



Workshop Town Administrator Executive Search Consultants

Tuesday April 14, 2026, at 6:00 PM UPDATED April 13, 2026 / Updated Zoom Link Only 4/14/2026

Board of Trustees Regular Meeting

Tuesday, April 14, 2026 at 7:00 PM

Town Hall, 151 S. Banner Street

Conferencing Access Information: This is viewing-only access.

[zoom Link](#)

Join via phone: 1 669 900 9128 Meeting ID: 835 8659 9523

Meeting Passcode: 945702

Call to Order

Roll Call

Pledge of Allegiance

Public Comment

This is a meeting of the Board of Trustees held in public. We welcome you here and thank you for your time and concerns. When you are recognized, please stand and state your name and address to the Board. Your comments will be limited to 5 minutes. If many speakers are anticipated, the Mayor may (a) shorten the time limit; (b) ask speakers to limit themselves to new information and points of view not already covered by previous speakers; and/or (c) limit the total time of public comment to allow the Board to proceed to consider items set on the regular meeting agenda. The Board of Trustees may not respond to your comments during this meeting, but rather take your comments and suggestions under advisement and your questions will be directed to the appropriate person or department for follow-up. Personal attacks against Board Members, Administrative Staff, or Employees will not be recognized. If a response from Staff is requested, the Mayor will direct Staff to have a response at the next regularly scheduled Board meeting.

Agenda Changes

Action may be taken on any and all items listed on the agenda.

Accommodations for disabilities may be made upon request.

Consent Agenda

1. Minutes of the Regular Meeting of March 24, 2026

Presentations

2. 2025 Annual Colorado Parks and Wildlife Deer Report – Casey Westbrook

Public Hearing

3. Budget Amendment – Hannah Bruce

New Business

4. Discussion and possible action on Resolution 26R12, a Resolution amending the Budget for Fiscal Year 2025– Hannah Bruce

Public Hearing

5. Second Reading of Ordinance 26-04, an Ordinance amending Chapter 18 of The Town of Elizabeth Municipal Code by the addition thereto of a New Article XVI adopting the Wildfire Resiliency Code – Corey Hoffmann

New Business

6. Discussion and possible action on Ordinance 26-04, an Ordinance amending Chapter 18 of The Town of Elizabeth Municipal Code by the addition thereto of a New Article XVI adopting the Wildfire Resiliency Code – Corey Hoffmann
7. Discussion and possible action on Awarding the Hillside Paving and Wade Park Construction Contract– Mike DeVol
8. Discussion on Elbert County Road Vacations by Resolutions 2025-63 and Resolution 2025-64 – Chris Lowe
9. Discussion and direction regarding Town Administrator Executive Search Consultant– Michelle Oeser

Management Monitoring Reports

10. Managers Reports

Board of Trustees Report

11. Board Reports

Minutes

12. Minutes of the Planning Commission Meeting of March 3, 2026

Action may be taken on any and all items listed on the agenda.
Accommodations for disabilities may be made upon request.

Executive Session

- 13.** To determine positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators, pursuant to C.R.S. § 24-6-402 (4)(e) and to hold a conference with the Town's attorney to receive legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(4)(b), concerning options related to MainStreet Scape Project and payment request from Triple M.

Adjournment

Action may be taken on any and all items listed on the agenda.
Accommodations for disabilities may be made upon request.

Meeting Protocol and Standards of Conduct

Public Participation

Public comment is encouraged and will be listed as an agenda item at every regular Board meeting.

Each individual wishing to be heard during the public comment period will be given up to three (3) minutes to make a comment.

The public comment period will not be used to make political endorsements or for political campaign purposes.

Questions from the Board will be for clarification purposes only. Public comment will not be used as a time for problem solving or reacting to comments made but, rather, for listening to the comments of citizens without taking any formal action.

The Board may direct the Town Administrator to provide information requested by a speaker during the public comment period.

Speakers are not allowed to make belligerent, accusatory, impertinent, slanderous, threatening, abusive, or disparaging comments.

The Mayor may elect to defer public comment on a specific issue that appears on the regular agenda until that specific item is addressed.

The Mayor may call for order when sidebar conversations occur in the audience. Those conversations are distracting from the Board addressing the topics at hand.

Members of the public who do not follow proper conduct after a warning in a public meeting may be barred from further participation at that meeting or removed from the Board Chambers pursuant to the Elizabeth Municipal Code and Colorado Revised Statutes.

Action may be taken on any and all items listed on the agenda.
Accommodations for disabilities may be made upon request.



Board of Trustees Regular Meeting **UPDATED**

Tuesday, March 24, 2026 at 7:00 PM

Town Hall, 151 S. Banner Street

Conferencing Access Information: This is viewing-only access.

<https://us02web.zoom.us/j/83915733974?pwd=RMXzIHt8sg8OE48ZB1DZJRtSrCazLg.1>

Join via phone: 1 669 900 9128 **Meeting ID:** 839 1573 3974

Meeting Passcode: 047896

Call to Order

The Regular Meeting of the Board of Trustees for the Town of Elizabeth was called to order on Tuesday, March 24, 2026, at 7:00 PM by Mayor Angela Ternus.

Roll Call

Present:

Mayor Angela Ternus
Mayor Pro Tem Tracy Hutchins
Trustee Loren Einspahr
Trustee Dave Conley
Trustee Michael Schroder
Trustee Steve Gaither

There was a quorum to do business.

Also in Attendance:

Interim Administrator Chris Lowe
Deputy Town Clerk Allison Ritter
Assistant Public Works Director James McErnie
Police Chief Jeff Engel
Planner / Project Manager Alexandra Cramer
Finance Officer Hannah Bruce
Town Attorney Kathryn Sellars

Pledge of Allegiance

Mayor Ternus led the Board in the Pledge of Allegiance.

Public Comment

This is a meeting of the Board of Trustees held in public. We welcome you here and thank you for your time and concerns. When you are recognized, please stand and state your name and address to the Board. Your comments will be limited to 5 minutes. If many speakers are anticipated, the Mayor may (a) shorten the time limit; (b) ask speakers to limit themselves to new information and points of view not already covered by

previous speakers; and/or (c) limit the total time of public comment to allow the Board to proceed to consider items set on the regular meeting agenda. The Board of Trustees may not respond to your comments during this meeting, but rather take your comments and suggestions under advisement and your questions will be directed to the appropriate person or department for follow-up. Personal attacks against Board Members, Administrative Staff, or Employees will not be recognized. If a response from Staff is requested, the Mayor will direct Staff to have a response at the next regularly scheduled Board meeting.

Paul Schwarzkopf - Town of Elizabeth Resident

Agenda Changes

No changes from Administration.

No changes from the Board.

Agenda set.

Consent Agenda

1. Minutes of the Regular Meeting of March 10, 2026

Motion by Mayor Pro Tem Hutchins, seconded by Trustee Schroder, to approve the Consent Agenda.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither

Voting No: None

Motion Passed Unanimously (6-0)

Presentations

2. Recognition of Sergeant Sean Bigler, 10 years of service – Chief Jeff Engel

Chief Engel commemorated Sergeant Bigler's 10 years of service.

New Business

3. Discussion and possible action on the re-appointment of Carrie Wedel to the Main Street Board of Directors for a term of March 31, 2026, to March 31, 2029 – Alexandra Cramer

Ms. Cramer gave a Staff report.

Motion by Mayor Pro Tem Hutchins, seconded by Trustee Schroder, to approve the re-appointment of Carrie Wedel to the Main Street Board of Directors for a term of March 31, 2026, to March 31, 2029.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither

Voting No: None

Motion Passed Unanimously (6-0)

4. Board discussion and possible action on the appointment of Tony Atencio, or Deborah Kula to the open Trustee seat for Ward 3, with a term through November 3, 2026 – Michelle Oeser

Ms. Ritter gave a Staff report.

Mr. Atencio introduced himself to the Board.

The Board interviewed Mr. Atencio.
Ms. Kula introduced herself to the Board.
The Board interviewed Ms. Kula.
Board thanked candidates for their interest.

Motion by Trustee Schroder, seconded by Trustee Einspahr, to approve the appointment of Deborah Kula to the open Trustee seat for Ward 3, with a term through November 3, 2026.

Voting Yes: Trustee Einspahr, Trustee Schroder, Trustee Gaither

Voting No: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Conley

Motion Failed (3-3)

Motion by Mayor Ternus, seconded by Mayor Pro Tem Hutchins, to approve the appointment of Tony Atencio to the open Trustee seat for Ward 3, with a term through November 3, 2026.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Schroder, Trustee Conley, Trustee Gaither

Voting No: Trustee Einspahr

Motion Passed (5-1)

Ms. Ritter swore Mr. Atencio in to the Town of Elizabeth Board of Trustees.

Old Business

5. Discussion and possible action on Ordinance 26-07, an Ordinance amending Section 16-6-10 of the Town of Elizabeth Municipal Code regarding Off-Street Parking Requirements for Commercial Uses within the Downtown (DT) Zoning District – Alexandra Cramer

Ms. Cramer gave a Staff report.

Motion by Trustee Conley, seconded by Trustee Gaither, to approve Ordinance 26-07, an Ordinance amending Section 16-6-10 of the Town of Elizabeth Municipal Code regarding Off-Street Parking Requirements for Commercial Uses within the Downtown (DT) Zoning District.

Voting Yes: Mayor Ternus, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: Mayor Pro Tem Hutchins

Motion Passed Unanimously (6-1)

Mayor Ternus closed the Regular Meeting and opened the Public Hearing at 8:04 PM.

6. Second Reading of Ordinance 26-04, an Ordinance amending Chapter 18 of The Town of Elizabeth Municipal Code by the addition thereto of a New Article XVI adopting the Wildfire Resiliency Code – Kathryn Sellars

Motion by Mayor Ternus, seconded by Trustee Einspahr, to continue the Public Hearing on the Second Reading of Ordinance 26-04, an Ordinance amending Chapter 18 of The Town of Elizabeth Municipal Code by the addition thereto of a New Article XVI adopting the Wildfire Resiliency Code to the Regular Meeting of the Board of Trustees on April 14, 2026.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

Mayor Ternus closed the Public Hearing and reopened the Regular Meeting at 8:08 PM.

Mayro Ternus closed the Regular Meeting and opened the Public Hearing at 8:09 PM.

Public Hearing

7. Elizabeth Firefighters Community Foundation, First Responders Day / Chili Cookoff Special Event Liquor License application – Michelle Oeser

Ms. Ritter gave a Staff report.

Megan Gardner gave a presentation to the Board.

There was no public comment.

Mayor Ternus closed the Public Hearing and reopened the Regular Meeting at 8:14 PM.

New Business

8. Discussion and possible action on approval of the Elizabeth Firefighters Community Foundation, First Responders Day / Chili Cookoff Special Event Liquor License application – Michelle Oeser

Motion by Mayor Ternus, seconded by Trustee Einspahr, to approve the Elizabeth Firefighters Community Foundation, First Responders Day / Chili Cookoff Special Event Liquor License application.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

9. Elizabeth Firefighters Community Foundation First Responders Day / Chili Cookoff Sponsorship – Megan Gardner

Megan Gardner thanked the Board for their past sponsorship and asked for their continued support.

Mayor Ternus closed the Regular Meeting and opened the Public Hearing at 8:19 PM.

Public Hearing

10. Pines and Plains Libraries Foundation, Elizabeth Brew Fest Special Event Liquor License application – Michelle Oeser

Ms. Ritter gave a Staff report.

Cathy Ruppel gave a presentation to the Board.

Public Comment:

Susan Righthouse - Town of Elizabeth Resident

Mayor Ternus closed the Public Hearing and reopened the Regular Meeting at 8:25 PM.

New Business

11. Discussion and possible action on approval of the Pines and Plains Libraries Foundation, Elizabeth Brew Fest Special Event Liquor License application – Michelle Oeser

Motion by Trustee Schroder, seconded by Trustee Gaither, to approve the Pines and Plains Libraries Foundation, Elizabeth Brew Fest Special Event Liquor License application.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

12. Discussion and possible action on Hillside paving bids – James McErnie

Item was continued to the Regular Meeting of the Town of Elizabeth Board of Trustees on April 14, 2026.

Management Monitoring Reports

13. Management Monitoring Reports

- Police Chief Jeff Engel:
 - A burglary at Outback Liquors has been investigated. The Elizabeth Police Department anticipates charges going to the DA later this week.
- Deputy Town Clerk Allison Ritter:
 - 4 firms have responded to Ms. Oeser regarding the administrator search. The deadline for applications/responses is Monday, March 30, 2026. Ms. Oeser will forward their information to the Board next week.

Board of Trustees Report

14. Board Reports

- Mayor Angela Ternus:
 - Visited the senior center in Parker, CO with Mayor Tem Hutchins.
 - Received requests for letters of support from the Town for Running Creek Elementary and Elizabeth Parks and Rec and for the Elizabeth Library.
 - Received an email from Mike Barney with Parks and Rec regarding a meeting for a possible future recreation center.
 - Received a request from a citizen to put on a presentation regarding metro districts.
- Mayor Pro Tem Tracy Hutchins:
 - Visited the senior center in Parker, CO.

Minutes

15. Minutes of the Historic Advisory Board Meeting of February 9, 2026
16. Minutes of the Main Street Board of Directors Meeting of February 9, 2026

Executive Session

17. To determine positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators, pursuant to C.R.S. § 24-6-402 (4)(e) and to hold a conference

with the Town's attorney to receive legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(4)(b), concerning options related to Street Scape Project.

Motion by Mayor Ternus, seconded by Mayor Pro Tem Hutchins, to close the Regular Meeting at 8:48 PM and open an Executive Session to determine positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators, pursuant to C.R.S. § 24-6-402 (4)(e) and to hold a conference with the Town's attorney to receive legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(4)(b), concerning options related to Street Scape Project.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

Motion by Mayor Pro Tem Hutchins, seconded by Trustee Schroder, to close the Executive Session at 9:58 PM and reopen the Regular Meeting.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

Adjournment

Motion by Mayor Pro Tem Hutchins, seconded by Trustee Schroder, to adjourn the meeting at 9:59 PM.

Voting Yes: Mayor Ternus, Mayor Pro Tem Hutchins, Trustee Einspahr, Trustee Conley, Trustee Schroder, Trustee Gaither, Trustee Atencio

Voting No: None

Motion Passed Unanimously (7-0)

Town Clerk Michelle Oeser

Mayor Angela Ternus

Town of Elizabeth Deer Management Program

Background Summary

From 2006 through 2013 the Town of Elizabeth fielded an increase in concerns from Town residents related to conflicts with the local deer population. These conflicts ranged from damage to personal property to safety issues associated with vehicle accidents. Initial discussions with the Colorado Division of Wildlife (now Colorado Parks and Wildlife (CPW)) included investigation of education and non lethal mitigation techniques. From those early conversations the issue of unlawful deer feeding was identified and the Town adopted an ordinance to address this due to the State's limited fine structure. As conflicts continued the Town further explored the viability of techniques for managing a deer herd. Among the topics reviewed were trap and transplant, sterilization, education, and various means of lethal control. Considering the goals of the Town, the cost / benefit of the different techniques, and the practicality of each option available the Town has continued to explore the option of lethal control as defined in this document.

Management Options

The following are summaries of other management alternatives that have been used to address similar urban deer issues. The discussed pros and cons are not all inclusive but demonstrate many considerations regarding each technique. The view of public acceptance in this document is based upon proposals and actions in other communities involved with deer management. Literature citations regarding fiscal costs and other pertinent information stated herein are included at the end of this document. It should be noted that none of the options discussed result in a "one time" fix. All of the options available require an ongoing or maintenance approach resulting from the renewability of the wildlife resource.

Education / Mitigation – This alternative has been utilized for years by the Town and Colorado Parks and Wildlife. It is recommended that educational materials continue to be available and referenced regarding deer living in and around the Town. This approach is publicly acceptable, offers citizens options for resolving their individual issues and with modern technology (i.e. the internet) costs of this approach can be minimized. The limitations in resolving urban issues via education alone is that this approach requires 100% citizen participation and compliance regarding interactions with wildlife (such as not feeding deer), education does not affect deer population growth patterns, and the effectiveness of the message is limited by the interest and receptiveness of the public.

Trap and Transplant – This alternative typically is attractive to the public as problem animals are removed from sight and attention. Activities related to trapping can be localized limiting liability and visible impact within the community. The implementation of this method is limited by issues such as costs (approximately \$400-\$800 per animal to be borne by the Town), biological factors such as disease transfer, low survival rates of transplanted animals, limited transplant locations of a similar habitat type. Due to biological considerations the trap and transplant option is not considered viable or acceptable by Colorado Parks and Wildlife.

Fertility Control – This alternative typically holds some public support. There are varying techniques of applying fertility control within a deer herd. Currently, there is not a fertility control drug that is approved for the use in Mule Deer so physical sterilization techniques would be the most likely method used in this case. This method allows for specific targeting of animals chosen to be sterilized and the location of this option is moderately controllable. The costs typically associated with deer fertility control programs varies from approximately \$300 - \$1000+ per animal. The necessity to use

immobilizing and tranquilizing drugs necessitate exploration of the impacts of chemically altered animals later being consumed as part of the food chain. Given the current state of this management technique this is not a viable option to manage mule deer in Colorado.

Professional Culling – This option can be highly effective in controlling population numbers. Typically this option involves the hiring of outside contractors and /or dedication of Town staff and resources to conduct these operations. The ability to selectively harvest the desired animals in desired locations exists. The animals taken may be put to use for human consumption in most cases. These programs have approximate costs of \$150 - \$400 per animal to be borne by the Town. Selection of a culling agent and associated liability with culling activities would be the responsibility of the Town. The State does not currently have a State-wide standard for application and implementation of a contract or municipal culling program, one would likely need to be developed prior to applying for such a program and its implementation.

Public Harvest Program – This option can also be highly effective in controlling population numbers. The pros and cons of this option rely heavily upon the method in which it would be implemented. Town staff time would be necessary but may be augmented via oversight provided by a volunteer program coordinator(s). There would be little or no fiscal impact to the Town provided that participants are required to purchase their own license, provide their own equipment and volunteer their time. Harvested animals are legally required to be made ready for human consumption. Mechanisms for licensure allowing animal harvest already exist via regulation by Colorado Parks and Wildlife. For these reasons this document expands upon an implementation description of this option as a preferred alternative for the Town.

Public Harvest Program Description and Overview

The deer management program will be implemented to regulate and control the deer population within the Town of Elizabeth. This program is directed toward population management not extirpation of the deer population. The intent of this program is to reduce conflicts with deer, maintain deer herd health, and provide a benefit to those in need via a supplemental food source through a safe and effective deer harvest. This program has been developed in conjunction with numerous parties to ensure the appropriate level of technical expertise has been provided.

Implementation of the deer management program (the program) will require involvement of Town staff, community volunteers, and State Wildlife Agency personnel. The role of each of these positions is listed below:

- Town Staff

- Town Administrator
 - Assist in the development of the program.
 - Request licenses from CPW and distribute licenses to program participants as needed to facilitate implementation of the program.
 - Presentation of the program to the Town Board and facilitation of public input processes.
 - Facilitation of any necessary regulatory changes within Town ordinances.
 - Oversight of the program and program coordinator during implementation.
- Chief of Police
 - Assist in the development of the program and advise the Town related to any changes in Town ordinances to ensure public safety is addressed.

- Provide oversight of the program and assist with enforcement of legal issues that arise during implementation of the program.
- Volunteer Positions
 - Program Coordinator(s) / Assistant Coordinator(s)
 - Administer the approved program.
 - Oversee all program activities and operate as the point person in directing the activities of the program participants. This includes but is not limited to:
 - Obtaining permission from landowners where necessary.
 - Contacting landowners adjacent to designated activity areas where necessary.
 - Designation of program activity areas.
 - Program participant selection as outlined in this document.
 - Holding program participants accountable during implementation as outlined in this document.
 - Maintain a record of shots taken and harvest of all participants through out the program.
 - Maintain a record of disposition of harvested animals.
 - Act as the liaison between the Town and the program participants.
 - Program Participants
 - Conduct harvest in compliance with the program rules as stated in this document by demonstrating proficiency in the harvest of deer.
 - Conduct themselves in a professional and appropriate manner as representatives of the program.
- State Wildlife Agency
 - Provide Technical advice during program development and presentations related to the program.
 - Provide Technical advice regarding other management options.
 - Provide advice regarding education and outreach efforts.
 - Provide information regarding the deer population via population counts and harvest data.
 - Program participant selection as outlined in this document.
 - Provide a mechanism to license program participants.
 - Provide assistance and oversight to the program coordinator and program participants.
 - Enforce State laws and regulations related to hunting and hunter harassment.

The program involves identifying appropriate locations within the Town where animals may be harvested with archery equipment in a safe and effective manner. This program required an amendment to Article 8 of Chapter 10 of the Town of Elizabeth Municipal Code. The State of Colorado does not relinquish its statutory authority related to the oversight and management of wildlife in working with the Town, however this is a cooperative management effort. To provide the necessary control the program has multiple layers of accountability, a communication plan, is restricted to specified locations, and utilizes permitted individuals vetted to be proficient with their equipment.

Communication Plan

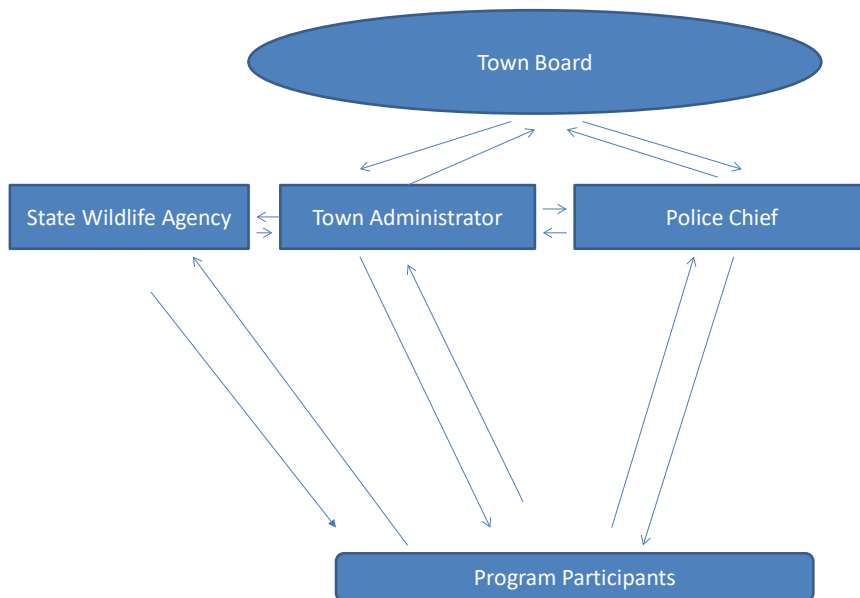
- External Communication
 - Public information regarding the development, implementation and monitoring of this program will be primarily provided via public meetings as the program is presented to the Town Board. The program outline will be included on the Town website as part of the Board Packet. It

is also likely that local media outlets will have a desire to report upon the program and further the dissemination of information.

- As this program is approved to go forward, general information about the program will be posted on the Town's web site for public access.
- As the program is implemented, periodic reports will be provided to the Board of Trustees in a public meeting over the course of the program, and these reports will be available to the public.
- As the program is implemented, a detailed analysis of the effectiveness of the program will be conducted at the conclusion of each implementation season. This analysis will include any lessons learned during the course of the program, and recommendations as to whether the program should be continued as well as any recommended improvements to the program should it continue. This after action report will be available to the public.
- As an ongoing key component of the program, animal counts will be conducted each year as specified in this program. Those animal counts will allow the program to be fine-tuned over time to meet specific population goals and will allow the public to monitor the effectiveness of program over time, as the program is approved and continued.

- Internal Communication

- During program implementation the flow of information will be as illustrated Town Board
Town Administrator Police Chief State Wildlife Agency Program Coordinator Program
Participants



Participant Selection

Participants will be required annually to demonstrate their marksmanship proficiency prior to being permitted by the Town to actively participate in this management program. In order to be invited to the proficiency test participants must meet the following minimum criteria:

- Archery and cross bows equipment only
- Shooting a minimum draw weight of 55 pounds with arrows weighing a minimum of 380 grains (points included)

- Previously licensed to hunt in Colorado. Those with more than 5 years prior big game hunting experience in Colorado are preferred.
- Possessing or able to obtain a bowhunter education card.
- Shall have no big game hunting related violations in Colorado in the five years prior to applying and have never been suspended from hunting in Colorado to participate in the program.
- Physically able to lift a 100lb sack to a height of 3 feet high and/or drag dead weight of 100-130lb a distance of 50 yards.

The Town will solicit applicants meeting the above criteria to participate in the deer management program and if necessary implement a random drawing to narrow the pool of applicants to approximately 50 individuals who will be invited to a marksmanship proficiency test.

