetings are scheduled for three hours, and shall be adjourned at 9:30 p.m., unless a majority of the Board votes in the affirmative to extend the meeting, by a specific amount of time.

Section 4. Schedule of Business. If a quorum is present, the Board of Trustees shall proceed with the business before it, which shall be conducted in the following manner. Note that all provided times are estimated:

- (a) Roll Call - (5 minutes)
- (b) Approval of Agenda - (5 minutes)
- (c) Announcements (5 minutes)
- (d) Recognition of Visitors and Guests (10 minutes)
- (e) Consent Agenda including Approval of Prior Meeting Minutes (10 minutes)
- (f) Mayor's Report (10 minutes)
- (g) Staff Reports: (15 minutes)
 - (1) Town Administrator's Report
 - (2) Public Works Reports
 - (3) Police Report
 - (4) Treasurer Report
- (h) Unfinished Business (45 minutes)
- (i) New Business (45 minutes)
- (j) Disbursements (15 minutes)
- (k) Committee Reports (15 minutes)
- (l) Adjournment

* This schedule of business is subject to change and amendment.

Section 5. Priority and Order of Business. Questions relative to the priority of business and order shall be decided by the Mayor without debate, subject in all cases to an appeal to the Board of Trustees.

Section 6. Conduct of Board Members. Town Board Members shall treat other Board Members and the public in a civil and polite manner and shall comply with the Standards of Conduct for Elected Officials of the Town. Board Members shall address

Town Staff and the Mayor by his/her title, other Board Members by the title of Trustee or the appropriate honorific (i.e.: Mr. or Mrs. or Ms.), and members of the public by the appropriate honorific. Subject to the Mayor's discretion, Board Members shall be limited to speaking two times when debating an item on the agenda. Making a motion, asking a question or making a suggestion are not counted as speaking in a debate.

Section 7. Presentations to the Board. Items on the agenda presented by individuals, businesses or other organizations shall be given up to 5 minutes to make a presentation. On certain issues, presenters may be given more time, as determined by the Mayor and Town Staff. After the presentation, Trustees shall be given the opportunity to ask questions.

Section 8. Public Comment. After discussion of an agenda item by the Board of Trustees has concluded, the Mayor shall open the floor for comment from members of the public, who shall be allowed the opportunity to comment or ask questions on the agenda item. Each member of the public wishing to address the Town Board shall be recognized by the presiding officer before speaking. Members of the public shall speak from the podium, stating their name, the address of their residence and any group they are representing prior to making comment or asking a question. Comments shall be directed to the Mayor or presiding officer, not to an individual Trustee or Town employee. Comments or questions should be confined to the agenda item or issue(s) under discussion. The speaker should offer factual information and refrain from obscene language and personal attacks.

Section 9. Unacceptable Behavior. Disruptive behavior shall result in expulsion from the meeting.

Section 10. Posting of Rules of Procedure for Paonia Board of Trustees Meetings. These rules of procedure shall be provided in the Town Hall meeting room for each Board of Trustees meeting so that all attendees know how the meeting will be conducted.

II. CONSENT AGENDA

Section 1. Use of Consent Agenda. The Mayor, working with Town Staff, shall place items on the Consent Agenda. By using a Consent Agenda, the Board has consented to the consideration of certain items as a group under one motion. Should a Consent Agenda be used at a meeting, an appropriate amount of discussion time will be allowed to review any item upon request.

Section 2. General Guidelines. Items for consent are those which usually do not require discussion or explanation prior to action by the Board, are non-controversial and/or similar in content, or are those items which have already been discussed or explained and do not require further discussion or explanation. Such agenda items may include ministerial tasks such as, but not limited to, approval of previous meeting minutes, approval of staff reports, addressing routine correspondence, approval of liquor licenses renewals and approval or extension of other Town licenses. Minor changes in the minutes such as non-material Scribner errors may be made without removing the minutes from the Consent Agenda. Should any Trustee feel there is a material error in the minutes, they should request the minutes be removed from the Consent Agenda for Board discussion.

Section 3. Removal of Item from Consent Agenda. One or more items may be removed from the Consent Agenda by a timely request of any Trustee. A request is timely if made prior to the vote on the Consent Agenda. The request does not require a second or a vote by the Board. An item removed from the Consent Agenda will then be discussed and acted on separately either immediately following the consideration of the Consent Agenda or placed later on the agenda, at the discretion of the Board.

III. EXECUTIVE SESSION

Section 1. An executive session may only be called at a regular or special Board meeting where official action may be taken by the Board, not at a work session of the Board. To convene an executive session, the Board shall announce to the public in the open meeting the topic to be discussed in the executive session, including specific citation to the statute authorizing the Board to meet in an executive session and identifying the particular matter to be discussed "in as much detail as possible without compromising the purpose for which the executive session is authorized." In the event the Board plans to discuss more than one of the authorized topics in the executive session, each should be announced, cited and described. Following the announcement of the intent to convene an executive session, a motion must then be made and seconded. In order to go into executive session, there must be the affirmative vote of two thirds (2/3) of Members of the Board.

Section 2. During executive session, minutes or notes of the deliberations should not be taken. Since meeting minutes are subject to inspection under the Colorado Open Records Act, the keeping of minutes would defeat the private nature of executive session. In addition, the deliberations carried out during executive session should not be discussed outside of that session or with individuals not participating in the session. The contents of an executive session are to remain confidential unless a majority of the Trustees vote to disclose the contents of the executive session.

Section 3. Once the deliberations have taken place in executive session, the Board should reconvene in regular session to take any formal action decided upon during the executive session. If you have questions regarding the wording of the motion or whether any other information should be disclosed on the record, it is essential for you to consult with the Town Attorney on these matters.

IV. SUBJECT TO AMENDMENT

Section 1. Deviations. The Board may deviate from the procedures set forth in this Resolution, if, in its sole discretion, such deviation is necessary under the circumstances.

Section 2. Amendment. The Board may amend these Rules of Procedures Policy from time to time.

Kevin C. Flanagan

████████████████████ Fairfield, IA 52556

Ms. Paige Smith, Town Trustee
Town of Paonia, CO
PO Box 460
214 Grand Avenue
Paonia, CO 81428
Paiges@townofpaonia.com

Re: Town Administrator Application: Paonia, CO

Dear Ms. Smith,

I would like to apply for the Paonia Town Administrator position. My most recent administrative position was serving as the Planning Director for the City of Ottumwa, Iowa (Pop. 25,350) for 5 years and I have 15 years of total experience in local government administration. I also have extensive experience in private business ownership and management.

I began my career as a city manager in Denison, Iowa. Denison is a highly diverse community with a solid industrial employment base. Public/private contracts signed using TIF financing, for multi-family and single-family housing efforts during my time there, were accompanied by significant commercial growth. I also acted as the Planning Director for Denison, communicating at length with both the public citizenry and the City Council regarding the often intricate details of economic development efforts or capital planning in an understandable and straightforward manner.