Proficiency Test

Invitees will arrive at the testing area prepared as though they are going on a hunt in December. Using only the equipment they bring with them they will be required to shoot Broadhead tipped arrows from multiple shooting positions to simulate expected field conditions at targets placed up to 30 yards away. Preferably 3-D targets will be available for use and a standardized scoring template and system will be used to evaluate shooting accuracy. In addition to 3D targets participants must place 4 out of 5 arrows in a 3 inch diameter circle from distances out to 30 yards to be considered for program participation. Actual shot distances will not be provided but participants may use any equipment they bring to help determine this. Participants may also be asked to conduct memory tasks to further test their mental focus and simulate the additional pressures associated with the implementation of this program. The number of selected archers will be determined by their accuracy, demonstrated safety, and other attributes shown during the testing process. Additional archers may be selected as “on call or back up” participants should members of the core group become unavailable. If an insufficient number of archers of the original 50 invitees pass the test then the Town will decide if there is a need to hold a second test for an additional 50 applicants.

Program Participation Policy /Rules

Participants will read and sign a statement acknowledging their understanding of, and desire to adhere to the rules of the program. The following rules will be implemented:

- General Program Policy / Rules

- Participants may be required to sign a waiver releasing the Town of any liability for their personal injury or damage to their personal property used in the execution of the program. The Town, however will insure the participants as agents of the Town against liability for any property damages that may occur while participating in acts associated with the program.
- All participant activities will be directed by and subject to the discretion of the Town or Town designee.
- Program activities will only occur in areas delineated within the program as relayed by the Town or Colorado Parks and Wildlife.
- No participant shall engage anyone who is harassing them related to or during the activities of this program. Any such harassment shall be reported to the Town or Colorado Parks and Wildlife.
- Participants will abide by all State hunting rules and regulations.

- Participants shall have on their person an appropriate hunting license while participating in the program. However participants shall avoid the harvest of more animals than can be effectively handled in one session.
- Whenever possible a support crew of program participants will be available to assist any program participant that harvests an animal. This is intended to facilitate and expedite animal removal, care, and any necessary follow up.
- Maximum shooting distance will be 30 yards, shots over 30 yards may be allowed only to recover a wounded animal or to expedite the expiration of a previously arrowed animal. Throughout the program participants may be required to demonstrate their proficiency via practice sessions where their effectiveness at this range maybe re-evaluated for continued participation.
- When feasible stands elevated at least 5 feet off the ground may be implemented. Use of stands will be determined in advance based upon activity location, back stop, etc... Use of all standard safety equipment while in an elevated stand is required. In situations where stands are not feasible ground blinds may be used to determine shooting location, shooting lanes, etc...
- No shots will be taken at moving (walking or running) animals.
- No shots will be taken at animals that are leaving the delineated management area.
- Deer shall not be driven to the delineated hunting area to provide shot opportunities.
- Shots will be limited to either broadside or slightly quartering angles.
- Time periods for harvest may exclude days when there is snow cover on the ground. Harvest activities shall be appropriately mitigated when it is likely that area youth will be exposed to program activities.
- 51% of harvested game animals shall be donated for human consumption to aid those in need. Remaining animals may be retained by the participant for their use.

- Program Participant Accountability Policy

- Each participant will be assigned a program ID badge and number. The badge shall be with the participant at all times while conducting program related functions within the Town. This may include a vehicle badge to be placed in view inside the vehicle while actively participating in the program. This badge should not be on display outside of active participation times.
- Participation in this program is a privilege not a right and participants are subject to removal from the program at the discretion of the Town Police Chief or his designee, and / or the Town Administrator or his designee.
- Participants will report to Colorado Parks and Wildlife any violations they observe of either program rules or other hunting laws and regulations and, if necessary, provide written statements regarding the incident.
- Each participant will provide one dozen of their arrows to be crested with a Hi-Viz style cresting that will be marked sequentially 1-12 and each will be marked with the participants ID number. These arrows shall be submitted for inspection upon demand. Any lost or missing arrows that have not been reported may be cause for removal from the program.
- Animal recovery is mandatory and any wounded or lost animal may be cause for removal from the program upon review of the circumstances surrounding the incident. Participants are expected to assist with animal recovery if a fellow participant needs help.

- No posting of photographs, articles, or comments related to this program in any media will be allowed. If a participant is approached by media regarding the program they will direct the media outlet to the Town Administrator or Colorado Parks and Wildlife.
- Prior to each outing a participant will communicate via text or similar media with the Town or CPW the date, time, and location of where they will be conducting management activities. This information may also be required to be entered on a shared calendar.
- All shots taken will be documented by the program participant via a text or other media to the Town or CPW within 15 minutes of the shot being taken. All harvest will be documented within 24 hours of such harvest. This documentation will be provided to CPW at the end of the season and may be provided in summary to the Town at the conclusion of the program.
- New participants are required to be mentored by participants who have been previously involved in the program prior to hunting solo. Previous participants are expected to make themselves available as mentors to allow new participants opportunity to fulfill this requirement.

- **Leave No Trace Policy** – This policy is designed to respect the values of individuals within the community who may be sensitive to or impacted by elements inherent to the Deer Management Program.

- Participants will move to and from hunting locations wearing “street clothing” with their bow either cased or disguised so as not to be recognizable. This requirement may be waived in the event that a specific ingress/egress to the management area has been designated that provides an adequate level of discretion.
- Upon entering the Stand or Blind location the participant shall adorn such camouflage as is appropriate to minimize or eliminate detection and impact to the public. Use of florescent orange may be required by law depending on the hunting license being used, in such cases compliance with the law will override the requirements of this document.
- Use of an area by the participant is subject to use by other members of the community. If other people are in the vicinity of the Stand/Blind area the participant shall abandon the management action until such time as others are sufficiently clear of the area.
- All attempts will be made to remove any sign (such as blood trails) of the management activity from areas of public access. To facilitate this, Stand locations on or near publicly used areas may be equipped with a 5 gallon bucket of water and a scrub brush either at the participant’s vehicle, the stand/blind site, or other convenient location.
- All harvested animals will be field dressed off site in a time suitable to provide for the human consumption of the animal.
- All harvested animals will be concealed during transport both from the field and while in a vehicle. Field transport may be facilitated by use of a covered wheel barrow or something similar.

Management Activity Areas

To closely monitor and control this management program areas of primary consideration for implementation of the Deer Management Program are:

- Public Works Shop Area
- Wastewater Treatment Facility Area
- South 40 Ac Town owned parcel

The Town Manager in consultation with the Police chief, and Colorado Parks and Wildlife may approve additional areas for program use. This may entail seeking permission on properties other than those owned by the Town but within or adjacent to Town limits.

Deer Population Monitoring

Given the methods used by the State to estimate deer populations relatively little data has been available regarding the deer that specifically and directly affect the Town. The State has conducted ground based population surveys since 2014. Attached to this plan are documents regarding the survey protocol. These counts in the winter months are the norm for survey methods and will remain an annual part of the program into the future upon approval of the Deer Management Plan. Future management harvest recommendations will be based upon the information obtained via ongoing counts and agreed upon Town and CPW goals.

To maintain a conservative approach the harvest goals for this population were based upon the following:

Assumptions:

- Not all yearlings are female
- Not all available does get bred
- Typical fawn mortality on the Eastern Plains of Colorado is estimated around 20%.
- 16% adult mortality
- Population count estimates are all inclusive (Doe, Yearling, Buck)

Recommended Harvest for 2025

Given the above conditions, and biological assumptions the recommended harvest goal for 2025 is 10 antlerless deer.

Measures of Success

The implementation of the program is designed to address many areas of concern; some of these concerns have been brought forth proactively and may be difficult to measure. At minimum measures of success for the program include:

- No human safety issues arise due to program implementation.
- Motor vehicle accidents involving deer decline. The baseline measure of these accidents is primarily anecdotal so this may be a measure of perception post implementation vs. pre implementation.
- Density dependant diseases are limited or nonexistent within the local deer herd.

(Mandatory CWD testing for the deer data analysis unit (DAU) that encompasses the Town of Elizabeth was initiated in 2019 and was repeated in 2024. Data from that testing showed CWD rates of approximately 11% in 2019 and 22% in 2024 across the entire DAU. Targeted deer management in areas of greater disease risk are currently part of the State CWD management response plan.)

- Trend over the long term toward maintenance of a deer population at a level that balances the needs of the community and a healthy deer herd.
- Wounding or loss of deer is less than 10% of animals harvested.

- Venison from harvested deer is utilized for human consumption and a benefit those in need.
- Financial costs to the Town are minimal.

Authority

Colorado Parks and Wildlife has the authority to license and regulate the harvest of wildlife as defined in Colorado Revised Statutes. The Town of Elizabeth holds the authority to regulate the discharge of weapons including archery equipment as defined by Town of Elizabeth Municipal Code. These entities are working in conjunction within their respective scopes of authority to implement the Public Harvest Program as described above.

Literature Citations:

- ¹ DeNicola, A.J., VerCauteren, K. C., Curtis, P. D., and Hygnstrom, S. E. 2000. Cornell Cooperative Extension Office. *Managing White-Tailed Deer in Suburban Environments, A Technical Guide*. Cornell University, Media and Technology Services Resource Center.
- ² Schaefer, C. M. 2007. College of Natural Resources, University of Wisconsin. *Development of a Community Education Plan for Urban White-Tailed Deer Management*. Masters of Science in Natural Resources (Environmental Education and Interpretation) Thesis.
- ³ Ginett, T. F. PHD. University of Wisconsin, Stevens Point.
<http://www.uwsp.edu/wildlife/deer/Deer305.pdf>, Control Methods Publication.
- ⁴ Colorado Division of Wildlife, State of Colorado.
<http://wildlife.state.co.us/NR/rdonlyres/D43D5CEB-6310-433C-BCFF-E510FA64D2CF/0/2009HuntingIncidentReport.pdf>, 2009 Hunting Incident Report. Hunter Education.
- ⁵ Colorado Revised Statutes. State of Colorado Legislative Resources Revised 2010.
http://www.state.co.us/gov_dir/leg_dir/olls/colorado_revised_statutes.htm

2025 Summary and 2026 Proposal for Elizabeth Deer Management Plan:

Program History:

This Deer Management Program was developed in 2014 and has been in place annually ever since. Over a decade of active deer management has shown improvements in metrics used to monitor the program and deer health have been positive for the community and for wildlife.

2025:

Harvest objective for 2025 was 10 deer after showing a slight increase in the deer population over the past several years.

- Actual program harvest in 2025 in Town was four deer.
- Number of deer put down by CPW decreased from 2024.

No safety issues or conflicts within the community

New volunteer coordinator working with the program resulted in an increase in harvest and coordination over the past few years.

Drought conditions and no snow impacted deer movement patterns but participants were able to adapt successfully.

Recommendation for 2026:

Recommend to continue the program to meet population maintenance and herd health goals.

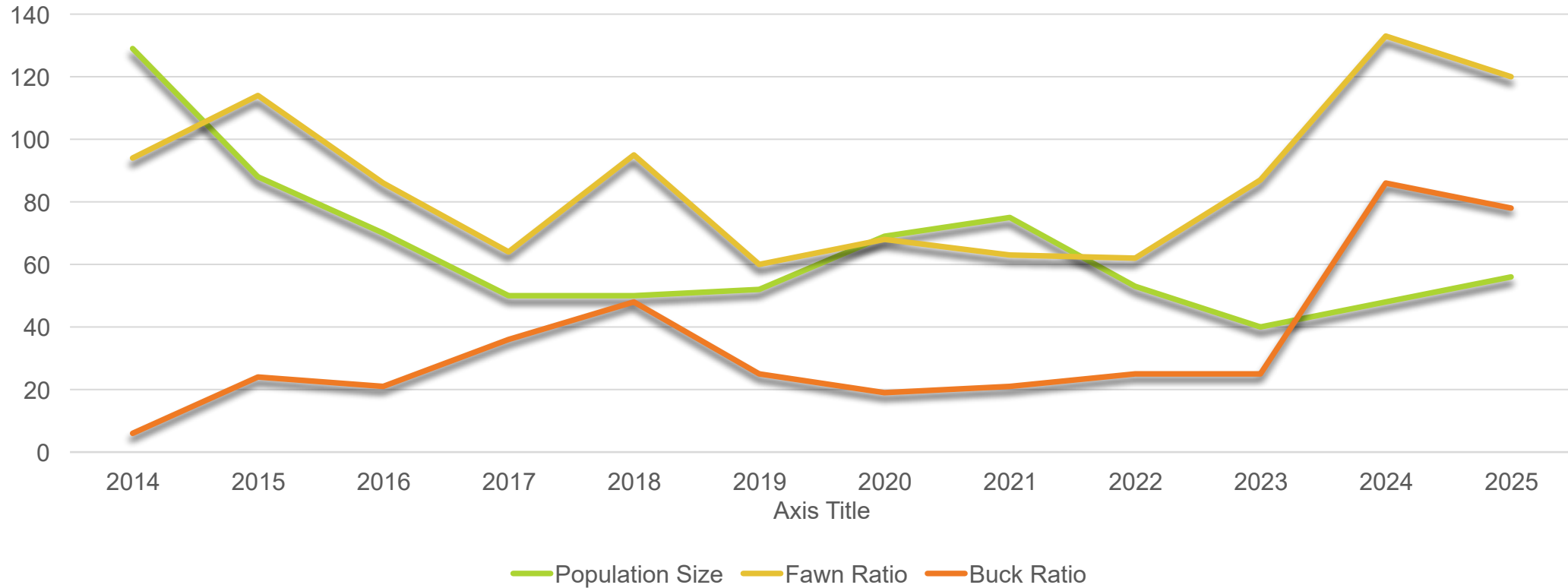
Proposed harvest of 10 animals in 2026.



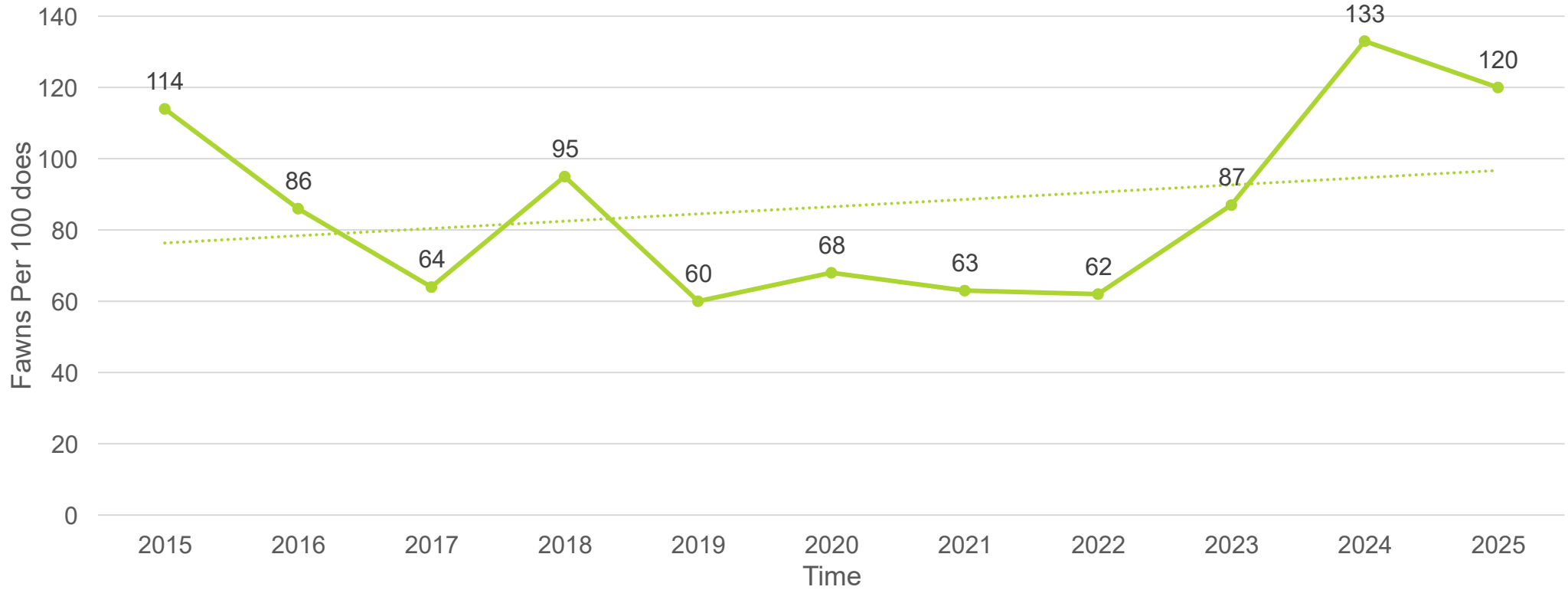
Elizabeth Deer Management Plan



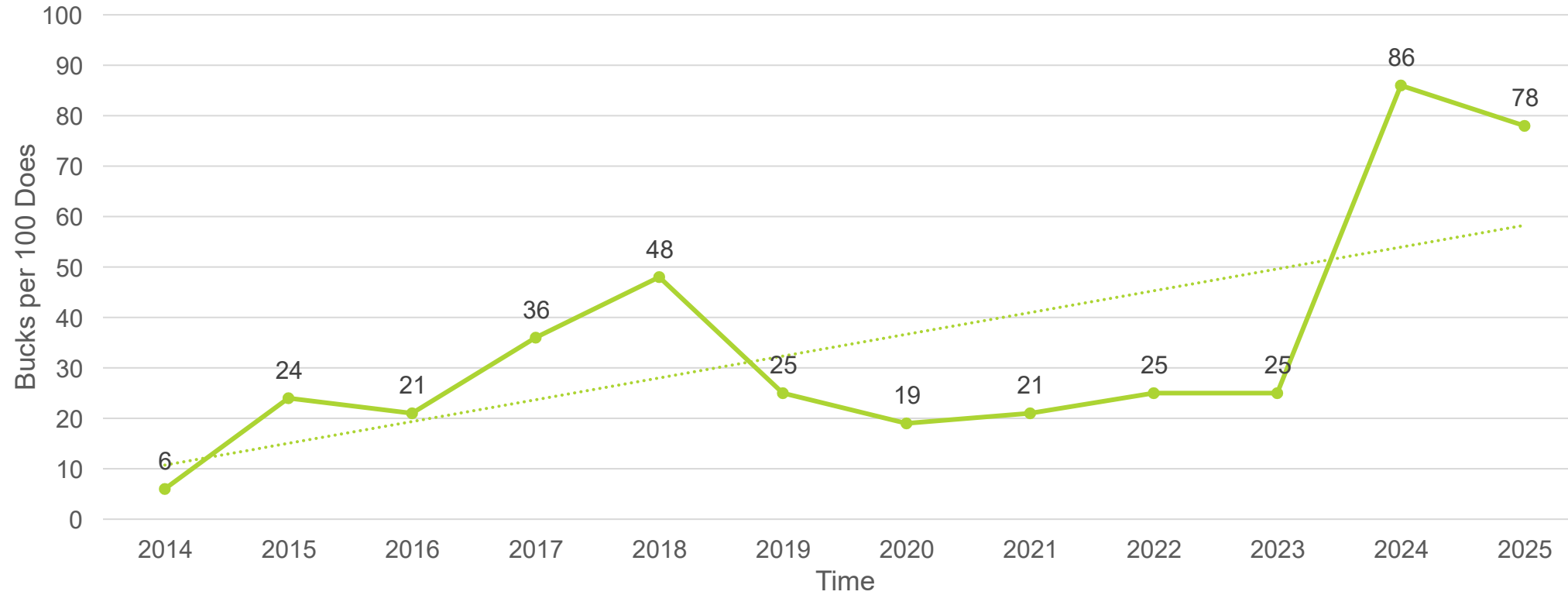
Elizabeth Town Deer Population Dynamics



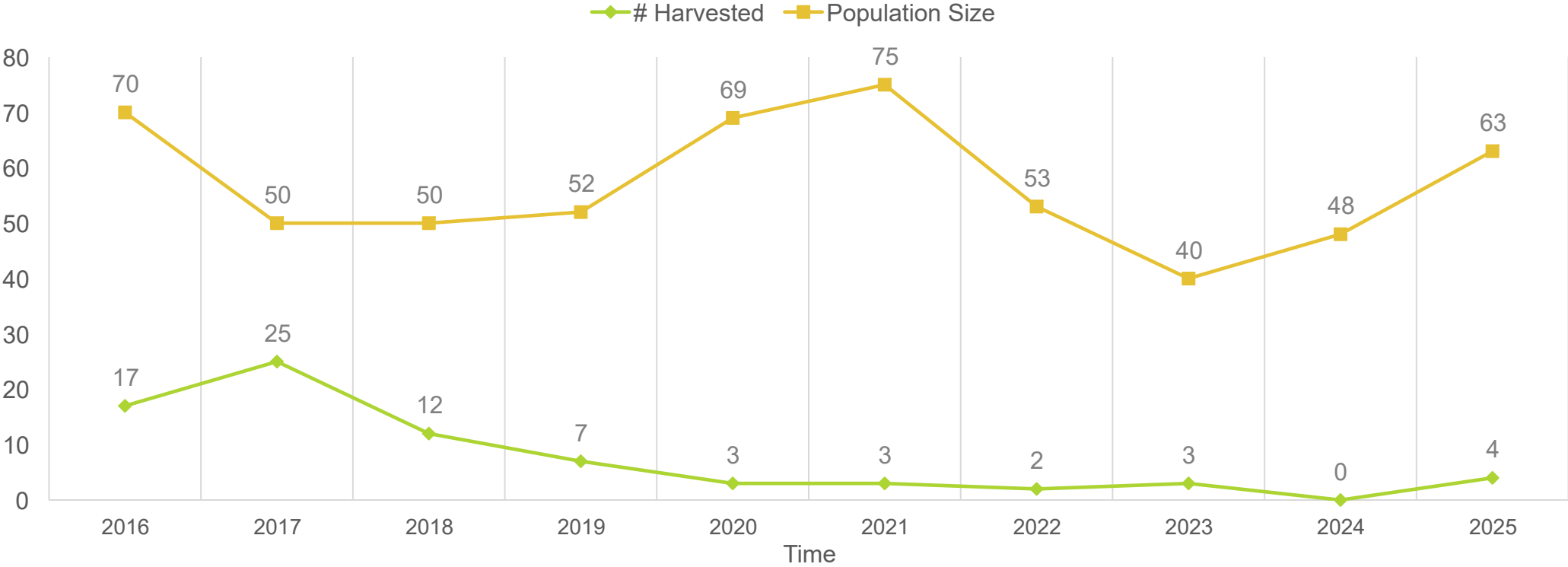
Fawn Recruitment



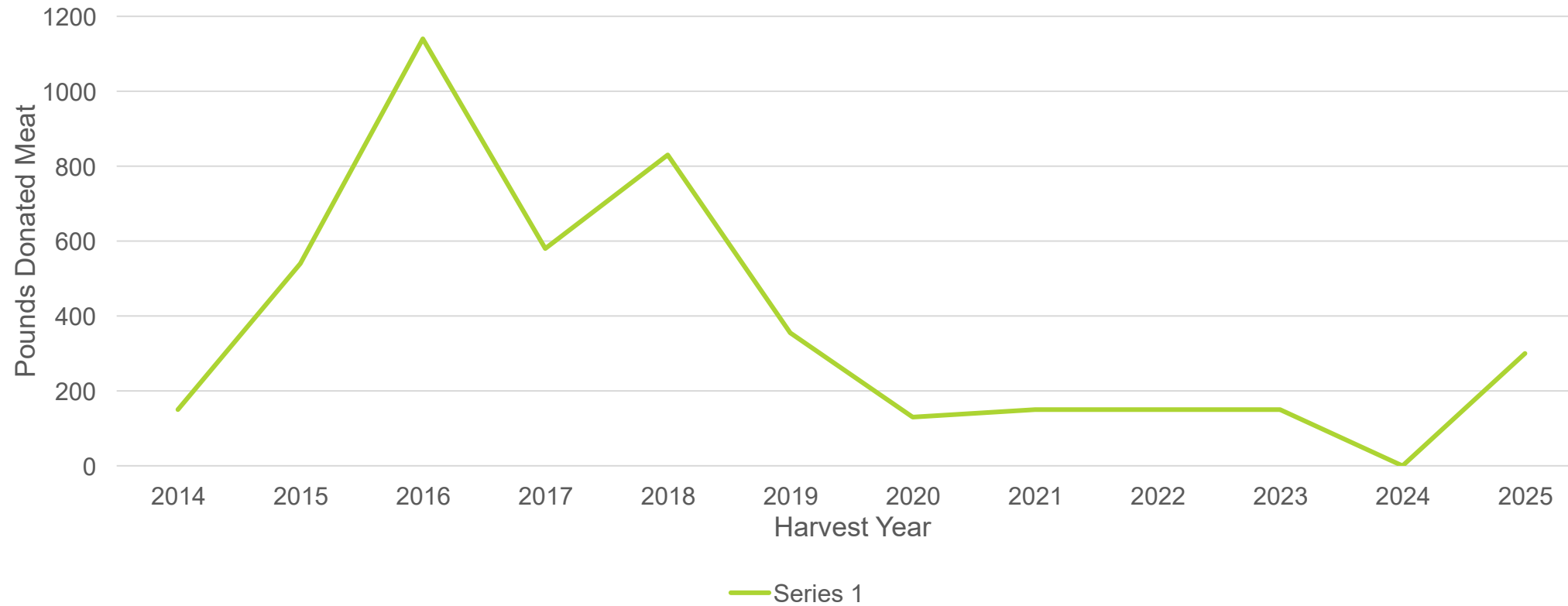
Buck Ratios



HARVEST VS POPULATION RESPONSE



Meat Donated to Community

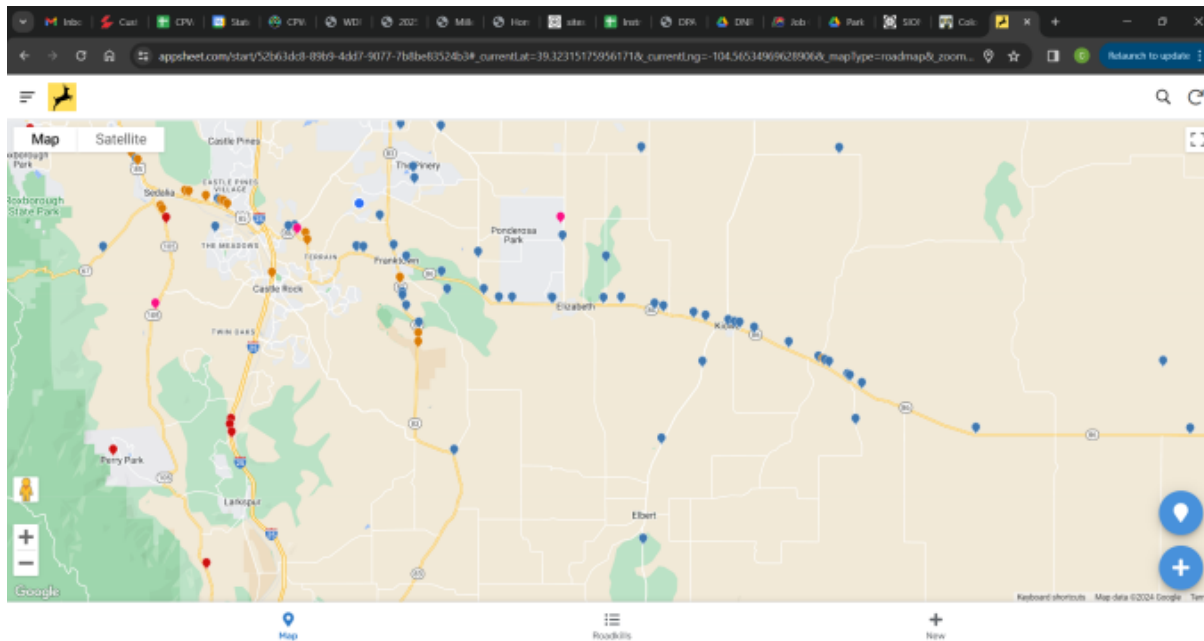


2025 Challenges / Opportunities

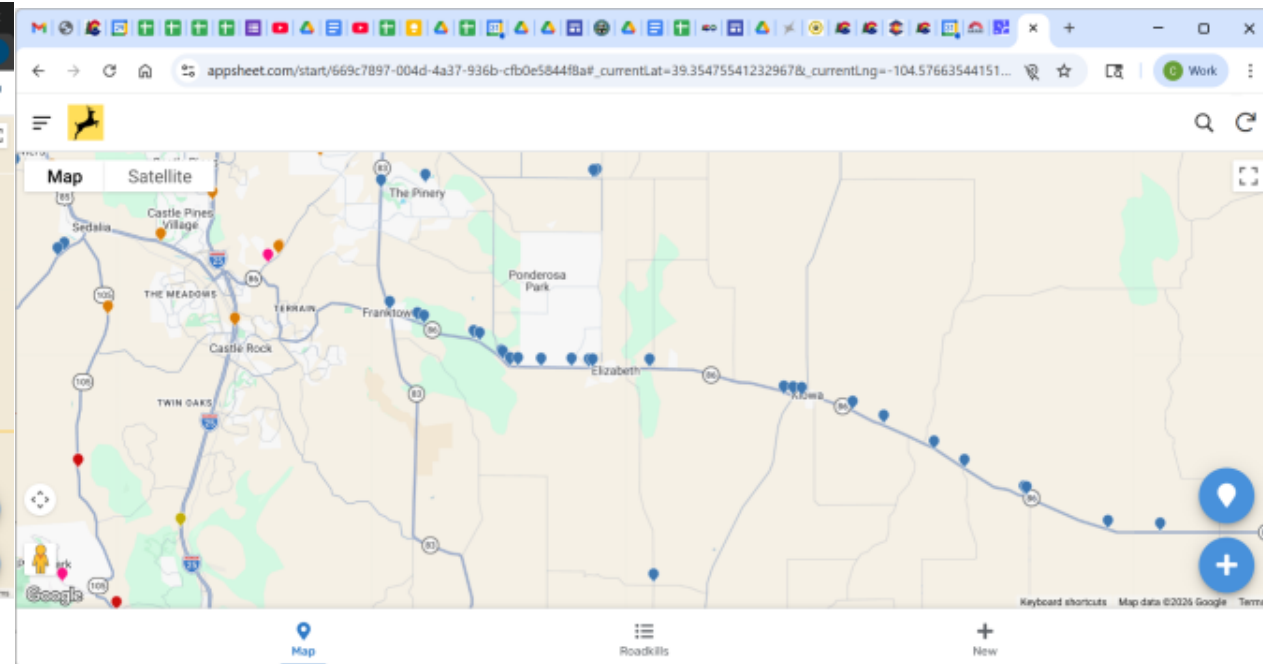
- ◆ Development and growth impacts on deer and deer movement
- ◆ Unlawful deer feeding issues – levelled off in calls and complaints
- ◆ New participants learning the program
- ◆ Implementation of volunteer program manager increased harvest and training
- ◆ CPW Roadkill database
 - ◆ Initiated October 2021
- ◆ 9 Deer on this database from Flintwood Road to Rd 21 along HWY 86
 - ◆ One less than last year
 - ◆ Signage along hwy 86 Franktown hill

CPW Roadkill App 2023 – 2025 Data

2023 / 2024



2024 / 2025

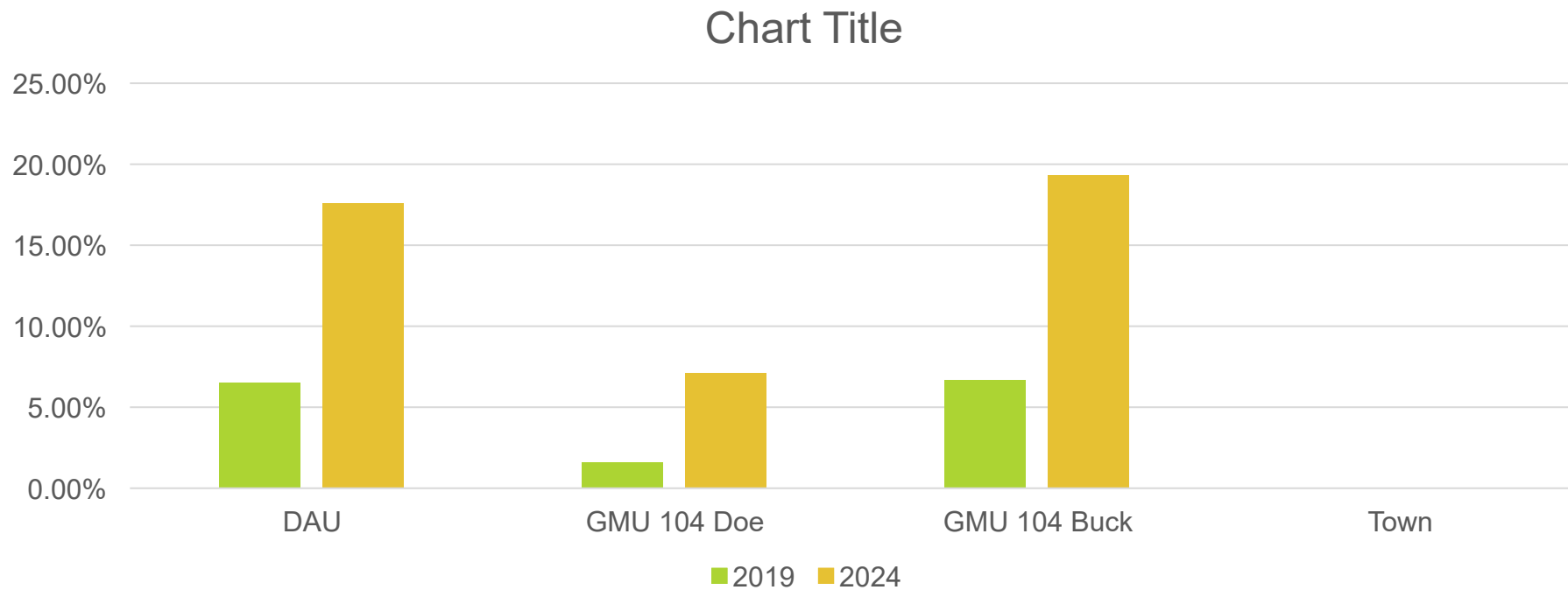


2025 Plan Recommendations

- ◆ Status quo regarding plan elements of harvest timing and locations.
- ◆ Harvest goal for 2026 to 10 doe deer.
- ◆ Vet and recruit 4-6 volunteers to conduct harvest. Utilize a volunteer coordinator to increase harvest efficiency.



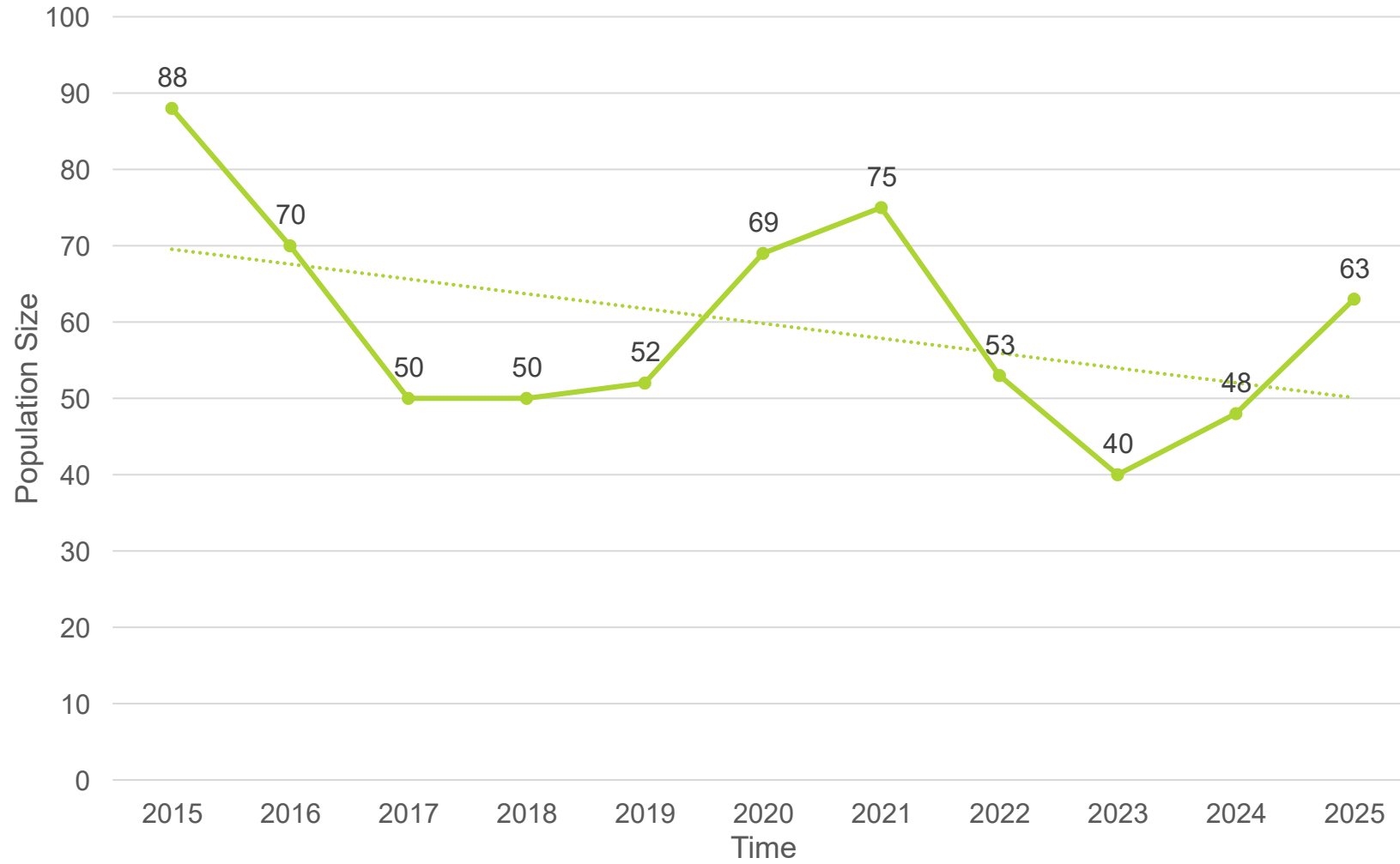
CWD Changes After 5 Years



Chronic Wasting Disease

- ◆ Mandatory Testing for CWD in 2024
- ◆ Future Mgmt.
 - ◆ Deer density reduction
 - ◆ Reduce feeding
 - ◆ Hot spot mgmt.
 - ◆ B/D ratio reduction

Population Estimates





TOWN OF ELIZABETH

To: Madam Mayor, Mayor Pro Tem and Board of Trustees
From: Hannah Bruce, Finance Officer
Date: April 14, 2026
Subject: Resolution 26R12, Resolution Amending the 2025 Budget

Summary

The attached Budget Amendment Worksheet details each account within the budget that staff is recommending amending. All the accounts are expenditures within the Water Sewer Enterprise Fund.

The amendment is to help ensure accurate Budget vs Actuals on the financial statements for Period 12 within our software. We have two (2) additional periods that are used for Audit Adjustments made by the Town (Period 13) and Audit Adjustments made by the Auditors (Period 14).

While the expenditures detailed on the worksheet show on the “Expenditures With Comparison to Budget” page within the Financial Statements for December, during the Audit process, some, if not all may have been moved to Assets on the Balance Sheet for Water Sewer Fund. This is due to either a construction in progress project, or upgrades to facilities either for Water or Sewer. This is important to note since Financial Statements for Period 12, December, might not be the same as what is presented within the Audit, due to adjustments being made in Period 13 and Period 14.

I would also like to remind the Board that per the Auditors’ recommendations; we accrued the full amount on Pay Estimate 2 from Triple M in Fiscal Year 2025. While we continue to work on negotiations, overage remains on the financials. We are hoping to have resolution before the Audit is complete, but if not, we will amend it in Fiscal Year 2026.

Staff Recommendation

Staff Recommends the Board of Trustees approve Resolution 26R12 authorizing the amendment to the 2025 Budget.

Attachments

Resolution 26R12, A Resolution Amending the 2025 Budget
Budget Amendment Worksheet

RESOLUTION 26R12

A RESOLUTION AMENDING THE TOWN OF ELIZABETH’S BUDGET FOR FISCAL YEAR 2025

WHEREAS, Colorado Revised Statutes, 29-1-103 (1) of the Local Government Budget Law of Colorado (“Local Government Budget Law”) requires local governmental entities to prepare and adopt an annual budget, and also addresses amendments to previously adopted budgets, and;

WHEREAS, notice of the proposed amendment of the 2025 budget was given by the Town in compliance with C.R.S. 29-1-106, and;

WHEREAS, the Town desires to appropriate additional funds for expenditures, and desires to amend accordingly, and;

WHEREAS, in compliance with Colorado Law and in transparency for the residents of the Town of Elizabeth, amendments should be made to the 2025 Approved Budget for the Town, and;

WHEREAS, in compliance with the provisions of the Local Government Budget Law regarding notice, objections, and hearing, a public hearing was held on the 2025 budget amendment on April 14, 2026.

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF ELIZABETH, COLORADO AS FOLLOWS:

SECTION 1. The 2025 budget of the Town of Elizabeth is hereby amended as set forth in **Exhibit 1**, attached hereto and incorporated by this reference.

SECTION 2. A certified copy of this resolution shall be filed with the Division of Local Government.

PASSED, APPROVED, and ADOPTED this 14th day of April 2026, by the Board of Trustees of the Town of Elizabeth, Colorado, on first and final reading, by a vote of _____ for and _____ against.

Angela Ternus, Mayor

ATTEST:

Michelle M. Oeser, Town Clerk

2025 Budget Changes

	Adopted 2025 Budget Amount	Modified 2025 Budget Amount	Notes
Water Sewer Fund - Water			
52-57-6000 Maintenance and Repairs	\$130,000.00	\$161,000.00	Unbridled Contractors - Damaged Hydrants at 275 East Kiowa Ave & 385 West Elm. The emergency repairs totaled \$45,187.44 to complete. No driver was ever cited for the accident so no restitution was obtained to offset the costs.
52-57-9700 Water Tank Improvements	\$315,000.00	\$391,000.00	Change Order 1 - MISC Repair and Paint Touchup - Maguire Iron May 31 - \$47,250.00 Change Order 2 - MISC Paint - Roof Ext - Maguire Iron June 30 - \$45,000.00 The two change orders totaled \$92,250.00. Contract for Services was signed on May 1 for Change Order 2. We have not been able to locate the approval / request for Change Order 1 at this time, but will continue to research.
52-57-9900 Water Line Upgrade	\$120,000.00	\$302,000.00	Applied Ingenuity - Emergency Repair at Denver Well due to heavy scaling and clogged screens. The repairs totaled \$97,930.00. Browns Hill Engineering - Arapahoe well PLC Upgrade. The PLC stopped communicating and due to the age, no repair could be completed without replacing the full unit. The repairs totaled \$46,672.00. Triple M Construction - While construction for Main Street Streetscape was being performed, there were water / sewer lines that were not up to CDPHE standards. Since the lines were exposed, they were replaced and brought up to code. There were also costs incurred to bring water to the Depot Parking lot that were not included in design plans. The repairs and instal totaled \$122,800.00.
	\$565,000.00	\$854,000.00	\$289,000 Over.
Water Sewer Fund - Sewer			
52-58-3200 Contracted Services	\$100,000.00	\$157,000.00	This is to account for the work Terracina Design engineered for Water / Sewer services. In the past Core Engineering did not provide these services on the water / sewer enterprise so this was an additional expense for 2025 that was unforeseen.
	\$100,000.00	\$157,000.00	\$57,000 Over.

Report Criteria:

Includes only accounts with balances or activity

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
GENERAL FUND			
Tax			
10-31-1000	Current Property Taxes	853,798.00	782,102.99
10-31-2000	Specific Ownership Tax	110,000.00	110,107.06
10-31-3100	1% Non-Tabor Sales Tax	1,000,000.00	1,195,219.43
	Total Tax:	1,963,798.00	2,087,429.48
Licenses & Permits			
10-32-1000	Franchise Tax	125,000.00	126,275.91
10-32-2000	Building Permit	150,000.00	233,379.92
10-32-2100	Passport Execution Fees	10,000.00	11,405.00
10-32-2200	Passport Photo Fees	2,000.00	2,125.00
10-32-2300	Bag Fees	6,500.00	7,198.20
10-32-3000	Other Licenses, Fees and Chg	30,000.00	22,695.05
	Total Licenses & Permits:	323,500.00	403,079.08
Intergovernmental			
10-33-2000	Cigarette Tax	3,600.00	5,828.81
10-33-3000	Conservation Trust Fund	12,000.00	13,856.13
	Total Intergovernmental:	15,600.00	19,684.94
Earmarked Funds / Miscellaneous			
10-36-1000	Interest	140,000.00	206,412.51
10-36-3100	Fines and Forfeitures	67,000.00	158,545.69
10-36-4000	Public Improvement Fee	786,510.00	838,023.35
10-36-7000	Police Revenue	20,000.00	29,778.55
10-36-7100	Police Impact Fee Revenue	10,000.00	10,412.62
10-36-7200	Public Bldg Impact Fee Revenue	23,000.00	23,238.03
10-36-7300	Parks Impact Fee Revenue	2,500.00	2,595.24
10-36-7400	Public Works Impact Fee Revenue	18,500.00	18,651.22
10-36-9000	Other Revenue	8,000.00	30,360.62
	Total Earmarked Funds / Miscellaneous:	1,075,510.00	1,318,017.83
Other Funds			
10-39-7000	Transfer from Water Fund	250,000.00	250,000.00
10-39-7003	Transfer From Cap Imp Fund	140,000.00	140,000.00
10-39-7004	Transfer From Street Cap Fund	140,000.00	140,000.00
	Total Other Funds:	530,000.00	530,000.00
Town Clerk			
10-41-1100	Salaries & Wages	330,693.00	329,542.07
10-41-1300	Overtime	998.00	717.76
10-41-1400	Workers' Compensation	464.00	330.39
10-41-1500	Health Insurance	78,010.00	85,362.59
10-41-1550	Retirement	16,585.00	16,234.06
10-41-1600	FICA	25,374.00	24,492.50
10-41-1700	Colo Unemployment	995.00	660.62

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
10-41-1800	Tuition Reimbursement	7,500.00	3,123.12
10-41-1825	Memberships - Employee	2,000.00	2,099.00
10-41-1850	Training, Travel and Lodging	9,000.00	10,572.79
10-41-2500	Audit	28,500.00	28,500.00
10-41-3010	Community & Public Relations	8,750.00	5,204.67
10-41-3020	Mayor's Tree Lighting	15,500.00	14,767.94
10-41-3030	Birthday Bash	5,500.00	4,562.21
10-41-3040	Senior Engagement	5,000.00	5,876.95
10-41-3200	Contracted Services	17,800.00	24,307.15
10-41-3320	Contributions and Sponsorships	3,000.00	3,000.00
10-41-3350	County Treasurer & Other Fees	23,000.00	16,243.12
10-41-3400	Legal Publications	3,000.00	5,360.30
10-41-3450	Elections	.00	522.07
10-41-4000	Bldg Maint and Repairs	5,500.00	9,190.75
10-41-4400	Equipment and Maint	9,500.00	8,098.82
10-41-4500	Furniture	500.00	199.99
10-41-4600	Office Supplies	11,000.00	8,718.75
10-41-4700	Postage	8,700.00	7,595.77
10-41-4800	Telephone and Internet	17,300.00	20,207.43
10-41-4900	Utilities	8,700.00	5,601.64
10-41-5250	IT - Contracted	12,000.00	11,296.20
10-41-5325	IT - Software Purchases	.00	137.05
10-41-5350	IT - Software Contracts	.00	.00
10-41-5390	Records Management	1,000.00	827.86
10-41-5400	Insurance	38,000.00	37,257.03
10-41-5500	Legal - Contracted	40,000.00	41,698.09
10-41-5600	Memberships - Town	15,000.00	14,615.27
10-41-5800	Town Hall Events	9,500.00	1,346.72
10-41-5850	Employee Recognition	3,500.00	2,883.51
10-41-9000	Other	9,500.00	9,044.49
Total Town Clerk:		771,369.00	760,198.68
Judicial			
10-42-1200	Salaries & Wages- Muni Judge	13,590.00	12,080.00
10-42-1300	Salaries & Wages- Asst Judge	4,316.00	1,438.53
10-42-1400	State Comp	25.00	13.55
10-42-1600	FICA	1,370.00	1,034.21
10-42-1700	Colo Unemployment	54.00	27.04
10-42-1850	Training, Travel and Lodging	3,000.00	928.76
10-42-3200	Court Prosecutor - Contracted	17,000.00	8,925.00
10-42-9000	Other	250.00	205.00
Total Judicial:		39,605.00	24,652.09
Legislature			
10-43-1100	BOT - Salaries & Wages	14,400.00	14,400.00
10-43-1200	PC - Compensation	4,200.00	3,850.00
10-43-1400	BOT - Workers' Compensation	20.00	5.77
10-43-1450	PC - Workers' Compensation	6.00	1.54
10-43-1600	BOT - FICA	1,102.00	1,101.90
10-43-1650	PC - FICA	321.00	294.91
10-43-1700	BOT - Colo Unemployment	43.00	28.80