In Fairfield, during my tenure acting as both the City Administrator and Planning Director, significant economic development efforts were undertaken, through both TIF use and targeted, strategic utility expansion, in partnership with private industry. Fiscal crisis and DNR wastewater mandates were addressed under my administration as well, reversing the city's ongoing struggle with key critical service issues, and simultaneously moving forward with future planning and facilities development in a sustainable manner.

My experience in private business is an asset, informing my public service, as this service, retail, and development background give me key professional tools in addition to those typically evident in local government management. I am politically savvy and have worked well with many different types of people from many different walks of life. I have encouraged a strong teamwork ethic in my public service career, viewing my leadership role as an opportunity to facilitate improvement in the services we offer by helping other leaders in my community reach our shared goals rather than dictating from a top down perspective. I encourage citizen and volunteer engagement and involvement.

I have extensive TIF experience, related to housing and economic development, and am adept at fostering and administrating innovative and effective public policy designed to meet the needs of progressive communities. It would be a pleasure to become an active member of the Paonia Community. Please feel free to contact me at your convenience and thank you for your consideration.

Sincerely,

Kevin C. Flanagan

Kevin C. Flanagan

Fairfield, Iowa 52556

Summary

Proven leadership in local government with private industry experience, having expertise in the following:

- Organization Operations and Project Management
- Community Planning and Economic Development
- Fiscal Planning and Budgeting
- Media Relations and Community Engagement

Local Government Experience

Planning Director/City Planner for the City of Ottumwa, Iowa 2016-2021

- Supervision included planning and economic development, building and code enforcement, rental inspections, solid waste collection/landfill/recycling
- Facilitated development initiative underway for new 84 Rm. conference center hotel with bistro, \$10 million overall cost facilitated via \$2.5 million (20 year) Tax Increment Financed (TIF) rebate (under construction)
- Facilitated \$10 million multi-family workforce housing development (in conjunction with state workforce housing and LMI tax credits programs) received credits in 2017 round), includes TIF financing with \$400,000 in TIF tax rebates (public/private partnership)
- Facilitated \$16 million mixed density market rate housing development with 65 overall units comprised of town homes/single-family houses via \$3.5 million in TIF tax rebates over fifteen years, on formerly blighted hospital property through public/private partnership (ongoing project), project included blight removal.
- Completed new City Comprehensive Plan in 2020
- Completed \$1 million in Downtown CDBG upper story housing grant effort
- Founding Board Member of Rippling Waters, local housing non-profit offshoot of Ottumwa Legacy Foundation
- New management software in building and code enforcement departments, facilitating online billing and pay for first time in City
- New cell construction in landfill and landfill operations and comprehensive grounds/equipment rehabilitation in 2019-20

City Administrator/Planning Director for the City of Fairfield, Iowa 2012 – 14

- Daily supervision over general operations and department heads, including water and sanitary sewer/stormwater utilities
- Served in role of Planning Director
- City Liaison to Boards and Commissions
- Began 20-year, \$42 Million Sanitary Sewer System Rehabilitation – Phase I included \$19 million in facility and conveyance improvements scheduled for fall of 2014, projects followed \$1.2 million in hydraulic/hydrology studies with engineering consultants and successful meetings/negotiations to alleviate DNR consent orders totaling over \$1 million immediately following hiring in 2012
- Facilitated \$8.7 million Indoor Recreation / Outdoor Aquatic Center Project (\$3 million city funding / \$4.4 million private funding)
- TIF Housing and Economic Development Project using Public/Private Partnerships – First Phase was \$650,000 Frontage Rd. Project, which led to \$5 million in initial private development
- Completed Structural Deficit Abatement effort and fiscal restructuring, following crisis, eliminating \$3.2 million in internal City deficits for past capital projects and negative balances in general fund and sewer fund using 10-year bond initiative offset by divestiture of long-term City assets with potential future fiscal liabilities, complete fiscal recovery took approximately 2.5 years
- Performed 5-year Capital Improvement Program (CIP) Planning
- GIS mapping system initiative in partnership with county government

City Manager/Planning Director for the City of Denison, Iowa 2009 – 12

- Advise and inform City Council on all city policies, programs, departments, and activities including general supervision over daily operations and activities, department heads, and employees
- City Council liaison to city and county boards, commissions, committees, and authorities
- Direct supervision over City Codes Enforcement and Building Inspections departments as Planning Director
- Restructured city bond issuances, providing for more diverse abatement methods and a savings of \$150,000 over the term of bond debts

- Restructured City Planning Department, eliminating staff redundancy, and obtaining management software creating more efficient operations with existing City Hall staff
- Created public/private development initiative involving City, Denison Municipal Utilities, and three private entities using Tax Increment Financing (TIF) leading to \$2.6 million 24-unit market rate multi-family housing project, a commercial restaurant valued at approximately \$1.4 million, and a 32-unit hotel valued at approximately \$4 million. All projects on 40 acres of newly annexed ground. Property owner also agreed to annex additional adjacent 40 acres. Project was taken from conceptual to construction stages in approximately 1 ½ years, project also included single-family housing and commercial developments (30 lots)
- Created TIF financed Denison Housing Agency Fund for long-term mitigation of blighted housing areas and development of moderate rate housing initiatives, starting with approximately \$400,000 in funding
- Facilitated affordable (LMI) housing initiative \$8 million in investment resulting in 25 duplex, 50 unit development on 25 acre site including community center, through use of City Housing Agency Funding as local incentive in conjunction with tax credits
- Assembled FY 2011-12 City Budget overhaul providing for a 50% increase in fire department budget and internal debt abatement for past project overages of \$600,000, while also providing for a \$38,000 cut in the city's tax asking
- Created streets and stormwater utility improvement initiative with 5-year plan, overlaying 14 blocks of inner-city street in FY 2010-11 for \$330,000 and for FY 2011-12 have planned major overlay and streetscape project for uptown area including \$700,000 in grant financing for \$1.6 million project in streets, enhancement, and stormwater improvements
- Finished 2-year Codification process for City codes providing online access to entire City Code in easily accessible format
- Worked with Planning and Zoning Board and Council through creation of City's new Zoning Code/Comprehensive Plan, including provisions for all major facets of building and development activities
- Provided leadership, empowered staff, and increased staff morale following aftermath of highly contentious former manager and Council relationship, continued through Council turnover period
- Began City's first Long-Term Capital Improvement Planning (CIP) initiative, with initial projects including overlay of 32 blocks of City street and final phase of City streetscape plan, including boulevard and repairs of existing streetscaping for stormwater and landscaping elements

- Conducted Council planning sessions which include both past and newly elected council members and Denison 20/20 Board members geared toward prioritizing city agenda, familiarizing new council members concerning fiscal dynamics of city, and providing for continuity amidst significant political turnover
- Conducted processes to hire replacements for long-time Fire Chief, City Clerk, and Building Official

Special Assistant to County Commissioner / Code Enforcement Official for Lumpkin County, GA 2001 – 05

Private Industry Experience

Owner, Southern Erosion Solutions, LLC 2005 – 09: Full-service construction company providing consulting and development services related to stormwater management, land development, development planning, and landscaping

Owner, AGEA, LLC 2005 – 07: Convenience and Fuel Store/Deli business located in North Georgia.