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
10-43-1750	PC - Colo Unemployment	13.00	7.70
10-43-1850	BOT - Train, Trvl, Lodg	5,400.00	5,372.14
10-43-3700	PC - Train, Trvl, Lodg	1,500.00	.00
10-43-5000	BOT - Meals	1,400.00	544.99
10-43-5100	PC - Meals	500.00	.00
10-43-5250	IT - Contracted	14,500.00	14,227.20
10-43-5800	BOT - Awards/Recognition	1,000.00	253.50
10-43-5900	PC - Awards/Recognition	500.00	.00
10-43-9000	BOT- Other	250.00	250.00
Total Legislature:		45,155.00	40,338.45
Police			
10-46-1100	Salaries & Wages	1,066,504.00	1,071,423.17
10-46-1230	HVE Grant Overtime	6,000.00	710.28
10-46-1240	Contracted Overtime	3,000.00	3,300.00
10-46-1300	Overtime	27,000.00	25,153.82
10-46-1400	Workers' Compensation	29,022.00	23,169.74
10-46-1500	Health Insurance	245,224.00	226,322.08
10-46-1550	Retirement	16,835.00	13,226.31
10-46-1600	FICA	22,988.00	22,727.12
10-46-1605	FPPA	134,010.00	126,887.35
10-46-1700	Colo Unemployment	3,260.00	2,062.19
10-46-1825	Memberships - Employee	1,500.00	2,048.93
10-46-1850	Training, Travel and Lodging	12,500.00	11,698.11
10-46-3000	Community Outreach	3,500.00	1,172.15
10-46-3005	Student Academy	8,000.00	1,533.43
10-46-3200	Contracted Services	20,000.00	8,425.18
10-46-3205	Victims Advocate	15,000.00	15,000.00
10-46-3210	ECCA Maintenance	13,000.00	17,668.01
10-46-3500	Investigative Services	5,000.00	1,326.28
10-46-3505	Investigative & Property Equip	2,000.00	2,878.13
10-46-3510	Rocky Mountain RCFL	1,000.00	.00
10-46-3600	Mobile Data Laptops	5,000.00	5,770.37
10-46-3650	Weapons - Less Lethal	3,000.00	2,977.99
10-46-3655	Body Cams Contract	15,510.00	13,007.19
10-46-3660	Tasers Contract	4,810.00	5,628.81
10-46-3665	Flock Cameras	8,500.00	7,500.00
10-46-3675	Other Equipment	12,600.00	12,644.59
10-46-4000	Bldg Maint & Repairs	3,500.00	6,616.10
10-46-4300	Drug, Screen, Psy & Poly Test	525.00	510.00
10-46-4305	SANE Exams	1,000.00	.00
10-46-4400	Equipment and Maintenance	5,500.00	4,480.66
10-46-4500	Furniture	1,000.00	.00
10-46-4650	Office Supplies	7,500.00	5,775.74
10-46-4700	Postage	600.00	573.21
10-46-4800	Telephone & Internet	23,000.00	24,846.38
10-46-4900	Utilities	7,000.00	4,501.92
10-46-5250	IT - Contracted	40,000.00	39,522.00
10-46-5305	IT - Hardware	.00	67.00
10-46-5350	IT - Software Contracts	.00	239.88
10-46-5400	Insurance	130,000.00	98,525.78
10-46-6400	Training and Ammunition	6,000.00	5,197.57

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
10-46-6600	Uniforms	5,600.00	5,526.47
10-46-8050	Vehicle Maint & Repairs	20,000.00	27,773.55
10-46-8075	Fuel	22,000.00	26,112.54
10-46-8090	Fuel Island	4,000.00	4,000.00
10-46-9000	Other	1,500.00	1,738.36
Total Police:		1,963,488.00	1,880,268.39

PUBLIC WORKS/PARKS/BUILDINGS

10-49-1100	Salaries & Wages	144,211.00	135,883.67
10-49-1300	Overtime	3,132.00	1,527.86
10-49-1400	Workers' Compensation	4,096.00	3,346.92
10-49-1500	Health Insurance	36,675.00	31,968.01
10-49-1550	Retirement	7,367.00	2,661.07
10-49-1600	FICA	11,272.00	10,289.88
10-49-1700	Colo Unemployment	442.00	274.82
10-49-1850	Training, Travel and Lodging	300.00	13.59
10-49-4000	Bldg Maint & Repairs	6,000.00	8,534.59
10-49-4100	Equipment Maint & Repairs	5,000.00	4,744.37
10-49-4800	Telephone and Cellphones	4,500.00	5,287.30
10-49-4900	Utilities	8,250.00	7,885.76
10-49-5250	IT - Contracted	2,500.00	1,951.80
10-49-5300	IT - Hardware	.00	346.13
10-49-5400	Insurance	5,000.00	5,217.78
10-49-6100	Parks Maintenance	23,000.00	22,813.66
10-49-6500	Tree City USA	2,500.00	.00
10-49-6600	Uniforms	1,000.00	539.90
10-49-8050	Vehicle Maint & Repairs	4,500.00	4,921.05
10-49-8075	Fuel	4,000.00	4,205.35
10-49-8080	Diesel	2,500.00	994.80
10-49-8090	Fuel Island	4,000.00	4,000.00
10-49-9000	Other	100.00	877.85
Total PUBLIC WORKS/PARKS/BUILDINGS:		280,345.00	258,286.16

Twn Adminstr

10-52-1100	Salaries & Wages	316,000.00	315,752.77
10-52-1400	Workers' Compensation	260.00	176.54
10-52-1500	Health Insurance	28,082.00	24,920.04
10-52-1550	Retirement	9,269.00	5,771.84
10-52-1600	FICA	15,100.00	15,037.50
10-52-1700	Colo Unemployment	640.00	631.49
10-52-1825	Memberships - Employee	750.00	600.00
10-52-1850	Training, Travel and Lodging	1,500.00	1,386.85
10-52-3900	Cell Phones	1,200.00	1,050.00
10-52-5250	IT - Contracted	1,800.00	1,860.00
Total Twn Adminstr:		374,601.00	367,187.03

Comm Dev

10-53-1100	Salaries & Wages- Comm Dev	155,000.00	148,743.09
10-53-1300	Overtime Community Development	439.00	.00
10-53-1400	Workers' Compensation	356.00	147.17

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
10-53-1500	Health Insurance	34,000.00	33,751.45
10-53-1550	Retirement	13,706.00	6,868.13
10-53-1600	FICA	19,440.00	11,038.65
10-53-1700	Colo Unemployment	762.00	294.37
10-53-1825	Memberships - Employee	1,400.00	875.00
10-53-1850	Training, Travel and Lodging	8,500.00	9,943.36
10-53-2500	Community Events	8,000.00	15,285.26
10-53-2505	Friday Night Market	20,000.00	17,401.18
10-53-2600	Event Contracted Services	10,000.00	.00
10-53-3000	Building Permits Pass Through	100,000.00	129,386.09
10-53-3200	Contracted Services	35,000.00	20,401.32
10-53-3425	Elizabeth Main Street	17,000.00	13,299.34
10-53-3435	5k & Family Color Run	8,000.00	8,479.34
10-53-3450	Historic Advisory Board	16,000.00	5,787.30
10-53-3455	Historic Walk & Talk	5,000.00	3,664.05
10-53-3475	Marketing Materials & Publ	4,000.00	1,845.55
10-53-3900	Cell Phone	1,800.00	1,614.08
10-53-4400	Equipment and Maintenance	500.00	.00
10-53-4500	Furniture	500.00	424.72
10-53-4600	Office Supplies	750.00	428.06
10-53-4700	Postage	100.00	10.45
10-53-5250	IT - Contracted	6,000.00	6,556.80
10-53-5325	IT - Software Purchases	.00	199.00
10-53-9000	Other	250.00	1,132.25
Total Comm Dev:		466,503.00	437,576.01
GENERAL FUND Revenue Total:		3,908,408.00	4,358,211.33
GENERAL FUND Expenditure Total:		3,941,066.00	3,768,506.81
Total GENERAL FUND:		32,658.00-	589,704.52

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
STREET FUND			
Taxes			
21-31-3000	General Sales Tax	150,000.00	179,282.90
21-31-4000	Use Tax	15,000.00	20,999.83
Total Taxes:		165,000.00	200,282.73
Intergovernment			
21-33-1000	Highway Users Tax	60,000.00	94,881.73
21-33-1050	Road & Bridge	130,000.00	321,410.35
21-33-6100	M.V. Registration (\$1.50)	3,500.00	3,710.85
21-33-6200	M.V. Registration (\$2.50)	5,000.00	9,227.61
Total Intergovernment:		198,500.00	429,230.54
Other Sources of Revenue			
21-36-1000	Investment Income	30,000.00	52,831.23
21-36-4000	Public Improvement Fee	23,490.00	25,028.50
Total Other Sources of Revenue:		53,490.00	77,859.73
Streets			
21-49-1100	Salaries & Wages- Pub Works	180,374.00	170,845.81
21-49-1300	Overtime	4,697.00	2,061.86
21-49-1400	Workers' Compensation	2,975.00	4,785.08
21-49-1500	Health Insurance	41,879.00	37,213.75
21-49-1550	Retirement	9,254.00	4,379.26
21-49-1600	FICA	14,158.00	12,966.50
21-49-1700	Colo Unemployment	555.00	345.87
21-49-1850	Training, Travel and Lodging	3,000.00	1,379.14
21-49-3200	Contracted Services	15,000.00	11,224.00
21-49-3500	De-icing Supplies	5,000.00	5,960.64
21-49-3650	Lights and Signals	20,000.00	23,360.96
21-49-4000	Maintenance and Repairs	42,000.00	21,645.44
21-49-4100	Equipment Maint & Repairs	20,000.00	3,968.91
21-49-4800	Phones	2,520.00	2,343.63
21-49-5250	IT - Contracted	2,000.00	1,987.80
21-49-5300	IT - Hardware	.00	346.13
21-49-5405	Insurance	6,000.00	6,185.65
21-49-5800	ROW Maintenance	30,000.00	29,993.71
21-49-6100	Signs	9,000.00	10,943.57
21-49-6600	Uniforms	1,500.00	707.18
21-49-8050	Vehicle Maint & Repairs	5,000.00	10,479.35
21-49-8075	Fuel	4,000.00	5,751.94
21-49-8080	Diesel	2,500.00	2,239.22
21-49-8090	Fuel Island	4,000.00	4,000.00
21-49-9000	Other	200.00	1,313.41
Total Streets:		425,612.00	376,428.81
STREET FUND Revenue Total:		416,990.00	707,373.00
STREET FUND Expenditure Total:		425,612.00	376,428.81

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
Total STREET FUND:		8,622.00-	330,944.19

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
CAPITAL IMPROVEMENT FUND			
Tax			
31-31-3000	Sales Tax	1,500,000.00	1,792,829.13
31-31-4000	Use Tax	150,000.00	209,998.33
Total Tax:		1,650,000.00	2,002,827.46
Intergovernmental			
31-34-1000	Grants	179,000.00	.00
Total Intergovernmental:		179,000.00	.00
Other Financing Sources			
31-36-1000	Investment Income	356,000.00	472,788.04
31-36-9000	Other Revenue	.00	.00
Total Other Financing Sources:		356,000.00	472,788.04
Capital Improvement Misc			
31-80-0100	Land Purchase	250,000.00	204,969.25
31-80-3400	Facilities Master Plan	.00	.00
31-80-3410	Trails & Parks Master Plan	120,000.00	111,899.65
31-80-3450	Senior Center	.00	.00
31-80-4000	Equipment	30,000.00	5,207.20
31-80-4020	PD Vehicles	53,000.00	52,907.71
31-80-5505	PD Building Improvements	89,000.00	88,790.75
31-80-5525	Main Street Monument Sign	85,000.00	.00
31-80-6500	Trail Systems	10,000.00	.00
31-80-6510	444 S. Main/Spruce	770,000.00	81,819.60
31-80-6515	Banner & Broadway Parking	300,000.00	.00
31-80-6520	ADA Technology Upgrade	3,500.00	6,100.00
31-80-6530	The Depot Parking	300,000.00	583,919.89
31-80-6535	Tree Farm	5,000.00	.00
31-80-6540	Façade Grant	7,500.00	7,500.00
31-80-6545	Wade Park Improvements	60,000.00	.00
31-80-6550	Computer Upgrades	21,500.00	4,375.88
31-80-6555	Software	103,500.00	89,595.06
31-80-9901	Transfer to General Fund	140,000.00	140,000.00
Total Capital Improvement Misc:		2,348,000.00	1,377,084.99
CAPITAL IMPROVEMENT FUND Revenue Total:		2,185,000.00	2,475,615.50
CAPITAL IMPROVEMENT FUND Expenditure Total:		2,348,000.00	1,377,084.99
Total CAPITAL IMPROVEMENT FUND:		163,000.00-	1,098,530.51

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
STREET CAPITAL IMPROVEMENT FND			
Tax			
32-31-3000	General Sales Tax	1,350,000.00	1,613,546.22
32-31-4000	Use Tax	135,000.00	188,898.50
Total Tax:		1,485,000.00	1,802,444.72
Intergovernmental			
32-34-1000	Grants	1,250,000.00	794,345.77
Total Intergovernmental:		1,250,000.00	794,345.77
Other Financing Sources			
32-36-1000	Investment Income	90,000.00	203,271.07
Total Other Financing Sources:		90,000.00	203,271.07
Capital Outlay			
32-49-1000	Drainage Improvements	50,000.00	.00
32-49-6600	Right of Way Easements	40,000.00	33,220.00
32-49-8005	Hillside Street Repair	.00	29,059.26
32-49-9000	Concrete Street Repairs	310,000.00	.00
32-49-9100	Equipment	50,000.00	24,697.06
32-49-9115	444 S. Main/Spruce	630,000.00	44,088.26
32-49-9120	Main Street Streetscape	3,050,000.00	3,727,749.26
32-49-9125	The Depot Parking	300,000.00	679,049.30
32-49-9200	New Curb & Gutter Work	20,000.00	4,200.00
32-49-9300	New Sidewalk Construction	40,000.00	3,561.00
32-49-9310	Transfer to General Fund	140,000.00	140,000.00
Total Capital Outlay:		4,630,000.00	4,685,624.14
Debt Svc			
32-59-4000	Paying Agency Fee	300.00	300.00
32-59-9800	2015 Refunding Bond Principal	465,000.00	465,000.00
32-59-9850	2015 Refunding Bond Interest	40,898.00	40,897.50
Total Debt Svc:		506,198.00	506,197.50
STREET CAPITAL IMPROVEMENT FND Revenue Total:		2,825,000.00	2,800,061.56
STREET CAPITAL IMPROVEMENT FND Expenditure Total:		5,136,198.00	5,191,821.64
Total STREET CAPITAL IMPROVEMENT FND:		2,311,198.00-	2,391,760.08-

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
WATER SEWER FUND			
Charge for Services / Tap Fees			
52-34-4100	Water Sales	990,000.00	1,001,465.33
52-34-4200	Sewer Sales	890,000.00	911,407.16
52-34-8100	Water Tap Fees	420,000.00	449,861.49
52-34-8120	Renewable Water Fee	295,000.00	307,282.34
52-34-8200	Sewer Tap Fees	550,000.00	566,853.42
	Total Charge for Services / Tap Fees:	<u>3,145,000.00</u>	<u>3,236,869.74</u>
Miscellaneous			
52-36-1000	Investment Income	110,000.00	431,676.85
52-36-9000	Other Revenue	40,000.00	59,470.21
	Total Miscellaneous:	<u>150,000.00</u>	<u>491,147.06</u>
Water			
52-57-1100	Salaries & Wages- Water	144,404.00	143,529.63
52-57-1300	Overtime	6,000.00	5,919.93
52-57-1400	Workers' Compensation	4,450.00	3,227.58
52-57-1500	Health Insurance	45,511.00	43,983.20
52-57-1550	Retirement	7,593.00	6,663.66
52-57-1600	FICA	11,235.00	10,972.94
52-57-1700	Colo Unemployment	441.00	299.03
52-57-1825	Memberships - Employee	1,200.00	160.00
52-57-1850	Training, Travel and Lodging	750.00	233.39
52-57-3200	Contracted Services	80,000.00	91,774.06
52-57-4800	Telephone and Cellphones	8,500.00	7,971.71
52-57-4900	Utilities	120,000.00	128,602.60
52-57-5250	IT - Contracted	5,000.00	4,016.70
52-57-5300	IT - Hardware	.00	2,337.90
52-57-5400	Insurance	13,000.00	13,852.82
52-57-6000	Maintenance and Repairs	161,000.00	160,517.04
52-57-6100	Equipment Maint & Repairs	10,000.00	671.69
52-57-6600	Uniforms	2,500.00	247.43
52-57-7500	Chemical Supplies	20,000.00	11,700.58
52-57-7550	Water Supplies	12,000.00	9,279.69
52-57-8050	Vehicle Maint & Repairs	12,500.00	1,186.51
52-57-8075	Fuel	8,000.00	2,472.65
52-57-8080	Diesel	5,000.00	410.65
52-57-8090	Fuel Island	4,000.00	4,000.00
52-57-9000	Other	500.00	375.73
52-57-9700	Water Tank Improvements	391,000.00	390,397.80
52-57-9900	Water Line Upgrade	302,000.00	301,699.10
	Total Water:	<u>1,376,584.00</u>	<u>1,345,752.56</u>
Sewer			
52-58-1100	-Salaries & Wages- Sewer	144,404.00	143,532.49
52-58-1300	Overtime	6,000.00	5,919.92
52-58-1400	Workers' Compensation	2,996.00	2,799.78
52-58-1500	Health Insurance	45,511.00	43,983.01
52-58-1550	Retirement	7,593.00	6,663.62

Account Number	Account Title	2025-25 Prior year Budget	2025-25 Prior year Actual
52-58-1600	FICA	11,235.00	10,971.80
52-58-1700	Colo Unemployment	441.00	446.94
52-58-1825	Memberships - Employee	500.00	160.00
52-58-1850	Training, Travel and Lodging	750.00	233.38
52-58-3200	Contracted Services	157,000.00	156,408.80
52-58-4800	Telephone and Cellphones	9,600.00	11,781.63
52-58-4900	Utilities	70,000.00	74,673.58
52-58-5250	IT - Contracted	5,000.00	4,016.70
52-58-5300	IT - Hardware	.00	2,253.42
52-58-5400	Insurance	13,000.00	13,852.83
52-58-6000	Maintenance and Repairs	80,000.00	93,317.50
52-58-6100	Equipment Maint & Repairs	.00	671.71
52-58-6610	Uniforms	2,500.00	247.43
52-58-7500	Sewer Supplies	5,000.00	5,889.65
52-58-8050	Vehicle Maint & Repairs	12,500.00	1,150.71
52-58-8075	Fuel	8,000.00	2,490.32
52-58-8080	Diesel	5,000.00	410.65
52-58-8090	Fuel Island	4,000.00	4,000.00
52-58-9000	Other	500.00	375.74
52-58-9400	WTP Upgrades	150,000.00	142,331.98
Total Sewer:		741,530.00	727,832.11
2007 Cwrpda			
52-63-6300	2007 CWRPDA Pymt- Principal	67,210.00	67,209.60
52-63-6400	2007 CWRPDA- Interest	7,227.00	7,226.64
Total 2007 Cwrpda:		74,437.00	74,436.24
2008 Cwrpda			
52-65-9900	Transfer to General Fund	250,000.00	250,000.00
Total 2008 Cwrpda:		250,000.00	250,000.00
WATER SEWER FUND Revenue Total:		3,295,000.00	3,728,016.80
WATER SEWER FUND Expenditure Total:		2,442,551.00	2,398,020.91
Total WATER SEWER FUND:		852,449.00	1,329,995.89

Report Criteria:

Includes only accounts with balances or activity

ORDINANCE 26-04

AN ORDINANCE AMENDING CHAPTER 18 OF THE TOWN OF ELIZABETH MUNICIPAL CODE BY THE ADDITION THERETO OF A NEW ARTICLE XVI ADOPTING THE WILDFIRE RESILIENCY CODE

WHEREAS, the Colorado Legislature passed SB23-166 and SB25-142 mandating the adoption of a model wildfire resiliency code by local governments including the Town; and

WHEREAS, the Town hereby adopts the wildfire resiliency code as drafted and adopted by the Wildfire Resiliency Code Board.

BE IT ORDAINED BY THE BOARD OF TRUSTEES FOR THE TOWN OF ELIZABETH, COLORADO, THAT:

Section 1. Chapter 18 of the Town of Elizabeth Municipal Code is amended by the addition thereto of a new Article XVI to read as follows:

ARTICLE XVI – WILDFIRE RESILIENCY CODE

Sec. 18-16-10. – Adoption.

There is hereby adopted for the purpose of establishing minimum regulations for the safeguarding of life and for property protection intended to mitigate the risk to life and structures from the intrusion of fire from wildland fire exposures and fire exposures from adjacent structures and to mitigate structure fires from spreading to wildland fuels in the Town, the 2025 Colorado Wildfire Resiliency Code, published by the Colorado Division of Fire Prevention & Control. All Appendices to the 2025 Colorado Wildfire Resiliency Code are hereby adopted.

Sec. 18-16-20. – Copy on file.

One (1) copy of such Code is on file in the office of the Town Clerk and may be inspected during regular business hours.

Sec. 18-16-30. – Amendments.

The Code adopted herein is hereby modified by the following amendments:

(a) Section 101 Scope and General Requirements is amended to read as follows:

101.1 Title. These regulations shall be known as the Colorado Wildfire Resiliency Code as adopted by the Town of Elizabeth, hereinafter referred to as "this Code".

(b) Section 103.1 Creation of agency is amended to read as follows:

103.1 Creation of agency. The Town Building Department is the official in charge thereof and shall be known as the Code official. The function of the agency shall

be the implementation, administration, and enforcement of the provisions of this Code.

(c) Section C101.3.4 Compliance with orders and notices is amended to read as follows:

C101.3.4 Citations. Persons operating or maintaining an occupancy or premises subject to this Code who allow a hazard to exist or fail to take immediate action to abate a hazard on such occupancy, premises, or vehicle when ordered or notified to do so by the Code official shall be subject to penalties as set forth in Article IV of Chapter 1 of the Town of Elizabeth Municipal Code. Such violation is also deemed a nuisance and may be abated as such.

(d) Section C101.3.7 Violation penalties is amended in part to read as follows:

All violations shall be subject to the penalties in Article IV of Chapter 1 of the Town of Elizabeth Municipal Code.

Sec. 18-16-40. - Penalty.

Failure to comply with the terms of the *Wildfire Resiliency Code* or with this Article shall constitute a civil infraction. Any person who is found guilty of, or pleads guilty or nolo contendere to the commission of the civil infraction shall be subject to a civil penalty as set forth in this Code. For each day, or portion thereof during which any violation continues, a person may be cited for a separate civil infraction.

Section 2. The Wildfire Resiliency Code - Fire Intensity Classifications contained in the Colorado Wildfire Resiliency State Code Map, developed by the Division of Fire Prevention and Control (DFPC) and the Colorado State Forest Service (CSFS) and within the municipal boundaries of the Town are hereby adopted as the wildland-urban interface areas with the corresponding fire intensity classifications. Town staff is directed to ensure such map is available for public inspection through an accessible online platform and at the office of the Town Clerk.

Section 3. Severability. If any section, paragraph, clause, or provision of this Ordinance shall for any reason be held to be invalid or unenforceable, the invalidity or enforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Ordinance, the intent being that the same are severable.

Section 4. The Board of Trustees hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town, that it is promulgated for the health, safety and welfare of the public, and that this Ordinance is necessary for the preservation of health and safety and for the protection of public convenience and welfare. The Board of Trustees further determines that the Ordinance bears a rational relation to the proper legislative object sought to be attained.

Section 5. This Ordinance shall become effective 30 days after publication.

Read and approved at a meeting of the Board of Trustees of the Town of Elizabeth, Colorado, this ____ day of _____, 2026.

Passed by a vote of _____ for and _____ against and ordered published.

Angela Ternus, Mayor

ATTEST

Michelle M. Oeser, Town Clerk



TOWN OF ELIZABETH

MICHAEL DEVOL/PUBLIC WORKS DIRECTOR

TO: Madam Mayor, Madam Mayor Pro-Tem and Town of Elizabeth Board of Trustees
FROM: Mike DeVol, Town of Elizabeth Public Works Director
DATE: April 14, 2026
SUBJECT: Discussion and Possible Action on Awarding the Hillside Paving and Wade Park Construction Project

All,

Public Works has received two bids for the Hillside Paving and Wade Park Construction Project during the bid opening on March 2nd, 2026. The bids received were from Maher Construction for \$4,030,956.78 and NexCivil Constructors for \$2,854,626.86 respectively. Public Works, Terracina Design Engineering and Scott Pease Engineering performed a comprehensive review of the bids that were submitted and provided a comparison table of the two bids (attached). The findings show no reason that they would affect either company during the cost evaluation. There are small differences in unit costs and quantities, these are not believed to affect the bids received.

Project references were contacted for past projects for both companies and their subcontractors, both bidders received very positive reviews from past projects that have been completed. Positive reviews were given for both Maher Construction and NexCivil Constructors, and Public Works believes that both companies have provided acceptable bids and that both companies are qualified for the size of the project, both companies have provided bids that are acceptable and both companies have provided references for their quality and timeliness of their work.

Public Works would urge the Town Board of Trustees during tonight's meeting awarding the bid to one of the contractors listed above for the project and not going back out to bid due to the recent and continued rising costs of fuels and materials associated with this project that may in fact place this project out of the projected Town budget cost for 2026.

Regards,

Mike DeVol
Town of Elizabeth
Public Works Director
303-913-6453
mdevol@townofelizabeth.org

**Engineer's Opinion of Estimated Costs for
Hillside, Elizabeth, Colorado**

Date: 12/4/2025

Note: All Costs Must Include Labor and Materials.

Description	Quantity	Unit	Unit Cost	Total Cost
Transportation				
Mobilization	2	EA	\$25,000.00	\$50,000.00
Adjust Manholes/Clean Outs	45	EA	\$750.00	\$33,750.00
Adjust Valves	53	EA	\$750.00	\$39,750.00
Remove Asphalt Pavement	23,500	SY	\$25.00	\$587,500.00
Remove Curb & Gutter	3,000	LF	\$15.00	\$45,000.00
Remove Combo-Sidewalk	2,500	SY	\$20.00	\$50,000.00
Remove Curb Ramp	17	EA	\$1,500.00	\$25,500.00
Remove Crossspan	4	EA	\$1,500.00	\$6,000.00
Curb & Gutter - Mountable 2' pan (Catch)	3,000	LF	\$32.00	\$96,000.00
Curb & Gutter - Mountable 2' pan (Catch) Combo S/W	2,500	LF	\$42.00	\$105,000.00
Crossspan 8' Wide	7	EA	\$10,500.00	\$73,500.00
Ramps (Corner)	16	EA	\$3,000.00	\$48,000.00
Ramps (Mid-Block)	1	EA	\$3,000.00	\$3,000.00
Asphalt - Local Pavement, Base, & Subgrade (1 beyond back of curb)	23,500	SY	\$90.00	\$2,115,000.00
Total				\$3,278,000.00
Storm Drain				
Inlet Type R - 5' - New Top	5	EA	\$5,000.00	\$25,000.00
Inlet Type R - 10' - New Top	3	EA	\$6,000.00	\$18,000.00
Inlet Type R - 15' - New Top	1	EA	\$7,000.00	\$7,000.00
12" RCP Culvert	93	LF	\$60.00	\$5,580.00
12" RCP FES	1	EA	\$2,500.00	\$2,500.00
18" NYLO Inlet	1	EA	\$1,500.00	\$1,500.00
Total				\$59,580.00
Sanitary Sewer				
Manhole removal & replacement	2	EA	\$10,500.00	\$21,000.00
Root removal	8	EA	\$2,500.00	\$20,000.00
Sewer Service Line removal & replacement	2	EA	\$5,000.00	\$10,000.00
Sewer line removal & replacement	150	LF	\$30.00	\$4,500.00
Total				\$55,500.00
Water - Roadway Repairs				
Replace Existing Blow-off	6	EA	\$3,500.00	\$21,000.00
Valve Box Removal & Replacement	12	EA	\$5,500.00	\$66,000.00
PRV Removal	1	EA	\$5,500.00	\$5,500.00
Total				\$92,500.00
Water - New Construction				
8" PVC Water Line	900	LF	\$100.00	\$90,000.00
Connect to existing water line	5	EA	\$5,000.00	\$25,000.00
8" PVC Fittings	9	EA	\$1,500.00	\$13,500.00
8" Gate Valves	4	EA	\$3,000.00	\$12,000.00
8" Blowoff	1	EA	\$3,000.00	\$3,000.00
Valve Removal & Replacement	2	EA	\$5,500.00	\$11,000.00
Total				\$154,500.00
Subtotal				\$3,640,080.00
20% Contingency				\$728,016.00
Total Improvements				\$4,368,096.00

HILLSIDE AND WADE PARK BID COMPARISON

Item			MAHER CONSTRUCTION LLC		NexCivil Eng & Constr LLC		Notes
	Quantity	Unit	Unit Cost	Estimate	Unit Cost	Estimate	
Transportation							
Mobilization	2	EA	\$ 170,840.58	\$ 341,681.16	\$ 126,840.00	\$ 253,680.00	
Adjust Manholes/Clean Outs	45	EA	\$ 80.15	\$ 3,606.75	\$ 69.00	\$ 3,105.00	
Adjust Valves	53	EA	\$ 62.79	\$ 3,327.87	\$ 54.00	\$ 2,862.00	
Remove Asphalt Pavement	24,000	SY	\$ 16.21	\$ 389,040.00	\$ 9.00	\$ 216,000.00	
Remove Curb & Gutter	3,000	LF	\$ 9.24	\$ 27,720.00	\$ 8.56	\$ 25,680.00	
Remove Combo-Sidewalk	2,500	SY	\$ 31.80	\$ 79,500.00	\$ 13.82	\$ 34,550.00	
Remove Curb Ramp	17	EA	\$ 353.86	\$ 6,015.62	\$ 696.00	\$ 11,832.00	
Remove Crossspan	4	EA	\$ 738.53	\$ 2,954.12	\$ 1,118.00	\$ 4,472.00	
Curb & Gutter - Mountable 2' pan (Catch)	3,000	LF	\$ 49.10	\$ 147,300.00	\$ 29.00	\$ 87,000.00	
Curb & Gutter - Mountable 2' pan (Catch) Combo S/W	2,500	LF	\$ 97.46	\$ 243,650.00	\$ 75.45	\$ 188,625.00	
Crossspan 8' Wide	7	EA	\$ 3,612.90	\$ 25,290.30	\$ 5,367.00	\$ 37,569.00	
Ramps (Corner)	16	EA	\$ 4,675.38	\$ 74,806.08	\$ 2,861.00	\$ 45,776.00	
Ramps (Mid-Block)	1	EA	\$ 4,675.38	\$ 4,675.38	\$ 2,680.00	\$ 2,680.00	
Asphalt - Local Pavement, Base, & Subgrade (1 beyond back of c	8,000	CY	\$ 193.54	\$ 1,548,320.00	\$ 168.00	\$ 1,344,000.00	
Subtotal				\$ 2,897,887.28		\$ 2,257,831.00	
Storm Drain							
Inlet Type R - 5' - New Top	5	EA	\$ 9,935.19	\$ 49,675.95	\$ 3,230.00	\$ 16,150.00	
Inlet Type R - 10' - New Top	3	EA	\$ 14,610.57	\$ 43,831.71	\$ 4,888.00	\$ 14,664.00	
Inlet Type R - 15' - New Top	1	EA	\$ 18,701.52	\$ 18,701.52	\$ 10,338.00	\$ 10,338.00	
12" RCP Culvert	93	LF	\$ 137.34	\$ 12,772.62	\$ 140.00	\$ 13,020.00	
12" RCP FES	1	EA	\$ 584.43	\$ 584.43	\$ 2,075.00	\$ 2,075.00	
18" NYLO Inlet	1	EA	\$ 584.43	\$ 584.43	\$ 4,270.00	\$ 4,270.00	
Subtotal				\$ 126,150.66		\$ 60,517.00	
Sanitary Sewer							
Manhole removal & replacement	2	EA	\$ 19,746.55	\$ 39,493.10	\$ 6,632.00	\$ 13,264.00	
Root removal	8	EA	\$ 5,094.67	\$ 40,757.36	\$ 551.00	\$ 4,408.00	
Sewer Service Line removal & replacement	2	EA	\$ 20,172.42	\$ 40,344.84	\$ 2,454.00	\$ 4,908.00	
Sewer line removal & replacement	150	LF	\$ 177.51	\$ 26,626.50	\$ 67.21	\$ 10,081.50	
Subtotal				\$ 147,221.80		\$ 32,661.50	
Water - Roadway Repairs							
Replace Existing Blow-off	6	EA	\$ 8,089.18	\$ 48,535.08	\$ 4,287.00	\$ 25,722.00	
Valve Box Removal & Replacement	12	EA	\$ 2,418.99	\$ 29,027.88	\$ 745.00	\$ 8,940.00	
PRV Removal	1	EA	\$ 25,107.89	\$ 25,107.89	\$ 1,733.00	\$ 1,733.00	
Subtotal				\$ 102,670.85		\$ 36,395.00	
Water - Roadway Repairs							
8" PVC Water Line	900	LF	\$ 85.55	\$ 76,995.00	\$ 70.00	\$ 63,000.00	
Connect to existing water line	5	EA	\$ 4,994.65	\$ 24,973.25	\$ 2,692.00	\$ 13,460.00	
8" PVC Fittings	9	EA	\$ 3,878.63	\$ 34,907.67	\$ 1,032.00	\$ 9,288.00	
8" Gate Valves	4	EA	\$ 7,924.31	\$ 31,697.24	\$ 4,624.00	\$ 18,496.00	
8" Blowoff	1	EA	\$ 23,592.53	\$ 23,592.53	\$ 3,745.00	\$ 3,745.00	
Valve Removal & Replacement	2	EA	\$ 12,798.14	\$ 25,596.28	\$ 4,646.00	\$ 9,292.00	
3/4" Irrigation Tap	1	EA	\$ 25,508.64	\$ 25,508.64	\$ 4,002.00	\$ 4,002.00	
Subtotal				\$ 243,270.61		\$ 121,283.00	

Wade Park			MAHER CONSTRUCTION		NexCivil Eng & Constr LLC		
Item	Quantity	Unit	Unit Cost	Estimate	Unit Cost	Estimate	Notes
Site Demo							
Remove Concrete Walk & Court	155.56	SY	\$ 34.03	\$ 5,293.56	\$ 12.87	\$ 2,007.72	quantity rounded up from 155.55 to 156 on bid form but not on xcel spread sheet---Maher estimate is LOW by \$15.12
Remove Basket Ball Goal	1	LS	\$ 584.43	\$ 584.43	\$ 795.00	\$ 795.00	
Remove Crusher Fines Walk	57	SY	\$ 69.83	\$ 4,008.24	\$ 19.32	\$ 1,101.24	quantity rounded down from 57.4 to 57 on bid form but not on xcel spread sheet---Maher estimate is HIGH by \$27.93
Remove Timber Edging	413	LF	\$ 5.67	\$ 2,341.71	\$ 7.00	\$ 2,891.00	
Remove Volleyball Court	124	SY	\$ 32.10	\$ 3,980.40	\$ 8.47	\$ 1,050.28	
Remove Volleyball Posts	2	EA	\$ 292.22	\$ 584.44	\$ 397.00	\$ 794.00	
Remove Site Furnishing(s)	1	LS	\$ 2,337.69	\$ 2,337.69	\$ 1,228.00	\$ 1,228.00	
Remove Existing Irrigation	1	LS	\$ 5,844.23	\$ 5,844.23	\$ 3,827.00	\$ 3,827.00	Allowance
Tree Protection	275	LF	\$ 23.38	\$ 6,429.50	\$ 3.88	\$ 1,067.00	
Subtotal				\$ 31,404.20		\$14,761.24	
Site Work							
Earthwork	935	CY	\$ 29.23	\$ 27,317.86	\$ 31.49	\$ 29,443.15	quantity rounded UP from 934.6 to 935 on bid form but not on xcel spread sheet---Maher estimate is LOW by \$12.19
Fine Grading, Site Prep	15,192	SF	\$ 0.88	\$ 13,368.65	\$ 0.96	\$ 1,528.32	NexCivil used the incorrect quantity of 1592---their bid is LOW by \$13,056.0. Maher used the xcel spreadsheet quantity of 15191 rather than bid form quantity of 15192, thus their estimate is LOW by \$0.88
Soil Amendment (Turf and Shrub Beds)	12	CY	\$ 140.27	\$ 1,670.30	\$ 109.00	\$ 1,308.00	quantity rounded UP from 11.91 to 12 on bid form but not on xcel spread sheet---Maher estimate is LOW by \$12.94
Soil Amendment (Seed)	37	CY	\$ 140.27	\$ 5,219.03	\$ 109.00	\$ 4,033.00	Maher used the xcel spreadsheet quant of 37.2 rather than the bid form of 37 thus their bid is HIGH by \$0.99
Mycorrhizae Fungi	6	LBS	\$ 35.07	\$ 206.56	\$ 86.00	\$ 516.00	Maher used the xcel spreadsheet quant of 5.89 rather than the bid form of 6 thus their bid is LOW by \$3.86
Mycorrhizae Fungi -- Seeded Areas	7	LBS	\$ 35.07	\$ 239.64	\$ 126.00	\$ 882.00	Maher used the xcel spreadsheet quant of 6.833 rather than the bid form of 7 thus their bid is LOW by \$5.85
Mycorrhizae Fungi -- Sodded Areas	1	LBS	\$ 35.07	\$ 50.15	\$ 126.00	\$ 126.00	Maher used the xcel spreadsheet quant of 1.43 rather than the bid form of 1 thus their bid is HIGH by \$15.08
Soil Testing	1	EA	\$ 292.22	\$ 292.22	\$ 861.00	\$ 861.00	
Concrete Washout	1	EA	\$ 7,013.07	\$ 7,013.07	\$ 1,722.00	\$ 1,722.00	
Inlet Protection	5	LF	\$ 116.89	\$ 584.45	\$ 69.00	\$ 345.00	
Subtotal				\$ 55,961.93		\$ 40,764.47	

Landscape											
Deciduous Ornamental Tree											2.0" Cal., B&B
(MSS) Malus 'Spring Snow' Crabapple, Spring Snow	2	EA	\$ 409.10	\$ 818.20	\$ 700.00	\$ 1,400.00					
Deciduous Ornamental Tree											6-8' HT., Multi-Stem B&B
(CCG) Crataegus Crus-Galli Inermis Hawthorn, Thornless Cockspur	1	EA	\$ 584.43	\$ 584.43	\$ 686.00	\$ 686.00					
Deciduous Shrub											#5 Cont.
(ACL) Amorpha Canescens Leadplant	8	EA	\$ 105.20	\$ 841.60	\$ 86.00	\$ 688.00					
Deciduous Shrub											#5 Cont.
(AFS) Artemisia Filifolia Sagebrush, Sand	3	EA	\$ 105.20	\$ 315.60	\$ 86.00	\$ 258.00					
Deciduous Shrub											#5 Cont.
(CMF) Chamaebatiaria Millefolium Fernbush	4	EA	\$ 105.20	\$ 420.80	\$ 86.00	\$ 344.00					
Evergreen Shrub											#5 Cont.
(JCA) Juniperus Chinensis 'Armstrongii' Juniper, Armstrong	5	EA	\$ 105.20	\$ 526.00	\$ 90.00	\$ 450.00					
Evergreen Shrub											#5 Cont.
(JSA) Juniperus Sabina 'Arcadia' Juniper, Arcadia	7	EA	\$ 105.20	\$ 736.40	\$ 90.00	\$ 630.00					
Ornamental Grass											#1 Cont.
(BGB) Bouteloua Gracilis Blue Grama Grass	10	EA	\$ 75.98	\$ 759.80	\$ 25.00	\$ 250.00					
Ornamental Grass											#1 Cont.
(PVH) Panicum Virgatum 'Heavy Metal' Heavy Metal Switch Grass	7	EA	\$ 75.98	\$ 531.86	\$ 29.00	\$ 203.00					
Perennial											#1 Cont.
(AMY) Achillea Millefolium 'Moonshine' Yarrow, Moonshine	13	EA	\$ 75.98	\$ 987.74	\$ 29.00	\$ 377.00					
Perennial											#1 Cont.
(ARD) Agastache Cana 'Double Bubblemint' Hyssop, Double Bubblemint	18	EA	\$ 75.98	\$ 1,367.64	\$ 28.00	\$ 504.00					
Perennial											#1 Cont.
(KSE) Kniphofia 'Stark'S Early Hybrids' Red Torch Lily	8	EA	\$ 81.82	\$ 654.56	\$ 28.00	\$ 224.00					
Perennial											#1 Cont.
(PAJ) Salvia Pachyphylla Himalayan Border Jewel	14	EA	\$ 81.82	\$ 1,145.48	\$ 29.00	\$ 406.00					
Perennial											#1 Cont.
(SPS) Salvia Pachyphylla Sage, Mojave	9	EA	\$ 105.20	\$ 946.80	\$ 29.00	\$ 261.00					

Sod	953	SF	\$ 2.93	\$ 2,793.17	\$ 2.27	\$ 2,163.99	Both Contractors used the xcell bid form quantity of 953.3 rather than the bid form of 953, thus Maher is HIGH by \$0.88 and NexCivil is HIGH by \$0.68
Native Seed	7,441	SF	\$ 1.17	\$ 8,706.44	\$ 0.52	\$ 3,869.53	same as above with both being HIGH by \$0.50+/-
Rock Mulch	3,016	SF	\$ 4.68	\$ 14,114.65	\$ 2.12	\$ 6,393.81	same as above with both being LOW by \$0.50+/-
Shredded Cedar Mulch	100	SF	\$ 3.51	\$ 351.00	\$ 1.84	\$ 184.00	3" Depth, Minimum
Steel Edging	270	LF	\$ 14.03	\$ 3,792.31	\$ 9.76	\$ 2,638.13	Both Contractors used the xcell bid form quantity of 270.3 rather than the bid form of 270, thus Maher is HIGH by \$4.21 and NexCivil is HIGH by \$2.93
Weed Barrier Fabric	3,016	SF	\$ 1.47	\$ 4,433.45	\$ 0.75	\$ 2,261.96	
Landscape Boulder	17	EA	\$ 1,168.85	\$ 19,870.45	\$ 620.00	\$ 10,540.00	Average 3 foot nominal
Subtotal			\$ 64,698.37		\$ 34,732.42		
Irrigation							
Subtotal			\$ 81,253		\$ 59,404		
Hardscape							
Concrete Walk	2,109	SF	\$ 16.37	\$ 34,524.33	\$ 13.63	\$ 28,745.67	6" Depth, Standard Gray, Smooth Broom Finish
Subtotal			\$ 34,524.33		\$ 28,745.67		
Park and Misc.							
Bench	2	EA	\$ 1,277.07	\$ 2,554.14	\$ 1,235.00	\$ 2,470.00	
Bike Rack	2	EA	\$ 404.25	\$ 808.50	\$ 737.00	\$ 1,474.00	
Picnic Table	2	EA	\$ 3,951.85	\$ 7,903.70	\$ 2,762.00	\$ 5,524.00	
Shade Structure 8'x8'	1	EA	\$ 18,599.26	\$ 18,599.26	\$ 16,732.00	\$ 16,732.00	
Shade Structure 12'x20'	1	EA	\$ 41,435.61	\$ 41,435.61	\$ 29,864.00	\$ 29,864.00	
Trash Receptacle	2	EA	\$ 1,319.30	\$ 2,638.60	\$ 1,259.00	\$ 2,518.00	
Pet Waste Station	1	EA	\$ 409.10	\$ 409.10	\$ 1,474.00	\$ 1,474.00	
Play Structure	1	EA	\$ 70,178.71	\$ 70,178.71	\$	\$ 54,471.00	
PIP Rubber Surfacing	1,672	SF	\$ 30.25	\$ 50,578.00	\$ 23.48	\$ 39,258.56	50/50 Color
Drainage Pipe	13	LF	\$ 11.69	\$ 146.13	\$ 92.00	\$ 1,196.00	Maher used the xcel spreadsheet quantity of 12.5 rather than the bid form of 13.0, thus their bid is LOW by \$5.84
Play Pit Drainage Pipe	190	LF	\$ 23.38	\$ 4,442.20	\$ 38.00	\$ 7,220.00	4" perforated PVC, wrapped
Play Pit Curb	65	LF	\$ 58.45	\$ 3,799.25	\$ 82.00	\$ 5,330.00	Use around PIP perimeter
Subtotal			\$ 203,493.20		\$ 167,531.56		
Subtotal			\$ 471,335.39		\$ 345,939.36		
General							
General Requirements	3%	LS	\$	14,140.06	\$	-	
Mobilization	3%	LS	\$	14,140.06			
Maintenance	3%	LS	\$	14,140.06			
Grand Total Hillside and Wade Park			\$ 4,030,956.78		\$ 2,854,626.86		NexCivil did not include any of the 3 last items at 3% thus bid is low by \$31,134.54

Wade Park, Bid Schedule

PROJECT NAME - WADE PARK						
IRRIGATION						
			MAHER CONSTRUCTION LLC		NEXCIVIL	
Qty	Unit	Description	Unit Cost	Total Cost	Unit Cost	Total Cost
31	Ea	RB 1806-SAM-PRS w/ TORO Precision plstc nozz spray head	\$114.58	\$3,552	\$38.50	\$1,194
117	Ea	RB 1812-SAM-PRS w/ TORO Precision plstc nozz spray head	\$119.41	\$13,971	\$38.50	\$4,505
8	Ea	Hunter I-20 ADS 12" Rotor	\$163.40	\$1,307	\$49.50	\$396
13	Ea	Hunter ICV- 1" valve	\$214.44	\$2,788	\$308.00	\$4,004
4	Ea	Rain Bird 44LRC Quick Cplr	\$147.43	\$590	\$341.00	\$1,364
1	Ea	Gate Valve - 1.5"	\$313.29	\$313	\$180.00	\$180
1580	Lf	CL200 PVC Lateral - 1"	\$11.00	\$17,380	\$3.50	\$5,530
240	Lf	CL200 PVC Mainline 1.5"	\$16.59	\$3,982	\$4.00	\$960
300	Lf	Marking Tape	\$1.00	\$300	\$1.00	\$300
60	Lf	CL160 PVC Sleeve 2"	\$8.05	\$483	\$8.00	\$480
20	Lf	CL160 PVC Sleeve 4"	\$13.64	\$273	\$10.00	\$200
40	Lf	Copper Tubing "K" - .75"	\$23.04	\$922	\$18.00	\$720
1	Ea	Febco 825YA BFP - .75"	\$1,019.72	\$1,020	\$7,900.00	\$7,900
1	Ea	Water Meter w/ pit - .75"	\$1,498.86	\$1,499	\$2,500.00	\$2,500
1	Ls	Plumber - .75" thru 1"	\$1,500.00	\$1,500	\$4,500.00	\$4,500
1	Ea	Guard Shack GS-1 enclosure	\$1,200.00	\$1,200	\$800.00	\$800
1	Ea	Stop & Waste Valve - .75"	\$165.86	\$166	\$500.00	\$500
2	Ea	Drain Valve - 1" 1/4 turn	\$124.70	\$249	\$600.00	\$1,200
20	Lf	Communication cable	\$13.52	\$270	\$2.00	\$40
17	Ea	Two-Wire Decoder	\$141.29	\$2,402	\$180.00	\$3,060
5	Ea	Two-Wire Grounding	\$88.46	\$442	\$200.00	\$1,000
1	Ea	Controller Grounding w/Plate	\$405.43	\$405	\$490.00	\$490
1	Ea	Hunter A2C75-SS with Flow and SS Pedestal	\$2,285.15	\$2,285	\$5,400.00	\$5,400
500	LF	Two-Wire Cable	\$10.82	\$5,410	\$0.77	\$385
1	Ls	Electrician	\$2,500.00	\$2,500	\$2,500.00	\$2,500
50	Lf	120 volt Electrical Conductor	\$16.59	\$830	\$10.00	\$500
4	Ea	Drip Valve Ass. 1" HF Basket	\$270.29	\$1,081	\$400.00	\$1,600
1000	Lf	Hardie Dura-pol Tubing	\$10.08	\$10,080	\$3.90	\$3,900
8	Ea	Drip Blow-Out Box w/Operator	\$147.43	\$1,179	\$200.00	\$1,600
8	Ea	Netafim Tree Rings	\$76.79	\$614	\$40.00	\$320
1	Ea	Flomec QS-200-10	\$1,388.29	\$1,388	\$900.00	\$900
1	Ea	Hunter ICV - 1" Master Valve	\$214.44	\$214	\$327.00	\$327
1	Ea	Hunter Solar-Sync - wireless installation	\$657.29	\$657	\$150.00	\$150
TOTAL				\$81,253	TOTAL	\$59,404