Education

- MPA, North Georgia College and State University (NGU) 2003
- BS Political Science/ Minor Philosophy, Georgia Southern University 1993

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Town of Paonia
214 Grand Ave.
Paonia, CO 81428

4/10/2023

Dear Mayor Bachran and Town Council,

Passion for serving others and a duty to positively impact the lives of those I lead have been the driving force of my entire career. In both communities that I've served, we've implemented innovative methods that supplemented traditional revenue streams, allowing us to expand and improve the delivery of services to Residents and visitors. Teams that I've led are encouraged to practice continuous improvement professionally, and found ways to improve service delivery for the processes that they managed.

I have demonstrable experience in analyzing and improving processes to achieve efficiency. My experience in leading and creating high performing teams is reflected in where they are now in their respective careers. My most recent team completed large-scale capital improvement projects, while simultaneously implementing policies, managing daily operations and tending to a growing list of council expectations.

I've led strategic and collaborative vision processes that laid the framework for thoughtful growth in rural communities and protected the residential qualities of communities approaching their maximum buildout. Over the past decade, I've cultivated partnerships with state and local officials to help secure funding for the Cities that I've managed. I believe that my past leadership experience in capital project planning and construction, economic development, budgeting and forecasting, technology integration, and statewide legislative changes to economic policies make me an ideal candidate for your team.

The most significant contribution to economic development that I've made was while I was with the Town of Albion, Indiana. I was part of the process that brought tele-pharmacies to rural communities within the state, pre-covid. Prior to my departure, I led the discussion on affordable workforce housing (including the missing middle), and employer sponsored daycare initiatives.

In both communities that I've served as the chief executive, I led teams that developed strategic economic and community development plans. In Albion, we participated in a State initiative with the Purdue Center for Regional Development, Ball State University, local and regional economic development corporations, and local stakeholders, called the Hometown Collaboration Initiative. I'm proud that the outcome led to innovative ways to attract and retain talent, build affordable housing options, and invest in the downtown.

While in Neptune Beach, I led the City's comprehensive plan update, and I'm proud that our team's process was chosen by the APA - Florida Chapter for an Award of Excellence in Best Practices. We received the award for our innovative approach to engaging the community through the pandemic and allowing for entire families to participate, including kids!

In 2022, I was honored with two awards: the Florida League of Cities announced that I was a Home Rule Hero for ensuring that the ability of local governments to govern locally wasn't eroded by state preemptions; and the Florida City/County Management Association named me a, "Who's Who Under 40," for personal and professional excellence (one of two recipients).

While serving in Neptune Beach, I also implemented changes to the procurement policy and removed disparities between purchasing practices amongst departments. Purchases require adherence to the "Three-Way Match Rule," meaning a Purchase Authorization (P.A.) must be fully-completed and a packing slip or pay application must match information on the P.A., and finally the invoice must reference the information from the P.A. or packing slip/pay application. Those changes were made to make FY-2022's audit process much easier to complete.

My attached resume also highlights the capital improvement projects that I've managed throughout my career, including a massive park overhaul in Neptune Beach. Over the last seven years, I've progressively improved the quality of reporting to the boards that I've served, and I have experience in communicating during natural disasters and emergency circumstances.

I look forward to speaking with you about my qualifications and how I can best assist the Paonia town-team in delivering excellent services to residents, businesses and visitors.

In Public Service,



Stefen Wynn, *M.P.A., ICMA Credentialed Manager, Candidate*

[Redacted]

Jacksonville, Fl. 32266

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

SUMMARY

A servant leader with seven years of Executive Management experience with an emphasis in local government. A dedicated professional with a diverse background in business and operations management, financial management, investigations, project management, social services; and specialized experience in the following areas:

- Strategic Planning and Tactical Progress Monitoring
- Statistical Analysis and Data-Driven Decision Making
- Public Policy Creation and Implementation
- Community Development, N.G.O. Partnerships
- Organizational Change, Development, and Marketing
- Economic & Community Development and Downtown Revitalization
- Investigations and Compliance Administration
- Personnel and Labor Relations Management
- Fundraising, and Capital Planning
- Financial Management
- Project Management
- Grant Writing and Administration
- ERP System Implementation

Experienced in managing change while honoring tradition, and ethical historical processes. A goal-setter, and action-driven team manager capable of working independently within the corporate framework.

RELEVANT EXPERIENCE

City of Neptune Beach, Florida

1/2020 – 1/2023

City Manager

Neptune Beach (incorporated 11 August, 1931) is a full-service municipality with a population of 7,217 (2020 Census), that borders the consolidated government of the City of Jacksonville. Neptune Beach is one of four unconsolidated municipalities in Duval County that maintains its own ability to govern locally. The City Manager is the Chief Executive Officer of the City within a Council-Manager form of government, and is charged with enforcing the laws of the City and the faithful performance of all administrative duties. The Duties and Powers of the City Manager are broad as it relates to the operation and management of the daily business of the City, and they include preparing an annual budget and personnel management.

Duties and Responsibilities as City Manager:

- Appoints, dismisses, and fills vacancies for all 116 FTE employees of the City with the exception of the City Clerk and City Attorney.
- Assigns personnel, has administrative authority for the expedient conduct of administrative agencies subject to the City Manager's authority.
- Conducts investigations into the affairs, or the operations of any department, division, bureau or office, and has the authority to overrule an official.
- Manages a General Fund Budget of approximately \$6.8MM for Police, including Ocean Rescue, and Animal Control; Public Works – comprising of three divisions within: streets and parks, Water, Wastewater, Stormwater, and Distributions and Collections; Community Development – containing the Building Department and Code Enforcement; the Senior Center; and the Finance Department and City Hall staff.
- Manages the five enterprise funds of the City including: Drinking Water fund, Sanitary Sewer fund, Stormwater fund, Sanitation fund and the Paid Parking fund for an approximate total of \$8.1MM.
- Maintain both an operating budget and a capital improvement budget.
- Advocate for the City at State and County venues, and work with various state, local and federal agencies to protect the budget and character of the City.