Wade Park, Estimate of Probable Costs

Item	Quantity	Unit	Unit Cost	Estimate	Notes
Site Demo					
Remove Concrete Walk & Court	156	SY	\$ 18.47	\$ 2,872.80	
Remove Basket Ball Goal	1	LS	\$ 1,000.00	\$ 1,000.00	
Remove Crusher Fines Walk	57	SY	\$ 18.47	\$ 1,060.06	
Remove Timber Edging	413	LF	\$ 2.50	\$ 1,032.50	
Remove Volleyball Court	124	SY	\$ 16.00	\$ 1,984.00	
Remove Volleyball Posts	2	EA	\$ 400.00	\$ 800.00	
Remove Site Furnishing(s)	1	LS	\$ 2,000.00	\$ 2,000.00	
Remove Existing Irrigation	1	LS	\$ 4,500.00	\$ 4,500.00	Allowance
Tree Protection	275	LF	\$ 3.95	\$ 1,086.28	
Subtotal				\$ 16,335.64	
Site Work					
Earthwork	935	CY	\$ 15.39	\$ 14,383.23	
Fine Grading, Site Prep	15,192	SF	\$ 0.21	\$ 3,117.33	
Soil Amendment (Turf and Shrub Beds)	12	CY	\$ 75.00	\$ 893.08	3 / 1,000 SF Check drawings for ratio
Soil Amendment (Seed)	37	CY	\$ 65.00	\$ 2,418.46	5 / 1,000 SF Check drawings for ratio
Mycorrhizae Fungi	6	LBS	\$ 55.00	\$ 323.95	Trees, Shrubs, Ornamental Grasses, and Perennials
Mycorrhizae Fungi -- Seeded Areas	7	LBS	\$ 55.00	\$ 375.83	40 lbs / acre
Mycorrhizae Fungi -- Sodded Areas	1	LBS	\$ 55.00	\$ 78.65	1.5 lbs / 1000 SF
Soil Testing	1	EA	\$ 320.00	\$ 320.00	
Concrete Washout	1	EA	\$ 3,900.00	\$ 3,900.00	
Inlet Protection	5	LF	\$ 25.00	\$ 125.00	
Subtotal				\$ 25,935.52	
Landscape					
Deciduous Ornamental Tree					2.0" Cal., B&B
(MSS) Malus 'Spring Snow' Crabapple, Spring Snow	2	EA	\$ 550.00	\$ 1,100.00	
Deciduous Ornamental Tree					6-8' HT., Multi-Stem B&B
(CCG) Crataegus Crus-Galli Inermis Hawthorn, Thornless Cockspur	1	EA	\$ 500.00	\$ 500.00	
Deciduous Shrub					#5 Cont.
(ACL) Amorpha Canescens Leadplant	8	EA	\$ 52.00	\$ 416.00	
Deciduous Shrub					#5 Cont.
(AFS) Artemisia Filifolia Sagebrush, Sand	3	EA	\$ 52.00	\$ 156.00	
Deciduous Shrub					#5 Cont.
(CMF) Chamaebatiaria Millefolium Fernbush	4	EA	\$ 52.00	\$ 208.00	
Evergreen Shrub					#5 Cont.
(JCA) Juniperus Chinensis 'Armstrongii' Juniper, Armstrong	5	EA	\$ 62.00	\$ 310.00	
Evergreen Shrub					#5 Cont.
(JSA) Juniperus Sabina 'Arcadia' Juniper, Arcadia	7	EA	\$ 62.00	\$ 434.00	
Ornamental Grass					#1 Cont.
(BGB) Bouteloua Gracilis Blue Grama Grass	10	EA	\$ 21.00	\$ 210.00	
Ornamental Grass					#1 Cont.
(PVH) Panicum Virgatum 'Heavy Metal' Heavy Metal Switch Grass	7	EA	\$ 21.00	\$ 147.00	
Perennial					#1 Cont.
(AMY) Achillea Millefolium 'Moonshine' Yarrow, Moonshine	13	EA	\$ 22.00	\$ 286.00	
Perennial					#1 Cont.
(ARD) Agastache Cana 'Double Bubblemint' Hyssop, Double Bubblemint	18	EA	\$ 22.00	\$ 396.00	
Perennial					#1 Cont.
(KSE) Kniphofia 'Stark'S Early Hybrids' Red Torch Lily	8	EA	\$ 22.00	\$ 176.00	
Perennial					#1 Cont.
(PAJ) Salvia Pachyphylla Himalayan Border Jewel	14	EA	\$ 22.00	\$ 308.00	
Perennial					#1 Cont.
(SPS) Salvia Pachyphylla Sage, Mojave	9	EA	\$ 22.00	\$ 198.00	
Sod	953	SF	\$ 2.00	\$ 1,906.60	

Native Seed	7,441	SF	\$ 0.22	\$ 1,637.11	
Rock Mulch	3,016	SF	\$ 2.50	\$ 7,539.88	1.5-3" River Rock 3" Depth, Minimum
Shredded Cedar Mulch	100	SF	\$ 2.00	\$ 200.00	3" Depth, Minimum
Steel Edging	270	LF	\$ 7.00	\$ 1,892.10	6", Roll Top
Weed Barrier Fabric	3,016	SF	\$ 1.50	\$ 4,523.93	
Landscape Boulder	17	EA	\$ 400.00	\$ 6,800.00	Average 3 foot nominal
Subtotal				\$ 29,344.61	
Irrigation					
Subtotal				\$59,702	
Hardscape					
Concrete Walk	2,109	SF	\$ 10.50	\$ 22,144.50	6" Depth, Standard Gray, Smooth Broom Finish
Subtotal				\$ 22,144.50	
Park and Misc.					
Bench	2	EA	\$ 1,970.87	\$ 3,941.73	
Bike Rack	2	EA	\$ 1,406.67	\$ 2,813.33	
Picnic Table	2	EA	\$ 2,909.00	\$ 5,818.00	
Shade Structure 8'x8'	1	EA	\$ 21,726.05	\$ 21,726.05	
Shade Structure 12'x20'	1	EA	\$ 36,623.24	\$ 36,623.24	
Trash Receptacle	2	EA	\$ 1,998.17	\$ 3,996.33	
Pet Waste Station	1	EA	\$ 230.00	\$ 230.00	
Play Structure	1	EA	\$ 71,233.20	\$ 71,233.20	
PIP Rubber Surfacing	1,672	SF	\$ 32.00	\$ 53,504.00	50/50 Color
Drainage Pipe	13	LF	\$ 2.00	\$ 25.00	4" Solid PVC
Play Pit Drainage Pipe	190	LF	\$ 48.00	\$ 9,120.00	4" perforated PVC, wrapped Use around PIP perimeter
Play Pit Curb	65	LF	\$ 105.00	\$ 6,825.00	
Subtotal				\$ 215,855.87	
Subtotal				\$ 369,317.68	
General					
General Requirements	5%	LS		\$ 18,465.88	
Mobilization	6%	LS		\$ 22,159.06	
Maintenance	12%	LS		\$ 44,318.12	One Year
Contingency	15%	LS		\$ 55,397.65	
Grand Total				\$ 509,658.40	

Wade Park, Estimate of Probable Costs

PROJECT NAME - WADE PARK				
IRRIGATION CONSTRUCTION ESTIMATE				
Prepared by HydroSystems, Inc.				
Date: 02/02/2026				
Qty	Unit	Description	Unit Cost	Total Cost
31	Ea	RB 1806-SAM-PRS w/ TORO Precision plstc nozz spray head	\$38.32	\$1,188
117	Ea	RB 1812-SAM-PRS w/ TORO Precision plstc nozz spray head	\$51.70	\$6,049
8	Ea	Hunter I-20 ADS 12" Rotor	\$112.39	\$899
13	Ea	Hunter ICV- 1" valve	\$206.39	\$2,683
4	Ea	Rain Bird 44LRC Quick Cplr	\$369.79	\$1,479
1	Ea	Gate Valve - 1.5"	\$190.05	\$190
1580	Lf	CL200 PVC Lateral - 1"	\$3.41	\$5,388
240	Lf	CL200 PVC Mainline 1.5"	\$2.45	\$588
300	Lf	Marking Tape	\$0.06	\$18
60	Lf	CL160 PVC Sleeve 2"	\$19.45	\$1,167
20	Lf	CL160 PVC Sleeve 4"	\$23.70	\$474
40	Lf	Copper Tubing "K" - .75"	\$21.28	\$851
1	Ea	Febco 825YA BFP - .75"	\$1,171.87	\$1,172
1	Ea	Water Meter w/ pit - .75"	\$9,977.85	\$9,978
1	Ls	Plumber - .75" thru 1"	\$650.00	\$650
1	Ea	Guard Shack GS-1 enclosure	\$999.16	\$999
1	Ea	Stop & Waste Valve - .75"	\$245.48	\$245
2	Ea	Drain Valve - 1" 1/4 turn	\$349.84	\$700
20	Lf	Communication cable	\$1.65	\$33
17	Ea	Two-Wire Decoder	\$363.68	\$6,183
5	Ea	Two-Wire Grounding	\$106.32	\$532
1	Ea	Controller Grounding w/Plate	\$425.75	\$426
1	Ea	Hunter A2C75-SS with Flow and SS Pedestal	\$8,918.13	\$8,918
500	LF	Two-Wire Cable	\$3.61	\$1,805
1	Ls	Electrician	\$360.00	\$360
50	Lf	120 volt Electrical Conductor	\$8.28	\$414
4	Ea	Drip Valve Ass.1" HF Basket	\$406.60	\$1,626
1000	Lf	Hardie Dura-pol Tubing	\$0.80	\$800
8	Ea	Drip Blow-Out Box w/Operator	\$124.69	\$998
8	Ea	Netafim Tree Rings	\$65.95	\$528
1	Ea	Flomec QS-200-10	\$1,714.61	\$1,715
1	Ea	Hunter ICV - 1" Master Valve	\$275.56	\$276
1	Ea	Hunter Solar-Sync - wireless installation	\$371.55	\$372
			TOTAL	\$59,702



TOWN OF ELIZABETH

CHRIS LOWE/INTERIM TOWN ADMINISTRATOR

MEMORANDUM

To: Mayor and Board of Trustees

From: Chris Lowe, Interim Town Administrator

Cc:

Date: April 8, 2026

Re: Elbert County Road Vacations by Resolutions 2025-63 and 64

In December 2025, the Elbert County Board of County Commissioners adopted Resolution 2025-63 (Palomino) and Resolution 2025-64 (Pinto), vacating portions of Palomino Trail and Pinto Trail respectively. Before the County voted on either resolution, the Elizabeth Fire Protection District submitted public comments in opposition through District Fire Marshal and Division Chief of Fire Prevention and Administration Kara Gerczynski, who advised the County that adopting these resolutions would violate several provisions of the Elbert County Fire Code as incorporated through the County's adoption of the 2018 International Fire Code, specifically IFC § 503.1.1 (fire apparatus access roads), IFC § 503.2.4 (turning radius), and IFC § 503.2.5 (dead ends). The County proceeded to adopt both resolutions despite those objections. Resolution 2025-64 states, "vacating the below described roadway will not cause any land to be without access to another established public road or private access easement." This is not legally correct because the vacation did remove access to Town-owned parcel 8512102004 (hereinafter "Town's parcel").

On March 30, 2026, Fire Chief T.J. Steck sent a formal letter to the Board of County Commissioners reiterating the District's opposition and requesting the County immediately reverse both resolutions. That same day the District also notified affected property owners along both roads of the situation.

The Town's Gold Creek Commons development received sketch plan approval on February 24, 2026. As part of that approval, the developer has proposed a secondary emergency vehicle access off of State Highway 86 on the south end of the property, east of the primary access to the property, which has been found approvable by all referral agencies and was approved by the Town Board. However, the preferred and most effective life and safety solution would be to have emergency vehicle access available at the north end of the property via Palomino Trail. This northern access point would not only serve the Gold Creek Commons development but would also provide critical emergency access to the existing County residences along Palomino Trail and to the Town's parcel, which has been landlocked as a result of the road vacation.



TOWN OF ELIZABETH

CHRIS LOWE/INTERIM TOWN ADMINISTRATOR

The Town is not requesting a full restoration of Palomino Trail as a public roadway. The Town is specifically requesting that the County reverse the vacation to the extent necessary to restore and preserve emergency vehicle access along Palomino Trail. This is a narrowly tailored request focused entirely on public safety, and the Town believes it is the most reasonable path forward to address the fire code violations the District has identified while also protecting the residents and property owners who have been directly impacted by these resolutions.

Staff Recommendation:

Staff recommends the Board authorize the Town Administrator to submit a letter on behalf of the Board to Elbert County in support of the Fire District’s request to reverse or rescind these Resolutions for the reasons stated above. In addition, staff recommends that we also request the County to rescind Resolution 2025-64 (Palomino) in its entirety to preserve access to, and value of, the Town’s parcel.



Elizabeth Fire Protection District

146 North Elbert Street. PO Box 441

Elizabeth, Colorado 80107

Phone 303-646-3800 tjs@elizabethfire.org

T.J. Steck - Fire Chief

March 30, 2026

SENT VIA U.S. MAIL

Karen Workman Trust
2543 Palamino Trail
Elizabeth, Colorado 80107

Cecil W. Raiter
c/o Penelope H. Raiter
2545 Palamino Trail
Elizabeth, Colorado 80107

Stephen W. and Bette M. Gibson
Charitable Remainder Unitrust
2481 State Highway 86
Elizabeth Colorado 80107

Cecil W. Raiter
c/o Penelope H. Raiter
2555 Palamino Trail
Elizabeth, Colorado 80107

Town of Elizabeth, Colorado
P.O. Box 159
Elizabeth, Colorado 80107-0159

Stephen W. and Bette M. Gibson
Charitable Remainder Unitrust
1115 Mountain Ridge Rd.
Provo, Utah 84604

Re: *Elbert County Road Vacations – Resolution 2025-63 & Resolution 2025-64*

Dear Resident and/or Property Owner:

This letter is sent on behalf of the Elizabeth Fire Protection District (the "District") with respect to recent actions that Elbert County has taken to vacate portions of the previously public roadways known as Palamino Trail and Pinto Trail. You are receiving this letter because you either own or reside at property that may be affected by one of these roadway vacations, which were finally approved by Elbert County in December 2025 through the Board of County Commissioner's adoption of Resolution 2025-63 & Resolution 2025-64.

As set forth in the enclosed letter that the District sent to the County, the District opposed these actions and remains concerned that the vacation of these public roadways could make it more difficult or even impossible for the District to provide emergency services to your property, which is a violation of the County's Fire Code. The District prioritizes the safety of our customers and wants to make sure you are aware of this situation.

Please contact me if you have any questions or further issues to discuss regarding these critical public safety matters.

Sincerely,

T.J. Steck, Fire Chief

Enclosure



Elizabeth Fire Protection District

146 North Elbert Street. PO Box 441

Elizabeth, Colorado 80107

Phone 303-646-3800 tjs@elizabethfire.org

Received

APR 01 2026

Town of Elizabeth

T.J. Steck - Fire Chief

March 30, 2026

SENT VIA U.S. MAIL

Elbert County Board of County Commissioners

c/o Rhonda Braun, Clerk to the Board

P.O. Box 7

Kiowa CO, 80117

Re: Elbert County Road Vacations – Resolution 2025-63 & Resolution 2025-64

Dear Commissioners:

The purpose of this letter is to express the Elizabeth Fire Protection District's (the "District") ongoing concerns with the County's actions in December 2025 to vacate portions of two public roadways through Resolution 2025-63 (vacating a portion of Palomino Trail) and Resolution 2025-64 (vacating a portion of Pinto Trail) (collectively, the "Resolutions"). The County's actions in adopting these Resolutions have made the residents of Elbert County less safe and have made it harder for the District to perform its vital service.

As you know, the District submitted public comments in opposition to these actions before the County adopted either of the Resolution. On behalf of the District, District Fire Marshal and Division Chief of Fire Prevention and Administration Kara Gerczynski provided comments in opposition to both of these actions and further advised the County that adopting these Resolutions would violate several different provisions under the Elbert County Fire Code. More specifically, each of these Resolutions violates County requirements—incorporated by and through the County's adoption of the 2018 International Fire Code (the "IFC")—with respect to fire apparatus access roads (IFC § 503.1.1), turning radius (IFC § 503.2.4), and dead ends (IFC § 503.2.5). Now that these public roadways have been vacated by the County and effectively converted into private property, there is no longer any guarantee that they will be preserved and maintained in a manner that is sufficient to allow for fire apparatus access as required by IFC § 503.2.3. The County ignored each of these issues when it proceeded to approve the Resolutions.

The District urges the County to take immediate steps to reverse or otherwise rescind these Resolutions. If the County does not immediately restore public access and the guarantee of County maintenance across the full extent of Palomino Trail and Pinto Trail (including the turnaround area at the end of each roadway), District fire apparatus and personnel may be unable to access homes and land in these areas and may be unable to quickly turn around apparatus when responding to emergencies in these areas. This

represents an immediate and significant danger to County residents and District personnel as well as property throughout the County.

Please contact me if the County has any questions or further issues to discuss regarding these critical public safety matters.

Sincerely,

A handwritten signature in black ink, appearing to read 'T.J. Steck', with a stylized flourish at the end.

T.J. Steck, Fire Chief

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners of Elbert County, Colorado ("Board"), as follows, to-wit:

1. That pursuant to C.R.S. 43-2-301, et. seq., and, in particular C.R.S. 43-2-303(1)(b) and (2)(b) the Board of County Commissioners of Elbert County, Colorado vacate the following portions of a roadway located within the County, as follows, to-wit:

The portion of Palamino Trail Right of Way, approximately 190 feet in length, from the east edge of the driveway located at 2526 Palamino Trail to the City of Elizabeth jurisdictional boundary, in unincorporated Elbert County, State of Colorado, as defined in Exhibit B, attached hereto and incorporated herein by this reference.

2. That prior to said Board adopting said Resolution, said Board did cause to have mailed a notice by first-class mail to the last-known address of each land owner who owns one acre or more of land adjacent to that portion of the roadway being vacated with such notice indicating the time and place of the Board of County Commissioners meeting and further with notice indicating that a resolution to vacate the county roadway would be presented at said meeting.
3. A private access easement shall be reserved over the property in Exhibit B over the vacated right of way for access by property owners with addresses of 2543 Palamino Trail, 2545 Palamino Trail, and 2555 Palamino Trail, Elizabeth, CO 80107.
4. With the reservation of the access easement in paragraph 3 herein, the Board finds that no land adjoining said roadway shall be without an established public road or private-access easement connecting said land with another established public roadway because of said vacation of the aforementioned portion of road.
5. The Board of County Commissioners in approving this resolution hereby reserve any and all such rights-of-way or easements for the continued use of existing sewer, gas, water, or similar pipelines and appurtenances, for ditches or canals and appurtenances, and for electric, telephone, and similar lines and appurtenances.
6. That said Resolution pursuant to C.R.S. 43-2-303(2)(f) shall be duly recorded with the Clerk and Recorder of Elbert County, Colorado pursuant to C.R.S. §43-1-202.7.

That the within resolution shall be and become effective upon adoption of the same. Entered into this 19th day of November, 2025.

Upon a motion duly made and seconded, the foregoing resolution was adopted by the following vote:

Byron McDaniel, CHAIRMAN

Mike Buck, VICE CHAIR

Dallas Schroeder, COMMISSIONER

**ATTEST: RHONDA BRAUN
COUNTY CLERK**

BY: _____
Clerk to the Board

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners of Elbert County, Colorado ("Board"), as follows, to-wit:

1. That pursuant to C.R.S. 43-2-301, et. seq., and, in particular C.R.S. 43-2-303(1)(b) and (2)(b) the Board of County Commissioners of Elbert County, Colorado vacate the following portions of a roadway located within the County, as follows, to-wit:

The portion of Pinto Right of Way, approximately 75 feet in length, from the east edge of the driveway located at 2482 Pinto Trail to the City of Elizabeth jurisdictional boundary, in unincorporated, County of Elbert, State of Colorado.

2. That prior to said Board adopting said Resolution, said Board did cause to have mailed a notice by first-class mail to the last-known address of each land owner who owns one acre or more of land adjacent to that portion of the roadway being vacated with such notice indicating the time and place of the Board of County Commissioners meeting and further with notice indicating that a resolution to vacate the county roadway would be presented at said meeting.
3. That said Board finds that no land adjoining said roadway shall be without an established public road or private-access easement connecting said land with another established public roadway because of said vacation of the aforementioned portion of road.
4. The Board of County Commissioners in approving this resolution hereby reserve any and all such rights-of-way or easements for the continued use of existing sewer, gas, water, or similar pipelines and appurtenances, for ditches or canals and appurtenances, and for electric, telephone, and similar lines and appurtenances.
5. That said Resolution pursuant to C.R.S. 43-2-303(2)(f) shall be duly recorded with the Clerk and Recorder of Elbert County, Colorado pursuant to C.R.S. §43-1-202.7.

That the within resolution shall be and become effective upon adoption of the same. Entered into this 19th day of November, 2025.

Upon a motion duly made and seconded, the foregoing resolution was adopted by the following vote:

Byron McDaniel, CHAIRMAN

Mike Buck, VICE CHAIR

Dallas Schroeder, COMMISSIONER

**ATTEST: RHONDA BRAUN
COUNTY CLERK**

BY: _____
Clerk to the Board



TOWN OF ELIZABETH

MICHELLE M. OESER TOWN CLERK / ADMINISTRATIVE SERVICES DIRECTOR

TO: Honorable Mayor and Board of Trustees
FROM: Michelle Oeser Town Clerk
DATE: April 14, 2026
SUBJECT: Town Administrator Executive Search Consultants

SUMMARY

Six proposals were received for the Administrator Search. This memo consolidates the estimated costs and key elements of each consultant proposal.

Municipal Solutions – \$29,900 *(negotiable range)*

Does not include finalist background checks or candidate travel for interviews

- Two-year warranty
- Needs assessment
- Job profile development and recruitment
- Four-level screening process
- Candidate selection and interviews
- Transition assistance

KRW Associates LLC – \$32,500 *(estimated)*

Does not include initial advertisement cost; estimate based on five finalists and includes candidate travel, lodging, and related expenses

- One-year limited warranty
- Work collaboratively with the designated “Working Group”
- Position announcement posted for a minimum of 30 days
- Resume evaluation
- Candidate interviews and national background checks
- Reference and background verification
- Assist Working Group in designing assessment/interview process
- Final candidate deliberations
- **Projected timeline:** 14–16 weeks

GPS Government Professional Solutions – \$21,500 *(includes all expenses and costs)*

- One-year guarantee
- Develop foundational recruitment elements



TOWN OF ELIZABETH

MICHELLE M. OESER TOWN CLERK / ADMINISTRATIVE SERVICES DIRECTOR

- Design custom search strategy
 - Candidate recruitment and identification
 - Finalist verification and checks
 - Interview and hiring assistance
 - **Projected timeline:** 14 weeks
-

Duffy Group – Approximately \$30,000 (billed at \$150/hour)

Travel time and expenses billed separately; estimated at \$1,000 per person. Background checks estimated not to exceed \$150 per finalist.

- Intake and strategy meeting
 - Draft position specification and recruitment brochure
 - Candidate identification and outreach
 - Candidate screening
 - Presentation of candidates
 - Interview and offer process support
 - **Projected timeline:** 12–14 weeks
-

CPS HR Consulting – Three service levels

- **Full Recruitment:** \$30,000 flat fee
- **Partial Recruitment:** \$22,500 flat fee
- **Outreach Only:** \$10,000 flat fee

Services include:

- One-year warranty
 - Development of candidate profile and recruitment strategy
 - Aggressive and proactive outreach
 - Selection support
 - **Projected timeline:** 16 weeks
-

MGT Impact Solutions, LLC – \$26,000

Does not include travel expenses or candidate travel/accommodations. Additional consultant visits beyond three billed at \$225/hour.

- One-year warranty
- Position assessment, announcement, and brochure development



TOWN OF ELIZABETH

MICHELLE M. OESER TOWN CLERK / ADMINISTRATIVE SERVICES DIRECTOR

- Advertising, candidate recruitment, and outreach
- Candidate evaluation and screening
- Presentation of recommended candidates
- Interview process and background screening
- Appointment support
- **Projected timeline:** 14 weeks

Optional:

- Classification and compensation review – **\$900**

Staff are requesting Board direction on how to proceed with the Administrator search process. The Board may consider the following actions:

1. Select a firm to move forward with at tonight's meeting.
2. Identify available dates for candidate interviews to be scheduled as Special Meetings.
3. Alternatively, the Board may choose to defer selection of a firm to the March 28 Regular Meeting.

STAFF RECOMMENDATION

Staff will not provide a recommendation on this selection.