Achievements:

- Revised and updated policies and procedures for the employee handbook, personnel policy and revised and updated the procurement policies for the City.
- Successfully implemented new revenue stream through the paid parking program and developed an internal department to lead the effort, expected revenue has nearly doubled forecasts.
- Developed asset management plans for existing infrastructure including drinking water, sanitary sewer, stormwater and streets.
- Implemented best practices for internal controls after identifying significant weaknesses in existing practices.
- Implemented new ERP system to unite existing disparate systems.

Town of Albion, Indiana
Town Manager

2/2016 – 12/2019

Albion (incorporated 6 July, 1874) is a Town, and county seat in Indiana with a population of 2,349 (2010 Census). It is located in Noble County, Indiana (population 47,733). Serve as the Chief Administrative Officer for the Town under a Council-Manager form of government, and works closely with the Town's elected Clerk-Treasurer. Performs supervisory, budgetary, operational, and maintenance functions related to the general management of the Town, including oversight of five direct reporting Department Heads: Police, Fire, Street, Parks and Recreation, and Water Utilities.

Duties and Responsibilities as Town Manager:

- Chief Administrative Officer of municipal government with 77 full-time equivalent employees, and \$6.5MM annual budget, including revenue from TIF, CEDIT, LIT, and Enterprise Funds.
- Oversight responsibility for the following departments: Police, Fire, Streets (paving, lights, storm water), parks & recreation, water and waste-water utility (including rate studies/increasing rates for capital projects), planning, zoning, personnel management, and public works construction project management.
- Implement, administer, and oversee the enforcement of Council directed policy, resolutions, and ordinances.
- Research, review, recommend, and revise policy, resolutions, and ordinances.
- Preparation, and administration of the Town's operating and capital budgets directly with the Town's Clerk-Treasurer.
- Executes contracts on behalf of the Town as approved by Council, and serves as the Chief Procurement Officer for Town purchases.
- Serves as the Title VI & ADA Coordinator, Zoning Administrator, and Plan Administrator for the Town, and its commissions/boards.
- Responsible for compliance with Federal and State programs

Achievements:

- Developed and implemented the Town's first written Procurement Policy using Government Finance Officers Association best practices.
- Developed the Town's inaugural capital improvement/equipment purchase plan. Department Heads now plan on having vehicles and equipment on a rotation to maximize trade-in values, and ensure that they are in good working condition.
- Updated and revised Personnel Policy, Employee Handbook, and updated job descriptions while ensuring compliance with all Federal, and State regulations.
- Successfully wrote application for award with the Indiana Association of Cities and Towns, honoring the Town's Parks and Recreation System.
- Developed and managed creation of Pavement Asset Management Plan, new Comprehensive Plan, Economic Development Plan, and Community Investment Plan through strategic partnerships with State and County Agencies.
- Supplement funding for infrastructure improvements through the award of State and Federal grants.

Town of Albion Plan Commission
Board Member and Plan Administrator

2/2016 – 12/2019

The overall objective of the Albion Plan Commission, and the Comprehensive Plan of the Town of Albion is to offer residents, and visitors to the Town, and its jurisdictional area a pleasant environment in which to: live, work, and enjoy their leisure time. An overview of the Commission's work is to generate Citizen Awareness & Participation; Control, and Structure Development; Encourage, and maintain quality residential units; Maintain, and preserve agricultural soils, wetlands, and natural wildlife for the maximum benefits to citizens; Encourage growth of businesses, and commercial activities; Encourage the growth of Industrial uses through diversification, and strengthening the revenue sources of Town, and various other activities as related to economic growth, strength, and development.

Duties and Responsibilities:

- Review, and approve drawings in order to issue building permits.
- Maintain permit, state releases, and inspection data.
- Upon final inspections, and after ensuring adherence to all local and state codes, issue Certificates of Occupancy.
- Ensure that all planned developments, and subdivisions are acceptable uses within the Comprehensive Plan, and work with developers to ensure that the Town's best interests are at the forefront of discussions.

- Answers general questions from the public concerning zoning, land-use, subdivisions, streets, and alley vacations, and makes sure that all staff present themselves to the public in a professional and courteous manner.
- Supervises the acquisitions of easements, street dedications, and maintains a map of the Town's boundaries including all historical, present, and future annexations for reporting to various state oversight agencies.

Achievements:

- Revised, and updated a Comprehensive Plan through a partnership with the County, surrounding communities, and Ball State University. The updates were based on best practices for community engagement, and utilized surveys, community forums, and public input workshops to gather data to create a plan tailored to the Town.
- Used a consultant to assist in completely re-writing the zoning ordinance, subdivision control ordinance, and construction design standards.
- Streamlined the process for applying for a permit, saving time for the applicant, and for the staff reviewing the permit.

Albion S.T.A.R. Team
Economic Restructuring Chair

10/2016 -12/2019

The Albion S.T.A.R. Team is an organization focused on downtown growth, and revitalization. The team's vision is to revitalize Albion's downtown square to be a community meeting place, and a commercial center. The team strives to accomplish this with four primary focuses: Rallying, and equipping volunteers; grant writing/finding assistance; beautification teams; and event hosting. The Economic Restructuring Committee seeks ways to grow existing downtown businesses while finding ways to turn empty space into productive property. This sub-committee is responsible for Façade improvement projects, providing market analysis workshops for local businesses, and keeping in contact with local businesses.

Duties and Responsibilities:

- Develops plans, and writes grants with other government professionals from the Town, and County.
- Follows a budget, and finds grant opportunities to supplement the budget.
- Hears and decides which applications for façade grant funding offers the most value to the Town, and the mission of the S.T.A.R. Team.

Achievements:

- Instrumental for the Town and the S.T.A.R. Team to receive recognition with the Indiana Office of Community and Rural Affairs with state award of participation in the Hometown Collaboration Initiative (HCI). HCI is an effort to engage the community in order to assist with building capacity for leadership; economic development; and improving the Quality of Life in Town.
- QUiP Grant assisted with funding wayfinding signs throughout Town

Noble County Economic Development Corporation
Treasurer, Board Member, Nominating Committee & Housing Study Committee

1/2017 - 12/2019

The mission of the Noble County Economic Development Corporation (EDC) is to provide coordinated economic development resources promoting the assets of Noble County. Its vision statement is that it strives to maximize the economic potential of Noble County's assets. The Corporation's role is to facilitate relationships between resources, and business needs by focusing on the three sub-categories of the County: existing businesses; attraction of businesses; and entrepreneurs. The EDC provides business retention, expansion, and attraction assistance while facilitating relationships necessary to meet business and community needs, while advocating for businesses at local, state, and federal levels.

Duties and Responsibilities:

- Assist the Town in partnering with employers/businesses to ensure a strong economy while representing the best interests of the Town, and its residents on county-wide economic development initiatives.
- Innovate, and find new ways to meet the needs of employers, the Town, and its residents. In keeping with its mission to coordinate economic development, the EDC has partnered with the Purdue (University) Center for Regional Development in order to address a shortage of housing that has resulted in a large surplus of available employment opportunities. Through the data received from the Housing Study, the Town, and the EDC will be able to invest in housing as directed by the outcomes of the study.

Achievements:

- Instrumental in bringing the EDC, County, and surrounding communities together with the Purdue Center for Regional Development to complete a study on the existing housing stock, and future housing needs of Noble county.
- Implemented Internal Controls procedures to better manage the use of public funds and focused the efforts of the EDC board to adopt a strategic plan that showed funding for initiatives identified in the plan.
- Assisted the Northeast Indiana Regional Partnership with developing the #MakeItYourOwn campaign to attract and retain talent in Northeastern Indiana

**Indiana Department of Child Services
Family Case Manager II (Assessment)****3/2014 – 7/2015**

The Indiana Department of Child Services is responsible for the safety, and welfare of children living with the State of Indiana. As family case manager, I assessed allegations of abuse/neglect and refer clients to appropriate services. Extensive case documentation was required, which includes preparing court reports and social histories. I was taught family engagement skills in mitigating risk and enhance safety that will be used in both the office, client homes, and in the community through intensive initial training, and continuing education. I had the ability to advocate for families and children, testify in court and de-escalate potentially volatile situations. Furthermore, I also collaborated with law enforcement, schools, medical personnel, mental health agencies, the courts and childcare providers.

Duties and Responsibilities:

- Investigated reported incidents of child abuse, neglect or dependency, made determination of whether or not the incident is substantiated and developed recommendations to a Juvenile Court or County Director for disposition.
- Assessed safety and level of risk to children for additional injury or harm, including imminent danger, and may remove the child from the family as the situation warrants; placed child in a protected environment.
- Performed needs assessments to determine options for families and children evaluated to be abused/neglected, Law Enforcement, other social service agencies or schools as a possible child in need of services (CHINS).
- Testified in various Courts of Law concerning the needs of the families and children that are assigned to the incumbent's caseload, the families' ability to remedy the abusive/neglectful situation, or concerning alleged criminal activities of a perpetrator.
- Made recommendations to the court for the return of children to their families, following assessment of safety or risk to the child throughout the life of the case.
- Developed, "informal adjustments" to meet the "least intrusive intervention" standard.
- Maintained data so that family and children's needs can be evaluated on a trend analysis basis.

OTHER RELEVANT PROFESSIONAL EXPERIENCE**Family Express Corporation, Valparaiso, IN
Executive Assistant to President & CEO****7/2015 – 2/2016**

Family Express is a convenience store chain found only in Indiana, and was named the *Convenience Store Decisions*, 2015 Chain of the Year. Served as the assistant to the President and CEO of the company whose principal tasks were to schedule, and organize the executive; prepare for monthly executive staff meetings; research innovative new ways of marketing products, and brands; research, and approve, or deny all purchases throughout the corporation over \$1,000 (64 stores).

Voter Registration Office, Saint Joseph County, IN
Chief Deputy

1/2013 – 8/2013

The Voter Registration Office of Saint Joseph County is tasked with ensuring that eligible voters within the county are properly registered, and processes applications on a rolling basis until the deadline as defined by Indiana Law. During election years, the Voter Registration Office is tasked with assisting the Election Board in managing a fair, and impartial election process.

W.G. Mills, Inc.
Assistant Superintendent of Construction

8/2008 – 10/2010

Assisted Senior Superintendent with onsite supervision of construction activities and subcontractor work. Ensured that the contractors work sufficiently met quality standards and that all subcontractors adhered to job site safety practices. Operated construction forklift and supervised a crew of day laborers that assisted with site safety and removal of construction debris. Kept record of construction activities performed in the field and compiled all mechanical, electrical and plumbing drawings, including as-builts, for the owner's records. Prepared all warranty information, shop drawings, and submittal records into a final report for the owner.

EDUCATION

Indiana University Graduate School

M.P.A. – Government Administration & Public Policy

Emphasis on best practices in public policy, budgets and finance, and personnel management. Served as the Liaison for the Student Association with the Faculty. Capstone project was to assist the City of Niles, Michigan with developing a plan for CDBG funding for downtown revitalization. During this time, also served as an Associate Justice on the Judicial Council. *May 2013.*

Florida Gulf Coast University

Bachelor of Science

Majored in Legal Studies/Pre-Law. Active, and chartering member of the Phi Alpha Delta Legal Fraternity. Served as Community Service Chair, and as Secretary during upperclassman years. *April 2009.*

Culver Military Academy

High School Diploma

College Preparatory School in Indiana with a heavy influence of military hierarchy. Served as a Bugler for four years, and Regimental Bugler for three. Member of the music honor society for four years. *June 2003.*

PROFESSIONAL AFFILIATIONS AND AWARDS

- International City/County Management Association
- **Florida City and County Management Association**
 - Professional Development Committee
 - Awards and Scholarships Committee
- **The American Society for Public Administration**
 - Assoc. for Budgeting & Financial Management
 - Sec. on Emergency and Crisis Management
 - Sec. on Ethics and Integrity in Governance
 - Sec. on Personnel Administration and Labor Relations
 - Sec. on Public Performance and Management
 - Sec. on Public Administration Research
- **American Planning Association – Florida Chapter**
 - **2021 Award of Excellence – Best Practices**
- **Florida League of Cities**
 - Municipal Administration Policy Committee
- Phi Alpha Delta – *Lifetime Membership*
- **FGCU Alumni Association – Lifetime Membership**
 - FGCU Alumni Board of Directors
 - FGCU Jacksonville Chapter *Vice President*
- Culver Legion – CMA Alumni Association *Lifetime Membership*
- **2022 Home Rule Hero – Florida League of Cities**
- **2022 Who's Who Under 40 – FCCMA (1 of 2 Recipients)**
- **2018 Soaring Eagle Award Recipient FGCU (Distinguished Alumni)**

CERTIFICATIONS

Federal Emergency Management Agency

Emergency Management Institute & Indiana Department of Homeland Security (PSID: 5954-9819)

- IS-0100.b/ICS-100 Introduction to Incident Command Systems
- IS-00200.b ICS for Single Resources and Initial Action Incident
- ICS 300: Intermediate ICS for Expanding Incidents
- IS-00700.a National Incident Management Systems
- IS-00800.c National Response Framework, an introduction
- ICS 400: Advanced ICS for Command & General Staff

PUBLIC WORKS CONSTRUCTION PROJECTS

The following projects are in various stages of completion and are marked as: completed, in progress, or in design/planning and will be completed over the next 3-5 years.