ATTACHMENTS(S)

Proposals

Administrator Search Consultant – Key Decision Factors

Consultant	Cost	Warranty	Pricing Includes Most Expenses?	Timeline	Notes
GPS Government Professional Solutions	\$21,500	1-year	Yes – includes all expenses	14 weeks	Lowest cost proposal
MGT Impact Solutions	\$26,000	1-year	No – travel and candidate expenses not included	14 weeks	Optional compensation review available (\$900)
Municipal Solutions	\$29,900 (negotiable)	2-year	No – background checks and candidate travel not included	13 weeks	Longest warranty
Duffy Group	~\$30,000 (hourly billing)	Not specified	No – travel and background checks billed separately	12–14 weeks	Cost may vary depending on hours
CPS HR Consulting	\$30,000 (Full) / \$22,500 (Partial) / \$10,000 (Outreach)	1-year	Varies by service level	~16 weeks	Flexible service options
KRW Associates LLC	\$32,500 (estimated)	1-year limited	Partially – estimate based on five finalists with travel included	14–16 weeks	Highest estimated cost



EXECUTIVE SEARCH *FOR TOWN ADMINISTRATOR*

Proposal, Qualifications & Recruitment Schedule *w/ \$6,000 discount for future searches*

Submitted: 13 March 2026



Prepared for:

Town of Elizabeth

151 S Banner Street / PO Box 159

Elizabeth, Colorado 80107

*Attn: Michelle Oeser, Town Clerk
& Admin Services Director*

Prepared by:

Municipal Solutions LLC

Local Government Services

875 S. Estrella Parkway # 5038

Goodyear (Phoenix), AZ, 85338

Phone: (888) 545-7333

David A. Evertsen, CEO & Principal







13 March 2026

Town of Elizabeth

151 S Banner Street / PO Box 159
 Elizabeth, Colorado 80107
 Attn: Michelle Oeser, Town Clerk
 & Admin Services Director

**RE: Executive Search Proposal & Scope of Work
 for Town Administrator search**

Ms. Oeser -

Thank you for the opportunity to assist you and the Board of Trustees during this challenging transition. Finding a new Town Administrator in any state isn't easy, but this is what we do best! Our highly-successful recruitment process will attract the most qualified, best 'fit' public administrators with a personal interest in making Elizabeth 'home'.

Our **Executive Search Team** is highly respected, and they use an effective and proven process which has aided more than 400 successful local government searches and interim placements:

- ✓ we consider the **unique needs** of our client organizations,
- ✓ we have managed **multiple / concurrent searches** for multiple clients,
- ✓ we rely on a **national network** of 6,000 public administrators and 9,000 elected officials,
- ✓ we use a **3-part Recruiting Process** including both *manual* (personal) and *digital* (social media) methods system to attract candidates – including those not previously considering a change of venue,
- ✓ we developed **SmartCheck®** – a **4-level background investigation** process of social media / news archives, references, employment & education verification, and criminal / civil / financial records,
- ✓ we attract incredible men, women and minorities who could be a 'best fit' for and committed to your community.

Most importantly, our process is *technical* and *collaborative*. Our success of this recruitment will come from collaboration with you, select staff, and the Board of Trustees!!!

Our proposal includes a *significantly-reduced* pricing for future searches (**if we modify the initial base recruitment profile*).

Cost per complete standard search		
Town Administrator	2 nd future recruitment	3 rd future recruitment
\$24,900	\$22,900*	\$20,900*
	-\$2,000	-\$4,000

Some of the Executive searches and placements:

- **Maryland:** Baltimore, Brunswick, Cheverly, Glenarden, La Plata, MD Parks & Planning Commission;
Massachusetts: Dartmouth, Winchendon; **New Hampshire:** Hanover, Haverhill; **Pennsylvania:** Upper Darby Township, Norristown (x3); **Virginia:** Colonial Heights, Danville, Loudoun County, Prince William County, Roanoke, Winchester, York;

Our national & state-by-state search experience uniquely qualifies us for this assignment:

- *Arizona, Alabama, Alaska, Florida, Georgia, Illinois, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississippi, Minnesota, Montana, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Oklahoma, Ohio, Oregon, Pennsylvania, Rhode Island, Texas, Virginia, Washington, Washington D.C, and more!*

We have successfully matched 100s of governments with their next executive and have conducted *concurrent* national searches for a variety of positions. A few of our past & current clients include:

- **Alaska:** *Matanuska-Susitna Borough, North Pole, Sitka, Valdez;*
- **Arizona:** *Anthem, Avondale, Buckeye, Chandler, El Mirage (x4), Flagstaff, Fountain Hills, Glendale, Goodyear, Guadalupe, Kingman, Mesa, Maricopa, Payson, Phoenix, Queen Creek, Safford, Scottsdale, Tusayan, Yuma;*
- **California:** *Apple Valley, Arvin (x3), Blythe, California City, Chula Vista, Coachella, Costa Mesa, Desert Hot Springs, Dinuba, Eureka, LaFayette, La Habra Heights, Loma Linda, Los Angeles Redevelopment Agency, Madera, Manteca, Petaluma, San Bernardino County, & Vallejo;*
- **Iowa:** *Ankeny, Indianola, Polk County, Sioux City (x2), Windsor Heights;*
- **Kansas:** *Arkansas City, Salina;*
- **Michigan:** *Manistee, Walker;*
- **New Mexico:** *Alamogordo, Farmington, Gallup, Sunland Park;*
- **Nevada:** *Elco, Mesquite, North Las Vegas;*
- **Texas:** *Bellville, Corpus Christi, Lampasas, Odessa (x4) & Port Arthur (x3);*
- **Utah:** *Centerville, Clearfield, Cottonwood Heights, Draper, Eagle Mountain, Fruit Heights, Harrisville, Hurricane, Kaysville, Layton, Lindon, North Ogden, Pleasant Grove, Pleasant View, Provo, Syracuse, Washington Terrace, and West Jordan;*
- **Washington:** *Fife, Oak Harbor, Sunnyside, Surprise; and Tacoma; (complete list within the proposal).*

[We are your safe pair of hands.](#)

The following material should illustrate our qualifications and provide a detailed Scope of Work for our **Executive Search** services. Included are the following attachments:

- Proposal** (*includes Statement of Qualifications, Scope of Work, Customized Recruitment Schedule, Cost & Warranty*),
- Sample *initial* **Candidate Report** (
- Sample *finalist* **Candidate Report** (*complete background investigations report*), and
- Sample High-Definition, color **Recruitment Profiles**.

PLUS: 3-month and 6-month evaluation support & Team-Building facilitation (no additional cost)

Please contact me personally at (888) 545-7333 or on my cell phone at (928) 220-2611 if you have any questions.

We can't wait to get started!!!

Thank you kindly,



David Evertsen, CEO & Principal
Municipal Solutions, LLC

Table of Contents

SECTION 1 – PROPOSAL EXECUTIVE SUMMARY	7
<i>Objective, Goals, Scope of Work</i>	
<i>Completion & Deliverables Timeline</i>	
<i>Cost Options & Warranty</i>	
SECTION 2 – SCOPE OF SERVICES (DETAILED)	11
<i>Activity 1: Client-Consultant Interviews</i>	
<i>Activity 2: Job Profile & 3-part Dynamic Recruiting</i>	
<i>Activity 3: 4-level Background Screening Process</i>	
<i>Activity 4: Finalist Selection & Candidate Interviews</i>	
<i>Activity 5: Transition Assistance & Warranty</i>	
SECTION 3 – PROFILE OF THE FIRM	17
<i>Origins</i>	
<i>Consultant Team Structure</i>	
<i>Ethos & Attributes</i>	
<i>Executive Recruitment & Interim Management Team</i>	
SECTION 4 – DETAILED COST PROPOSAL	27
<i>Cost Options & Warranty</i>	
SECTION 5 – RECRUITMENT COMPLETION SCHEDULE (PROPOSED)	29
<i>Completion & Deliverables Timeline</i>	
SECTION 6 - CLIENT REFERENCES & EXPERIENCE OF THE FIRM	31
<i>12 Recruiting / Personnel Project References</i>	
<i>82 Similar Projects</i>	
<i>Work Samples</i>	
<i>Sample News Media</i>	
EXHIBIT A – EXECUTIVE SEARCH – COMPLETED RECRUITMENTS	35
<i>Recruitment Profile (attached)</i>	
<i>Candidate Background Report (attached)</i>	



EXECUTIVE SUMMARY

Below is a *brief* description the scope of work detailed in this proposal that Municipal Solutions, LLC will deliver including the costs and timeline for expected delivery. It is recommended that the proposal is read and considered in its entirety.

Objectives

This project will be the mechanism for attracting, evaluating, screening, recommending, interviewing and on-boarding high-quality candidates through a well-established, successful Executive Search process. Our work will shape the efficient management, culture and effectiveness of municipal operations for future years.

Municipal Solutions LLC will conduct a dynamic national recruitment, review all candidate credentials, examine their work experience, explore their media and social media history, interview a wide-variety of professional references, conduct comprehensive civil and criminal background checks, sharing these findings with the Board of Trustees and proposing candidates who will likely provide the Town, staff and community with the best possible leadership potential.

Details are provided in the pages following this section.

Goals of this Project

- ✓ Conduct a national and regional search for *Town Administrator*, and
- ✓ Attract, Recruit and Retain a high-quality pool of candidates for consideration by the Board of Trustees.

To accomplish this primary goal, we will perform the following services:

- ✓ Client-Consultant interviews w/ the Board of Trustees and select Department Heads to understand expectation for the recruitment of the new positions requested.
- ✓ Gather information for, prepare, and publish a **10-page color Recruitment Profile** which provides a comprehensive view of the Town, and various organizations, accomplishments, challenges and opportunities in a positive, honest light.
- ✓ Conduct a **3-Part Dynamic Recruitment** using our national professional network & electronic media.
- ✓ Complete **SmartCheck®** a **4-Level Digital and Manual Background Screening Process** examining (1) Pre-screening, (2) internet & social media & news archives, (4) reference interviews, and (5) Comprehensive Background (Education and Employment verification, Civil, Criminal and Financial Investigations).
- ✓ Assist the Board of Trustees in **Finalist Selection and Interview Support**.
- ✓ Candidate transition, on-boarding, and continued assistance.

Scope of Work

Activity 1: Needs Assessment Interviews

- ✓ Client-Consultant conference interviews with the Board of Trustees and Department Heads:
 - *Develop a description of the ideal candidates.*
 - *Learn the issues your new candidates will face.*
 - *Gather materials for our information and to send to potential candidates.*
 - *Discuss compensation packages the Town is prepared to offer.*
 - *Finalize a project schedule.*

Activity 2: Job Profile; 3-Part *Dynamic* Recruitment

- ✓ Design and publish two 10-page color Recruitment Profiles used to recruit candidates nationally (see *attached sample*).
- ✓ **3-Part Dynamic Recruitment**
 1. Active Pursuit. Identify and pursue regional candidates who are qualified for each position (particularly those not actively seeking a new job) and encouraging them to apply.
 2. Professional Network. E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
 3. Digital Media. Distribute the profiles and recruitment materials through state and national sources including industry publications & websites.

Activity 3: 4-Level background Screening Process

Candidate Reports (see sample attached) will be provided to the Board of Trustees and will include all updated information – including background investigations – as they are completed at each stage. These reports will aid the Board of Trustees in discussing and deciding on the progression of candidates up to the Finalist interviews.

Level 1 – Candidate Pre-screening. Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. Each candidate resumes and cover letter will allow us to screen-out all non-qualified candidates and create a narrower list of 12-15 *first-round* candidates (exact number TBD). *Top candidates will be asked to complete a writing sample and will participate in a 15-minute video interview.*

Level 2 – Internet, Social Media & News Archives. Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social-Media (*Facebook, Twitter, TikTok, Google Plus, Instagram, LinkedIn & News Archives*) for information regarding each candidate.

Level 3 – Reference Interviews & Writing Samples. We will ask 6-8 *second round* candidates to provide a list / variety of references including elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. Our reference checks might include elected officials, the board attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees – some selected by the candidate, and others we select independently. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. We will also provide a 6-page questionnaire for candidates to respond to – *a writing sample*. The expectation is to arrive at 4-6 *Finalist Candidates*.

Level 4 – Comprehensive Background Checks. Once 4-6 Finalist Candidates are selected, our consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks.

Activity 4: Finalist Selection & Interview Support (recommended)

Interview Preparation. Consultants will assist in the preparation and coordination of the interview process, including the recommendation of an effective interview process (to be determined). Panels might often include a **Technical Panel** and **Administrative Panel**, the opportunity to meet various department staff, a Community Event or Social, tour of the Town and **Executive Panel** Interview.

Decision-Making. Once the interviews are completed, we will provide any additional information the Recruitment Team, needs in making the final determination.

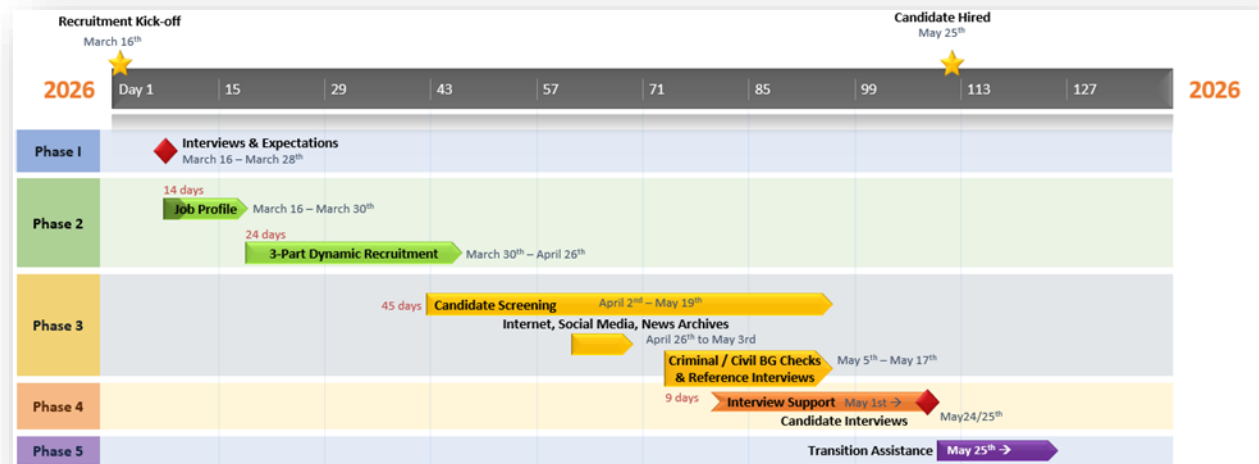
Activity 5: Transition Assistance & Warranty

Consultants will serve as a resource in the effective transition of the candidate into employment with the Town. This important step includes negotiating the compensation package (if desired) assuring continuity and cohesiveness with a **Team-building Workshop** at 6 months, and assistance in the *new employee's* **Performance Evaluation** at 6 or 12 months – if requested for no additional cost.

Other team-building / leadership training and Meyers Briggs / Color Code personality testing and training is also available under separate agreement. Warranty will extend for 2 years and is explained below

Completion & Deliverables Timeline (sample)

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is a standard, sample timeline.



Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,900** for a single search, is significantly reduced to **\$22,900*** for a second search if completed concurrently with the first, and **\$20,900*** for a third search if requested during or within 6 months of the second. See table below.

Phase	Cost per standard search*		
	Town Administrator	2 nd future recruitment	3 rd future recruitment
I. Needs Analysis & Interviews [^]	\$5,600	\$5,600	\$5,600
II. Advertisement & Recruitment	\$5,500	\$4,900	\$4,250
III. Candidate Screening & Selection	\$5,500	\$4,900	\$4,250
IV: Coordination of Interviews & Selection	\$5,400	\$4,900	\$4,200
V: Contract Negotiation & Warranty	\$2,900	\$2,600	\$2,600
Total	\$24,900	\$22,900* <i>-\$2,000</i>	\$20,900* <i>-\$4,000</i>

* if we modify the initial base recruitment profile.

Costs include all advertising and preliminary background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense \$400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Initial payment for mobilization and travel – Phase I
- Progress payments at the end of each Phase II – V as indicated above.
- Separate invoice for criminal / civil background checks and employment / education verification.

Warranty

Municipal Solutions offers one of the best warranties in the Local Government recruiting business. If all Phases are followed, we honor our **2-year Warranty** - we'll re-do the search should the candidate leave before two years (details below). Provided we conduct the full search and assuming that your agency selects the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position as long as the individual is employed by your agency.
- 2) If the selected individual leaves for any reason other than an act of God (*for example, total incapacitation or death*) within the *first* year, we will repeat the search at no charge. If he/she departs during the *second* year for any reason other than an act of God, we will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with any of the candidates we present, we will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

SECTION 2. SEARCH METHODOLOGY (*detailed*)

The following methodology has been refined over the past **23 years** and now is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision. Below is our 90-day recruitment process.

ACTIVITY I: CLIENT-CONSULTANT INTERVIEWS

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity.

The principal objective of this conference is to determine the needs of the client and the characteristics of the ideal candidate.

Client & Consultant Conference

If the positions are Executive-level positions, our consultants would benefit from personal interviews with the Board of Trustees, members of the Senior Management Team to better understand their understanding of the nature of the position, its duties and responsibilities and what characteristics, skills and attributes will be important for this position. It is also important to understand how your next employee will be judged and how performance will be evaluated. Determining the characteristics of the ideal candidate – such as experience, longevity, education, personality, demeanor, management style, and achievements as well as other items considered important.

Our process involves:

- Compiling background information from the Town's website and other sources including interviews with the Board of Trustees, Senior Management and other staff as appropriate,
- Attend a Board of Trustees meeting (if possible),
- Discuss and determine:
 - characteristics of the ideal candidate (*experience, longevity, education, personality, demeanor, management style, achievements, etc.*), evaluation / performance criteria, a competitive compensation package, recruitment timeline, and selection criteria and evaluation formats.



Activity 1 - Needs Assessment

Client & Consultant Conference
Characteristics & Timeline

Activity 2 – Job Profile & Recruitment

Position Profile / Recruiting Materials
3-part *Dynamic* Recruiting

Activity 3 – 4-level Screening Process

Level 4 Background Check
Consultant Reports

Activity 4 – Selection & Interviews

Finalist Selection & Notification
Candidate Assessment / Interview Process
Debriefing and Selection

Activity 5 – Transition Assistance

On-Boarding & Additional Services

If the job description needs to be updated, or is compensation has not been set or updated, this is a good time to make sure to remove any final obstacles which might be an obstacle to attracting the right candidates. If necessary, our consultants will review these materials and recommend reasonable changes.

The other objective of this conference is to finalize the recruitment timeline so candidates can mark their calendars well in advance and will be available when the Board of Trustees wishes to conduct the interviews. Consultant and client will work together to establish a solid recruitment timeline.

ACTIVITY 2: JOB PROFILE & 3-PART *DYNAMIC* RECRUITING

Position Profile / Recruiting Materials

Consultants will develop a high-quality, relevant, color position description is probably the single-most constituting factor to recruitment success. Because we want to attract highly-qualified candidates from an existing position as well as in-transition professionals, the profile must speak to them.

Consultants will combine the information obtained in the initial Client Conference with the background information from the jurisdiction’s website and other sources to create a profile which includes: *Community Background, Form of Government, Longevity of Department Heads and Elected Officials, Accomplishments, Challenges / Opportunities and Amenities and Qualifications*

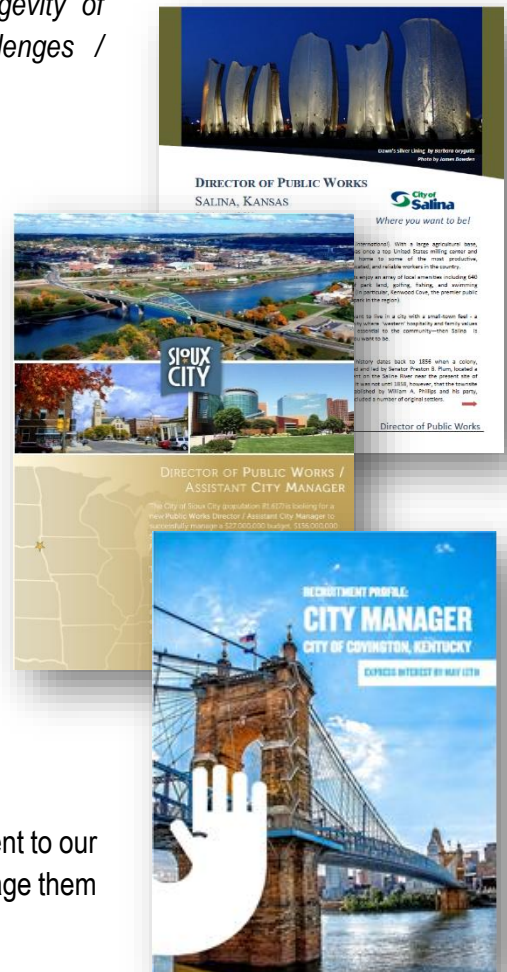
In summary, consultants will:

- ✓ *Develop a draft comprehensive, full-color Recruitment Profile,*
- ✓ *Provide the draft for your review and comment,*
- ✓ *Incorporate your recommended suggestions into the final document; and*
- ✓ *Prepare for national distribution. See Appendix for more samples.*

Dynamic Recruiting

Dynamic Recruiting involves three (3) elements:

1. **Active Pursuit.** The best approach is diligent, personal outreach. Consultants will begin searching for and identifying potential candidates locally and regionally who appear qualified for the position (particularly those not actively seeking a new job), and encouraging them to apply.
2. **Professional Networking.** Consultants will E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
3. **Digital Media.** Consultants will distribute the advertisement and recruitment materials through state and national sources including industry publications & partner websites to reach more than 40,000 views. We will also use our social media tools including LinkedIn and Facebook to reach more than 5,000 direct connections.



ACTIVITY 3: 4-LEVEL BACKGROUND SCREENING PROCESS

Level 1 – Initial Candidate Pre-screening

Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. The table allows for consultants to maintain a quick-reference of all candidates’ qualifications, education and experience, maintaining accurate records of the evaluation process.

Screening Interview (phone or video). Our recruitment team will personally interview each of these candidates using **GoToMeeting** or by telephone. Using what we learned in Phase I of the project and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

Name	Email	Phone	Education	Experience	Skills	Other
John Doe	john.doe@townofelizabeth.com	555-123-4567	BS in Business	10 years	Logistics, Management	Community involvement
Jane Smith	jane.smith@townofelizabeth.com	555-987-6543	MS in Logistics	15 years	Supply Chain, Operations	Volunteer work
Mike Johnson	mike.johnson@townofelizabeth.com	555-234-5678	BA in Economics	8 years	Business Development	Local business owner

Once we have evaluated the information we have gathered, we will present the strongest candidates to the Recruitment Team for its consideration. It should be noted that selecting strong candidates is both an *art* and *science*. While we believe qualifications important factors for consideration, additionally important factors include individuals who will be a good fit with the Town and who are committed to the community.



Consultant Report #1. This report contains the list of top candidates with copies of their resumes, cover letters and our recommendations for Level 2 consideration. A Board-Consultant video conference concludes with agreement on 10-12 candidates to proceed for further investigation.

Level 2 – Background Checks I: *Internet, Social Media, Newspaper Archives*

We require all candidates to sign an *Acknowledgement and Release Form* granting us permission to begin the background investigation.

Virtually every local newspaper and has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. While these articles don’t always tell the ‘whole story’, these articles can also provide valuable insights into the candidate’s relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.

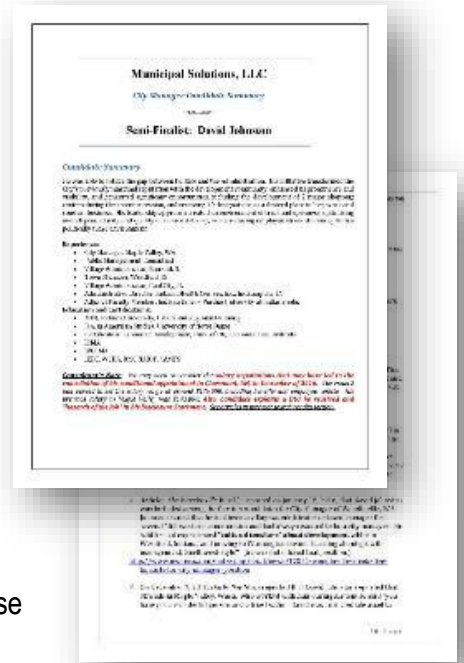


Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social Media (*Facebook, TikTok, Twitter, Google Plus, Instagram, LinkedIn and News Archives*) others for any information regarding each candidate.

Consultant Report #2. This updated report provides the more details for each of candidate - the results of the Level 2 backgrounds. A Board-Consultant video conference should conclude with agreement on 10-12 candidates to proceed for further investigation.

Level 3 - Reference Interviews & Writing Samples

Reference Interviews. We will ask each of the 6-8 *second round* candidates to provide a list / variety of references including current and former elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. References might also include the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We tell the candidate with whom we wish to speak. We also attempt to contact some individuals who are not on the candidate's list. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. The expectation is to arrive at 4-6 *Finalist Candidates*



Written Introduction / Writing Sample. We will ask each of the 6-8 *second round* candidates to complete a 6-page, pre-formed written introduction describing who they are and their background / experience. This also allows the recruitment team to further evaluate their writing capabilities, their ability to use technology, and commitment to the process.