2016 Drinking Water Loop Project *Town of Albion – WDW Department*

COMPLETED
Cost: \$622,349

Project included approximately 3,452' of 12" water main to complete a loop in the newest addition to Town. The project also included the installation of Fire Hydrants along the new 12" water line. Project also included (2) additional areas under 2,500' of upgrades to existing water mains that were undersized and installation of Fire Hydrants. Project was funded through a surplus in Water Utility and TIF funds.

2016 TIF Legacy Paving Project (2017 Construction) *Town of Albion – Street Department*

COMPLETED
Cost: \$631,301

Project included 5,052 linear feet of paving, storm water improvement, and curbing in the Town's Industrial Park. The project was paid for using a TIF Legacy Bond which was issued in order to extend the life of TIF 1 (of 3) for another 25 years. The funding generated in TIF 1 has historically been the major source of Economic and Community Development funds that have driven projects in the Town's award-winning parks and improved the downtown area through a façade grant program. The project was completed ahead of schedule and under estimated project costs.

Wastewater Treatment Pond Improvements Phase One *Town of Albion – Wastewater Department*

COMPLETED
Cost: \$884,000

Project required a 3-year incremental increase in Wastewater Utility Rates. Upon my arrival in 2016, I was informed that the last NPDES permit was up for renewal in 2019 and that improvements needed to be made to meet required ammonia limits for discharge. The first step was to bring the utility rate up to a level that was at least covering operating expenses. Over the last two years, the utility has generated enough surplus to pay for improvements to the system as necessary (with assistance from TIF funds) and the Town has engaged the services of a design engineer to ensure that a solution is developed to meet IDEM's requirements and through a Guaranteed Savings Contract is procuring a contractor to assist the Town with installing the necessary improvements. Substantial Completion was met in March of 2019, and is in project closeout. The Town has since renewed its NPDES permit and is now accepting Industrial Pretreated Wastewater.

Hazel St. – Railroad St. Storm-water & Road Improvement Project
Town of Albion – Street Department

COMPLETED
 Est. Cost: \$1,073,000

Early in my tenure with the Town of Albion, I encouraged the Town to cancel a Federal Highway Grant Project that had been started prior to my arrival that had ever-increasing costs. Design Engineering was 90% complete before any soil samples were taken of existing roadways, despite repeated warnings to the design engineer that a portion of the project lay next to a protected wetland. Additionally, improvements to the streets in question would cause additional flooding down the line to the Town's

most indigent neighborhood. The Federal Grant project was cancelled and the Town found that it could make improvements to the roadway at only 10% of the original local match for the grant project. This Storm-water project is meant to fix the existing flooding issue in the indigent neighborhoods. The improvements will be to the main corridor through this part of Town along Hazel Street. In addition to stormwater sewer improvements, the roadway will be improved and sidewalks installed to tie into the 2018 Paving Projects. The project has been awarded funding through a state grant program offered by the Indiana Department of Transportation. Total cost for improvements from the Town will be: \$268,250 with the State of Indiana matching: \$804,750.

2018 Paving Project(s)
Town of Albion – Street Department

Completed 5/30/19
 Est. Cost: \$454,000

The Project is part of the Town's Pavement Asset Management Plan – PASER rating of all Town streets. Locations of Village Drive had failed and began to sink due to a lack of storm-water infrastructure. The area was within the newest residential development in Town and has caused the Town to update all of the planning documents in order to ensure a safe and acceptable subdivision prior to accepting it into the Town's limits. The other street in this plan is W. Main Street, and was part of the Federal Highway Grant Project that was cancelled in 2016 – the project will cost 1/10 of the original local match for the grant. The project is being paid for through the Street MVH fund, a Special Distribution from the Indiana General Assembly (2017), and a Community Crossing Matching Grant (75/25) from INDOT.

East Coast Greenway
City of Neptune Beach – Public Works Department

Completed 8/6/2020
 Approx. Cost: \$50,000

The East Coast Greenway is a 3,000-mile pedestrian and bicycle route that runs from Maine to Florida along the East Coast of the United States. The East Coast Greenway Alliance estimates that it costs \$1MM per mile to construct the Greenway. Due to the stellar work of our Public Works team, the City was able to construct the entirety of the East Coast Greenway through City Limits for approximately \$50,000. Due to the savings, the City was able to add more to the trail and connect it with Jarboe Park, the City's largest park.

Florida Boulevard Culvert
City of Neptune Beach – Public Works Department

Completed 6/1/2022
 Cost: \$996,754.49

Identified in 2016 as the City's most significant bottleneck for stormwater moving off of SR-A1A and from the Coast, design was completed in 2018, but shelved until my arrival. The Florida Legislature approved partial funding for the project with approximately \$235,000 allocated for construction. The project replaced a 2' diameter steel corrugated pipe underneath the intersection of Florida Boulevard (Urban Collector) and 5th street (Urban Local) with two 7' x 6' poured in place concrete culverts, and construction was completed without service disruptions in just over 10 months from bid award to final construction.

Phase I – Jarboe Park Renovation
City of Neptune Beach – Public Works Department

Completed 5/2/2022
 Cost: \$1,340,751.28

Design and planning began in 2018 by a concerned group of Residents that later brought requests to the City for inclusion in subsequent budgets. In 2020, a set of drawings were produced by the City's Design Engineer, and after considerable efforts internally, the City pushed out a Phase I bid set that was within a manageable budget. The entire construction management from 2020 until completion in 2022 was completed by staff internally and broken into manageable pieces. An asphalt trail was completed that tied into the already completed East Coast Greenway. A new pedestrian bridge was installed at a major entrance to the park and new inclusive playground equipment was installed. A major piece of the renovation included the construction of new pickleball, tennis, volleyball and basketball courts. Subsequent Phases of the park will include a new parking area and entrance to the park, multi-purpose field installation and final work on the Eastern paths and bridge.

COMMUNITY INVOLVEMENT

The Culver Beard Club (Ended: 2/2019)

Treasurer

The Culver Beard Club is a social organization that turned into a charitable non-profit. The Clubs mission is to enrich, and improve the lives of people living within Marshall County, Indiana, and to provide ancillary support for other non-profit organizations. Serving as the Treasurer, and am a founding member of the club. The club's largest fundraiser is the Polar Plunge. After nearly 4.5 years, I resigned from this position in February, 2019 to allow for my time with my family, but am still active in my community.

Indiana Freemasons

Member

I'm a member of the Plymouth – Kilwinning Lodge 149. I participate in a number of charitable events that support the initiatives of the Grand Lodge of Indiana and our local lodge. Aside from being a fraternal organization, Freemasonry is based on a system of ethics and a belief that each man has a responsibility to improve himself, while remaining devoted to his family, faith, country, and fraternity.

Jacksonville Eagles, Local Chapter of the Florida Gulf Coast University Alumni Association

Vice-President

Along with three other dedicated officers, established and grown the alumni network along the First Coast of Florida. Plan various alumni events as well as participate in capital campaigns for the University. Promote the University at various regional functions, including helping to connect FGCU to potential students and donors.

Florida Gulf Coast University Alumni Association Board of Directors

Board Member

I currently serve on the Development Committee with a focus on growing the 'Forever an Eagle' program and fundraising for scholarships. This is a role that I take very seriously as my affinity for FGCU has grown as I've gotten older. I continue to promote the University and encourage qualified candidates to apply for open positions.

Angela A. Lawrence



May 15, 2023

Paige Smith, Trustee
Town of Paonia
PO Box 460
214 Grand Avenue
Paonia, CO 81428

Dear Ms. Smith,

I am pleased to submit my resume for consideration as Town Administrator for the Town of Paonia. As an experienced leader in both the public and nonprofit sectors, I know the importance of working together for the betterment of the community, even when there are differences of opinion and strong personalities. I have worked on and with many elected and appointed bodies and have facilitated processes which work to focus on the common ground and move forward in a positive direction.

In my two most recent positions as Town Manager in very different communities, I have successfully secured and administered grants for community improvements and facilities, have managed a water treatment plant upgrade and stormwater improvement project, built strong teams and relationships with department heads and staff, planned, and implemented budgets and capital improvement programs, and facilitated community and business conversations that led to positive changes.

I am confident that my experience and education will be a great fit for this position. I am eager to live and work in Colorado and appreciate the quality of life that Paonia offers. I look forward to further discussing my interests and abilities with you and the town board.

Sincerely,

A handwritten signature in black ink, appearing to read 'Angela' followed by a long horizontal flourish.

Angela A. Lawrence

Angela A. Lawrence



Accomplished leader and collaborative team member experienced in executive level management including financial and human resource administration; program, project, policy and organizational planning, development, delivery and management; grants administration; special event coordination and implementation; and strategic management.

Analytical and innovative thinker with strong communication and facilitation skills and decision-making abilities. Honest, ethical and trustworthy. Mission and goal focused.

RELEVANT EXPERIENCE

- Successfully provided collaborative leadership to public agencies, including: budgeting and fiscal oversight; oversight of police, public works, economic and community development, and administrative departments; large infrastructure project planning and implementation; staff supervision and human resource development; consensus building and meeting facilitation with diverse groups and interests; media relations; development of community standards; planning and zoning administration; research, analysis and report writing; procurement; fostering partnerships with community organizations and agencies; community needs assessment; grants proposal writing and administration; local, regional and national conference and event planning; airport management; technical assistance and consultation; and special events coordination and implementation.
- Responsible and accountable for the management, administration and leadership of 501(c)3 nonprofit organizations, including: human resource and volunteer recruitment, development and retention; strategic planning and implementation, organizational re-structuring; program support and delivery; conference and event planning and implementation; public speaking and training; advocacy training and leadership; needs assessment; fund development; board development and committee support; financial management; facilities management; marketing, public relations, and social media communications; exercising responsible stewardship; and ensuring accountability and compliance with applicable laws and policies.

Town of Dayton, Virginia <i>Town Manager</i>	2019-2022
Town of Chase City, Virginia <i>Town Manager</i>	2016-2019
Gilda’s Club Kansas City – Kansas City, Missouri <i>Executive Director</i>	2013-2016
National Parkinson Foundation Heartland Chapter – Leawood, Kansas <i>Executive Director</i>	2010-2013
Virginia Breast Cancer Foundation – Richmond, Virginia <i>Executive Director</i>	2008-2010

First Unitarian Universalist Church of Richmond – Richmond, Virginia <i>Director of Lifespan Religious Education</i>	2004-2008
Town of Ashland – Ashland, Virginia <i>Mayor, Vice-Mayor, Town Council Member</i> <i>Planning Commissioner, Parks and Recreation Committee Member</i>	1992-2006
Regional Planning District/Metropolitan Planning Organization – Richmond, Virginia <i>Chair, Vice-Chair, Secretary, Treasurer, Commissioner</i>	2000-2006
Virginia Trails Association - Ashland, Virginia <i>Executive Director (Part-Time)</i>	1995-1999
Consultant - Virginia <i>Strategic Planning, Natural Resource Planning, National and Regional Conference Planning, Meeting Facilitation, Public Process Facilitation, Consensus Building</i>	1995-1999
Virginia Department of Conservation and Recreation – Richmond, Virginia <i>Grants Administrator</i> <i>Recreation Consultant</i> <i>State Greenways and Trails Coordinator</i>	1989-1995

EDUCATION AND AFFILIATIONS

Master of Business Administration (M.B.A) Concentration: Public/Institution Management
University of Texas at Arlington

Bachelor of Science (B.S.) Major: Recreation Program Administration
Kansas State University

Continuing Education

Lifelong learning through a variety of conferences, institutes, educational programs, webinars and reading.

Professional and Community Affiliations

Virginia Municipal League, member

Virginia Local Government Management Association, member; 2022 & 2023 Winter Conference Co-Chair

Harrisonburg Rockingham Regional Sewer Authority, policy board member – Vice-Chair & Chair

Central Virginia Metropolitan Planning Organization, policy board member

Mecklenburg County YMCA, board member (past)

National Parkinson Foundation, Chapter Advisory Council (past)

Community Idea Stations (public TV), Community Stations Board Member and Chair (past)

National Breast Cancer Coalition, Board Member (past)

Project LEAD, National Breast Cancer Coalition, graduate

Active and engaged volunteer with a variety of local organizations

COMPUTER SKILLS

Proficient in Microsoft Office applications and a variety of data base, accounting, and payroll systems.



March 16, 2023

Town of Paonio
Human Resources Department
P.O. Box 460
Paonio, CO 81428

To whom it may concern,

I am responding with enthusiasm to the Town of Paonio job posting for a Town Administrator on the ICMA website. As a dynamic city manager/administrator with over thirty years of professional experience in the public sector, including eighteen in local government management, I am thoroughly qualified to help the town move into the future.

I am an experienced, visionary leader with strong leadership and management skills. I believe in being proactive and creative in achieving solutions to all local government issues through strong communication skills in working with elected and non-elected officials and members of the community. I most recently served as city manager in Fernley, Nevada. Fernley is the fastest growing city in the state, with the population expected to double by 2030 (from 23,500 to 40,000). My prior management position was with the City of Fitchburg, Wisconsin, where I honed my skills in local government management. While employed there, I successfully achieved and maintained a balanced budget while playing an active role in growing the equalized value of the community through various economic development initiatives. The City of Fitchburg is one of the fastest growing communities in Wisconsin and also the most diverse.

I am confident that my proven history, work ethic, proven unparalleled attention to detail, and knack for team building will allow me to contribute to the team's success in the Town of Paonio.

I look forward to discussing the Town Administrator position and my qualifications with you in more detail. I am available to talk at your convenience. I look forward to hearing back from you to discuss how I could be an asset to the Town of Paonio.

Thank you for your time and consideration.

Sincerely,

Patrick S. Marsh
ICMA-Credentialed Manager

Patrick Marsh, ICMA – CM

[Redacted] Port Charlotte, Florida 33952
[Redacted]

PROFESSIONAL OBJECTIVE

To utilize my public sector and local government experience, including local government management and economic development expertise, to provide exceptional community leadership, in an effort to make each community a better place to live, work, and play

SIGNIFICANT ACCOMPLISHMENTS

- Successfully managed a budget surplus in each of my nineteen years as a local government manager
- Negotiated over twenty collective bargaining agreements with police, fire, public works and other public sector bargaining units
- Wrote over fifty grant applications and was successful with grant awards nearly seventy-five percent of the time. Largest successful grant to date was a \$25 million grant from the U.S. Department of Transportation for a \$54 million road and bridge project in Fernley, Nevada (2022)
- Recruited and hired over twenty department heads and other key staff members
- Negotiated eighteen development agreements between the private sector and local government, including a \$300 million office/lab building in Fitchburg, Wisconsin
- Coordinated the formation of sixteen tax-increment districts (TID's)
- Served in the role of lead economic development director for over fifteen years

EDUCATION

Northern Illinois University - DeKalb, IL | Master's Degree
Public Administration, 06/2005

Augustana College - Rock Island, IL | Bachelor of Arts
Business/Public Administration & Political Science, 11/1988

WORK HISTORY

CITY MANAGER | 01/2022 to 01/2023

City of Fernley, NV – Fernley, NV (23,600 population with a \$49 million operating budget)

- Managed the day-to-day operations of the city
- Responsible for leading annual budget preparation and implementation

- Directly responsible for all operations in the Planning/Zoning, Engineering, Public Works, and Building Operations departments of the city. Managed over 70 employees, including 8 department heads
- Successfully oversaw all economic development initiatives for one of the fastest growing communities in the State of Nevada
- Coordinated a “Development Team” consisting of five department heads and their staff
- updated the emergency management plan and served in the role of emergency management coordinator
- Liaised with existing local businesses, promoted Fernley to prospective businesses
- Worked with regional economic development authorities, and state-wide development leaders

CONSULTANT | 01/2021 to 01/2022

CWIowa, LLC - Rock Island, IL

- Spearheaded due diligence and coordination of Local, regional, state, federal government due diligence and coordination
- Facilitated property acquisition for all company expansion initiatives
- Implemented long-term growth initiatives by developing sustainable and profitable strategies
- Responsible for all grant writing and grant administration
- Coordinated development efforts with CEO

CITY ADMINISTRATOR | 09/2015 to 01/2021

City Of Fitchburg - Fitchburg, WI (33,000 population with a \$46 million operating budget)

- Chief appointed official for the City of Fitchburg
- Utilized expertise mentoring, managing and developing 275 employees, including 18 department heads
- Primary contact for business recruiting, retention, expansion, and development
- Responsible for leading the annual budget preparation and implementation
- Coordinated relationships between local organizations and the city
- Responsible for the implementation of policy initiatives of the common council

CITY ADMINISTRATOR AND ECONOMIC DEVELOPMENT DIRECTOR | 11/2007 to 09/2015

City Of Monona – Monona, WI (8,300 Population with a \$13 million operating budget)

- Chief Appointed Official for the City of Monona
- Managed 98 employees, including 12 department heads
- Primary contact for elected officials (Mayor and six Common Council members).
- Primary contact for business recruiting, retention, expansion, and development
- Facilitated all strategic planning initiatives
- Served in the role of Human Resources Director
- Responsible for leading the annual budget preparation and implementation
- Served in the role of Deputy Clerk to assist with local elections along with other statutory responsibilities

VILLAGE ADMINISTRATOR & ECONOMIC DEVELOPMENT DIRECTOR | 06/2003 to 11/2007

Village of Coal Valley - Coal Valley, Illinois (5,500 population with a \$4.6 million operating budget)

- Chief appointed official for the Village

- Served in the role of finance director, human resources director, planning/zoning director, and economic development director
- Managed 25 employees, including 4 department heads
- Primary contact for elected officials (Village President and six Trustees)
- Primary contact for all planning and economic development activities
- Responsible for leading the annual budget and implementation

ASSISTANT CITY MANAGER | 11/2003 to 06/2004

City of Eldridge - Eldridge, Iowa (5,800 population with a \$6.2 million operating budget)

- Assisted the city manager with day-to-day operation of the city
- Assisted the city manager with budget preparation and implementation
- Responsible for all economic development, planning and zoning initiatives
- Primary point of contact for all nuisances and property maintenance complaints
- Liaison between elected officials and city staff

DIRECTOR OF OPERATIONS | 09/2000 to 11/2003

iPower Distribution Group - Rock Island, IL

- Manager of a multi-disciplinary, twelve-member business conglomeration focused on providing one-stop opportunities for industrial maintenance, repair and operations (MRO)
- Oversight of day-to-day production activities in accordance with business objectives.
- Staff liaison between members companies and industrial clients (Case IH, John Deere, and Honeywell)
- Reported to a twelve-member Board of Directors
- Managed twenty employees

SENIOR PLANNER | 02/1989 to 07/2000

State Regional Commission - Rock Island, Illinois

- Primary contact for all transit and park/recreational initiatives in a two-state, five-county, and forty-four local governments in western Illinois and eastern Iowa
- Assisted local governments with grant writing and grant administration
- Principal planner for land and right-of-way acquisition for regional trails and park developments
- Coordinated comprehensive regional planning and developed park and recreation master plan initiatives in coordination with local governments
- Primary contact for the coordination of multi-use trail development with state-wide network of regional trail systems in northern Illinois
- Assisted local governments with affordable housing and community development block grants (CBDG's)

VOLUNTEER & SERVICE ACTIVITIES

- Board of Directors - Illinois City/County Managers Association (ILCMA) 2005 - 2007
- Board of Directors - Wisconsin City/County Manager Association (WCMA) 2008 - 2012
- Board of Directors - Cities and Villages Mutual Insurance Company (CVMIC) 2014 - 2015
- Volunteer Youth Coach - City of Monona Parks and Recreation (Baseball, Wrestling, Flag Football, & Soccer)

- Active Church Member
- Active in Social Organizations (Rotary, Optimist Club, Kiwanis, Moose)
- Member of the Fernley, Nevada & Monona and Fitchburg, Wisconsin Chambers of Commerce