Consultant Report #3. This updated report provides the results of the Level 3 background work on each remaining candidate. A Board-Consultant video conference concludes with agreement on 4-6 candidates to proceed for Final Background investigations.

Level 4 – Background Checks II: *Criminal, Civil, Education, Employment & Reference Interviews*

Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks. Through our third-party vendor, **American DataBank®**, we will conduct Federal Criminal & Civil, State & City Criminal & Civil, and Financial including bankruptcy and credit (*prospective Finalists only*). Consultants will also use **DegreeVerify®** for education verification and contact employers to verify employment history.

If we conclude the situation is damaging or even questionable, the candidate should be dropped from further consideration.

Consultant Report #4. A final report for each Finalist Candidate is provided to the Board of Trustees. A Board-Consultant video conference concludes with agreement of 3-4 Finalists for in-person interview.

ACTIVITY 4 – FINALIST SELECTION AND CANDIDATE INTERVIEWS

- **Interview Preparation.** Consultants will assist in the preparation and coordination of the interview process and structure. Consultants will work with the Board of Trustees to develop a process to *fully* assess the candidates. While the particulars will be worked out later, a number of settings could include:
 - **public reception** for the community to meet candidates,
 - **panel interviews** Staff & Community Stakeholders,
 - **formal interviews** with Panels & Executive Team,
 - **a ‘simulated’ public presentation** on a recent staff report,
 - **Assessment Centers (optional).**
- **Interview process.** Can be very limited in scope or may include (*Sr. Management positions may differ*):
 - a Community Event or Social,
 - Technical and Administrative Panels,
 - tour of the Town,
 - meeting with various Department Staff, and
 - Executive Panel Interview.
- **Interview Questions.** Consultants may also offer advice on interviewing, standardized panel questions and logistical support during their interviews. Consultants are to provide support, not influence the process.
- **Decision-Making.** Once the interviews are completed, we will provide any additional information the Town needs in making the final determination.



ACTIVITY 5 - TRANSITION ASSISTANCE & WARRANTY

To assure an effective transition of the candidate into employment with the Town, Consultants will serve as a resource in the process as requested. This important step assures continuity and cohesiveness and assures an ‘obstacle-free’ start for your new hire. Additional support may include:

- Contract negotiation assistance,
- team-building or leadership workshop,
- Meyers Briggs personality testing and training,
- Strategic Planning, or other as requested.

Warranty

Our work is not done when the contract is executed. We stay in touch with you and your new employee. Our goal is to assist in mitigating any issues that may become intractable. Approximately six (6) months after hire, we will conduct a **Team-building Workshop** at no charge, and assist in the **Performance Evaluation** at 6 and 12 months – at no additional cost. We simply feel it is part of our job to assure a successful relationship. Our 2-year Warranty is explained in detail below.



SECTION 3. PROFILE OF THE FIRM

Our team is one of the most successful and reliable local government consultancies in the United States. We use simple, straightforward and foolproof processes which have successfully improved 100s of cities throughout the United States.

Company Origins



Municipal Solutions was founded in Phoenix, Arizona in 2003 to provide a modern, practical and affordable alternative to typical consulting options. Our initial focus was on small local governments. When the demand for our services grew beyond our capacity, Municipal Solutions became a *‘collaborative consultancy’* to form an innovative team of practitioners who really understands the unique needs of communities – with a toolbox of best practices just for you. Over 22 years, Municipal Solutions has become a multi-disciplinary, *international* public-sector management consulting firm which specializes in **Efficiency, Technology** and **Safety**. This three-pronged focus allows our team of 160 practitioner-consultants to provide a variety of services illustrated below.

Efficiency	Technology	Safety
<p style="text-align: center;">ACCOUNTING & FINANCE</p> <p style="text-align: center;">Efficiency & Operations Audits Capital Improvement Programs Franchise Review / Revenue Recovery Software Audits & Conversion Process</p>	<p style="text-align: center;">BROADBAND</p> <p style="text-align: center;">Cable TV Franchises Broadband Feasibility Studies Wireless Tower Agreements Communications Master Plans</p>	<p style="text-align: center;">EMERGENCY / RISK MANAGEMENT</p> <p style="text-align: center;">Communications Interoperability Emergency Operations Plans Hazards & Risks Assessments Training & Emergency Exercises</p>
<p style="text-align: center;">HUMAN RESOURCES</p> <p style="text-align: center;">Class & Compensation Studies Interim Staffing & Executive Search Operations Audits / Efficiency Studies Training: <i>Customer Service & Leadership</i> Job Descrip'ts, Policies & Procedures Manuals</p>	<p style="text-align: center;">ECONOMIC DEVELOPMENT</p> <p style="text-align: center;">Strategic Planning Statistical Surveys Stakeholder Summits Energy Sustainability Infrastructure Assessments</p>	<p style="text-align: center;">PLANNING & ENGINEERING</p> <p style="text-align: center;">Transit Studies Strategic Planning General Plan Amendments Capital Projects Management (CIPs) Development & Fiscal Impact Analysis</p>

Corporate Structure

Our *‘collaborative consultancy’* model provides you with a unique combination of talents, insights and technical skills regarding best practices on a local and national perspective. Our origins in Arizona expanded to 42 states and then to 13 countries – thanks the help of 160 public sector-practitioners provided real-world solutions to public management problems.



Our consultants have served more than 400 local governments in the United States and 40 countries – altogether, our consultants and have provided solutions to 1,000s of local government officials all over the world including *Afghanistan, Bangladesh, Bosnia, Egypt, Indonesia, Iraq, Italy, Jordan, Kenya, Libya, Myanmar (Burma), Sri Lanka, Turks & Caicos, Trinidad & Tobago, and the United Kingdom* to name a few.

David Evertsen, CEO & Principal personally oversees all consulting projects which are managed by teams of **Senior Associates** and **Senior Analysts** hand-picked and assigned on a 'best fit' basis for each project. Because of our three areas of expertise – we are able to provide a unique approach to problems facing local governments. The standard 'consulting as usual' model is dead.

Since 2003, our **Local Government Consulting** division has helped more than 500 local governments, provincial governments and national government agencies save more than \$351,109,000 through comprehensive organizational assessments, careful analysis, prudent recommendations and effective implementation. Through our efforts, nearly 400 local and national government clients have realized greater revenue collections, reduced fraud and improved public access to public services.

Work Samples / Additional Services

While we follow a standard format and process, each client project is unique. Rather than provide a full copy of a Management Plan in this proposal, we have provided the links below to few samples of studies and reports to allow you to better examine our expertise. All services are available at your request

EFFICIENCY STUDIES & OPERATIONS AUDITS - AK, AZ, CA, CO, FL, KS, KY, NV, MA, MI, OH

All Departments / Full Service

City of Sitka (AK) – [Admin., Electric, Finance, Fleet, Marinas, Public Safety, Utilities](#)

City of Syracuse (UT) – [Admin., Council, Finance, Fleet, IT, Police, Solid Waste, Utilities](#)

City of Bellville (TX) – [Admin., Community Development, IT, Library, Public Works](#)

City of Dartmouth (MA) – [HR, IT, Building / Planning / Zoning, Facilities Management.](#)

Fleet & Facilities

City of Fort Collins (CO) – [Facilities, Custodial, Operations & Maintenance](#)

City of Clearfield (UT) – [Fleet Maintenance](#)

Finance & IT

City of Daytona Beach – [IT & Finance](#)

City of Delray Beach (FL) – [Fire, Fleet, IT, Police, Risk Management, Planning](#)

Public Safety & Public Transit

City of Arkansas City (KS) – [EMS, Police Fire, Finance, Fire, Fleet, IT, Police](#)

City of Coconut Creek (FL) – [Public Transit System Audit & Strategic Plan](#)

Fort Mojave Indian Tribe (AZ, CA, NV) – [Police Department Operations Audit](#)

Other: Parkland, FL; Beachwood, OH; Covington, KY; Missouri Dept. of Public Safety

COMPENSATION & CLASSIFICATION STUDIES - AK, CA, FL, KS, MD, MI, NM, OK, SD

Small Communities

City of North Pole (AK) – [Total Compensation, Admin., Police, Fire, Public Works](#)

Town of Indian River Shores (FL) – [Triple-Certified Public Safety Compensation Study](#)

City of Huron (SD) – [Full Classification Audit & Compensation Study](#)

City of Tecumseh (OK) – [Classifications, Compensation, Benefits Audit](#)

Mid-sized City

City of Gallup (NM) – [Admin., Finance, Fire, IT, Library, Parks, Police, Public Works](#)

City of Walker (MI) – [Triple -Certified Public Safety Department](#)

Large City

City of Shawnee (OK) – [Admin., Finance, Parks, Public Safety, Public Works \(all tables\)](#)

Other: Flagstaff, Fountain Hills, Guadalupe, Queen Creek & Scottsdale, AZ; Jupiter Island, Tequesta, FL; La Habra Heights, CA; Largo, Parkland, Tequesta, FL; Elko, NV; Dublin, OH; Huron, SD; Harrisville, Pleasant View, Pleasant Grove, UT; Colonial Heights, VA;



BROADBAND, FIBER & WIRELESS - AZ, CA, CO, GA, IL, MT, NV, TX, UT, VA, VT, WA, WY**Infrastructure Assessments, Policy & Municipal Broadband Strategy**

City of Flagstaff (AZ) - [Infrastructure Assessment, Broadband Policy & Strategic Plan](#)

City of Goodyear (AZ) – [Fiber & Wireless Assessment, Broadband Summit, Strategic Plan](#)

City of Safford (AZ) – [Broadband Infrastructure Assessment, Survey & Strategic Plan](#)

Cable TV Franchise Audits, Negotiation & Wireless Tower Agreements

City of Kingman (AZ) - [Cable TV Franchise Audit / Inspection Report](#)

City of Maricopa (AZ) - [Verizon Cell Tower Proposal Assessment](#)

City of Seabrook (TX) - [Review & Recommendations of Cable Franchise Agreement](#)

Other: Cave Creek, Flagstaff, Florence, Superior, Gila & Pinal Counties, Safford, San Carlos Apache Telecom, Wickenburg, AZ; Bountiful, Centerville, Draper, Hurricane, Logan, Payson, N. Salt Lake, UT; La Habra Hts, CA; Upper Dublin Township, PA; Burlington, VT.

Network Design & Construction

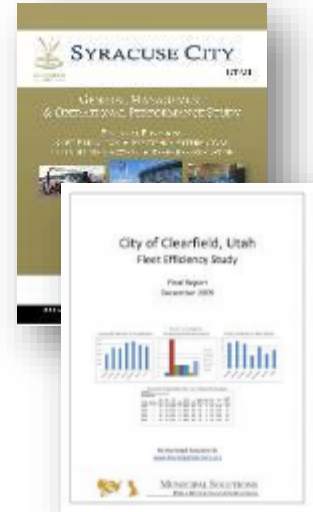
Inglewood, Loma Linda, CA; Longmont, CO; Columbia Co., GA; Lewistown, MT; Mesquite, NV; Hurricane UT; Westford, Underhill, Jericho, VT; Kent, WA, Powell, WY; State of Arizona, State of Illinois

CUSTOMER SERVICE & STRATEGIC PLANNING - AK, AZ, CA, CO, ID, KS, NM, NC, PA, RI, SD, TX, UT, WA, WY

City of Arkansas City (KS) - [Citizen Customer Service Survey](#)

City of Avondale (AZ) – [Leadership Summit & 20-year Strategic Plan](#)

[Customer Service Training Program Guide & Client List](#)

**Sample News Media**

We are accustomed to working in an environment where corresponding to and working with the media is essential. Below are links to some of our new articles.

**Compensation Studies**

[Buckeye, Tolleson City Managers' salaries outweigh city size \(AZ Central\)](#)

[Some Small City Managers are paid Big-time Salaries \(Pressreader\)](#)

Executive Searches

[Cuyahoga County executive's pick for sheriff \(Cleveland.com\)](#)

[National challenges finding Finance Directors \(Municipal Finance Today\)](#)

[CFO Recruitment for Decatur, Alabama \(DecaturDaily.com\)](#)

[Covington Taps Firm to Find New City Manager \(River City News\)](#)

Efficiency Studies / Operations Audits

[Operations Audit & Management Plan for City of Sitka, Alaska \(KCAW Radio\)](#)

[Covington asks consulting firm for organizational analysis \(NKYTribune\)](#)

[Organizational efficiency audit of city proves hopeful \(CourierTraveler\) #2, #3, #4, #5.](#)

Local Government Emergency Planning & Preparedness

[Review of 25 Eastern US Emergency Response Plans \(Pocono Record\)](#)

Economic Development, Entertainment Districts & Professional Sports

[From 'Cow Town' to 'City of the Future' \(Arizona Republic\)](#)

[Microsoft's Bill Gates Spends \\$80M On Majority Stake in West Valley Property \(KJZZ\)](#)

[Peoria OK's Key Piece of \\$90 million P83 Entertainment District \(Arizona Republic\)](#)

[West Valley \(Phoenix\) Making a Comeback \(AZ Bex\)](#)

[Glendale's \(AZ\) exit from \(NHL\) Coyotes arena deal is positive \(Reuters\)](#)

[Glendale and Goodyear pay spring-training ballpark debt \(AZ Central\)](#)

[Avondale's \\$800K development incentives \(Arizona Republic\)](#)

[Glendale, Goodyear Struggle to pay \\$260 million spring-training ballpark debt \(AZ Central\)](#)

Broadband & Military Base Realignment & Closure (BRAC)

[Luke AFB Transitions, New Missions Could Ripple \(AZ Republic\)](#)

[Webinar for Municipalities on Building Gigabit Networks \(BroadbandBreakfast\)](#)

Management & Governance

[The Business Case for Superior Project Leadership \(iMeetCentral\)](#)

[Delray looks to upgrade software, safety in billing department \(South Florida Sun Sentinel\)](#)

Executive Search Ethos & Attributes

Below are some key attributes about our services and results:

➤ **Quality and Client Satisfaction**

We are selective with new assignments. When we dedicate ourselves to a client, we dedicate ourselves to getting the job done correctly. Because all of our key people are former public-sector administrators, we aim to deliver on time and on budget. We perform the comprehensive background investigations and we offer the best warranty (2-years) in the business.

➤ **Completion of Projects within Budget**

We are proud of our record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. We have never asked a search client for additional fees - even if we were entitled to do so.

➤ **High-quality Reputation**

We have an outstanding reputation and commitment to quality and value. Our work is not done until the client is satisfied. That means we go the extra mile and expend extensive effort and energy to provide the client with expected satisfaction. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed, we have an obligation to fulfill its requirements excellently and within the budgeted amount.

➤ **Completion of Projects on Schedule**

We routinely complete our assignments in 60 to 90 days. Further, since we began performing recruitments, we have never missed a project milestone.

➤ **Search Completion Record**

In every case for which we have been selected to perform a senior executive search, the search has been completed and the client has selected from one of our recommended candidates. We have never been fired before a search was completed.

- **Diversity**
Municipal Solutions has extensive contacts with more than 10,000 public sector professional individuals and organizations – many of whom represent women and minorities. As a result, are thus able to identify and bring a diverse group of finalists to the Town.
- **Prior Names and Litigation**
Municipal Solutions has never been involved in any litigation in the United States, except to testify as an expert witness on behalf of one of the parties. Our company has always operated under its current name. Our performance has never been questioned to the point that legal action resulted.
- **Insurance**
To protect our clients, Municipal Solutions maintains the following insurance coverages: (1) General Liability insurance of \$2 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) Automobile Liability insurance of \$1 million per accident, and (3) Professional Liability insurance of \$2 million per occurrence. We are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Executive Recruitment & Interim Services Team

Our Executive Search and Interim Services team is highly specialized.

Each of our Executive Search Team brings a uniquely local government skill set and a refreshingly creative perspective to the search process. Municipal Solutions consultants are among the best and brightest Public Administrators in the United States. Our collaborative-consultant network of 100s of highly-qualified public administrators assures each and every client familiarity and sensitivity to local & regional issues with a toolbox of resources available to assist at every level of government.

Our **Executive Search** consultants have conducted more than 400 public and private-sector searches for clients in twenty-three states. The basic approach we have presented in the Scope of Services section of this document. It has been refined over the years to the point where it is problem-free.

Key personnel that will be utilized in this project are listed below.

David Evertsen - Principal consultant to +5,000 public servants in the US and Globally.

Sean Baenziger – Senior Associate, has assisted +50 national executive searches.

Marie Lopez Rogers –Minority & Women expert; former President of NLC; recognized by Presidents Obama & Biden.

Kathryn Knutsen – completed 1000s of health care & local government recruitments. Candidate evaluation, background / reference / employment verification and interviewing.

Cristian & Roberto Morelli, Conner Poulsen – interviewing and background report assembly.

David A. Evertsen, CEO & Principal
Recruitment Manager

Mr. Evertsen has been recognized nationwide for his ability to "make significant contributions while facing difficult constraints," and has repeatedly positioned agencies and staff to handle tremendous and possible unanticipated change, due in part to knowing "how to get the job done, through analysis, vision, and successful collaboration of skilled resources." He is an accomplished public speaker in local, national and international settings.



Mr. Evertsen has successfully managed 1,000's of consultants, trained more than 14,000 civil servants while managing more than 400 consulting projects on 4 continents in the past 20 years – including design and facilitation of more than 100 organizational development and strategic planning workshops and trainings. His professional experience includes: *Arbitrator, Facilitator, Negotiator, Commercial, Industrial and Residential Developments, Recruiter, Government Relations, Statistician, Data Modeler, Emergency Management Planner, Urban Planner, Master Trainer, Chief Executive, Chief of Party, Team Leader, Public Speaker and advisor to Governors, Senators and Congressmen.*

He has personally managed more than 300 client Human Resource projects which include:

- ❑ **Executive Searches & Interim Placements** for Coconut Creek, Daytona Beach, Largo, Parkland, St Cloud, FL; Arvin, Blythe, California City, Desert Hot Springs, Madera, and Coachella, CA; El Mirage, Goodyear, Scottsdale, and Glendale, AZ; Bellville, Edinburgh, Lampasas, Odessa, Port Arthur, TX; Wilson, AK; Hanover, NH; Norristown, PA; Manistee, MI and more!
- ❑ **Organizational Development & Change Management** for the Cities of Covington, KY, Beachwood, OH; Syracuse, UT; Sitka, AK; Fort Collins, CO; Arkansas City, KS; Delray Beach, FL; Clearfield, UT; Daytona Beach, Delray Beach, Parkland, Tequesta, Jupiter Island, FL; and La Habra Heights, CA.
- ❑ **Personnel Compensation, Classification and Restructure** for the cities of La Habra Heights, CA; Nogales, Guadalupe & Safford, AZ; Jupiter Island, Parkland, Tequesta, and Alamogordo, Gallup and Sunland Park, NM; Pleasant Grove, Pleasant View & Harrisville, UT; Shawnee and Tecumseh, OK; Elko and North Las Vegas, NV; Huron, SD; Walker, MI.
- ❑ **Diplomatic Missions & International Development** in for local, provincial and national governments in Afghanistan, Bangladesh, Bosnia, Iraq, Italy, Lebanon, Libya, Trinidad & Tobago, Tunisia, Turks and Caicos Islands, and Myanmar (Burma).
- ❑ **Strategic Planning** work for Avondale, AZ; Sitka, AK; Hurricane, UT; Mesquite, NV; Goodyear, AZ; Queen Creek, AZ; Buckeye, AZ; Flagstaff, AZ; and local and national governments in Bangladesh, Bosnia, Lebanon, Afghanistan, Libya and Iraq.

His four degrees include a Master's in Public Administration (University of Kansas); Masters of Urban & Regional Planning (University of Kansas); Bachelor's in Political Science (Weber State University); and Associates Degree in Business from Ricks College (now BYU Idaho).

Sean Baenziger, Senior Associate
Industry & Local Government – Recruitment Advisor

Mr. Baenziger has worked with more than cities and towns on recruitments throughout the United States. He is highly effective in his interpersonal communications and understands what it takes to manage client expectations effectively. With his expertise in municipal government Executive Search, Mr. Baenziger has been called upon to assist in meeting with City Managers and Senior Staff, to understand the needs of the client, and to develop high-quality Position Descriptions which we use for marketing and advertising for the position. Because of his efforts, Mr. Baenziger has been a highly-valued member of the Municipal Solutions Recruitment Team.



Mr. Baenziger brings a strong background in research and analysis to Municipal Solutions. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has ten years of experience working with state and local governments through public and private sector organizations. Since joining Municipal Solutions in 2002, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the 'right-fit' for your organization.

Mr. Baenziger has been involved as a background specialist in virtually every search Municipal Solutions has conducted. Some of his current and former executive search work history includes:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, TX; Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; + 40; Prince William County, VA; Roanoke, VA; York County, VA; Winchester, VA; Portland, ME; Elmira, NY; Ankeny, IA; Polk County, IA; Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK (listing only a few of +100).

As noted, the majority of Mr. Baenziger's work has come in the form of background examinations with the firm. Due to his extensive psychological training, he is quickly able to assess candidates' personalities and styles and determine if there are concerns in their past as well as if the candidates would be a good fit for Municipal Solutions' clients. In the past Mr. Baenziger has served in a variety of municipal capacities such as being a consultant for several private sector agencies with contracts with the State of Utah's Division of Child and Family Services, as well as playing a principal role in the revision of North Port Fire Rescue District's Infection Control Plan.

Mr. Baenziger obtained his Bachelor's Degree in Psychology from Brigham Young University, a Master's Degree in Social Work from the University of Utah, and an MBA from Brigham Young University. He is a certified Firefighter/Paramedic in both Florida and Utah. He currently resides in Chandler, AZ.

Marie Lopez Rogers, Senior Associate*Women & Minorities Expert – Recruiting, Candidate and Reference Interviews*

Marie Lopez Rogers recently served as President of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal government. She was first elected to local office in 1996, and on January 1, 2006, she was elected as the nineteenth Mayor of Avondale, Arizona, and **the city's first Latina mayor**.



Mrs. Rogers grew up working side-by-side with her parents in the small migrant farm labor camps around the city. In 2011, **President Barack Obama** recognized her dedication to and accomplishments in local government at a **national conference of Hispanic leaders**.

Mrs. Rogers guided the transformation of her community. Avondale, once tiny agriculture community, became one of the nation's fastest growing municipalities. Avondale is home to the Phoenix International Raceway and was named the first Kids at Hope city in the United States.

She was appointed to serve on the Maricopa County Board of Supervisors in June 2014, served as a member of the League of Arizona Cities & Towns' Executive Committee, where she received a Distinguished Service Award and served as **President of the Arizona Women in Municipal Government**. Mrs. Rogers also served on Arizona's Council of Governments, Maricopa Association of Governments' Executive Committee, and served as its Regional Council Vice Chair.

Mrs. Rogers has also been active at the state government level. She was selected by U.S. Secretary of Homeland Security and former Arizona Governor Janet Napolitano, to serve on state of Arizona committees and task forces.

She is a founding and current member of the **Hispanic Leadership Forum**, an organization providing academic opportunities for rising leaders in the community. She received one of the highest awards in the state from the Latino community, when she was presented the Profiles of Success Special Recognition Award for her advocacy, leadership, and years of service to her community -- emphasizing the integration of the Hispanic community.

Mrs. Rogers received the Jacque Steiner Public Leadership Award for Children from the Arizona Children's Action Alliance, and was one of 25 women chosen by Governing Magazine to participate in its 2015 Inaugural Women's Leadership Class.

She and her husband Ed have been married 46 years. They have three sons and six grandchildren.

Kathryn Knutsen, Senior Analyst

Local Government - Interviews, Backgrounds & Report Assembly

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She was involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. She has an Associate's Degree in Business Education from West Georgia College in Carrollton, Georgia and currently Kathryn resides in Oneida County, WI.



Ms. Knutson has been involved in 100s of personnel projects and executive searches including:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, TX; Coral Gables, Cape Coral, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; Leesburg, Prince William County, Roanoke, York County and Winchester, VA; Portland, ME; Elmira, NY; Ankeny, & Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK; Albany, DeKalb Co. & Doraville, GA.

Christian & Roberto Morelli; Conner Poulsen, Analysts

Interviews, Backgrounds & Report Assembly

Cristian recently graduated with his Master's Degree in International Relations. As a Senior Analyst, Cristian assists Municipal Solutions on executive searches and compensation studies. He is a practitioner of government and an incredibly-gifted writer. Cristian also works for the European Commission in Brussels, Belgium.



Roberto is experienced in background searches, Executive Searches and Compensation Studies.

Conner is fluent in Japanese and is currently attending BYU-Idaho.

Other Consultants & Analysts

Municipal Solutions has 160 practitioner consultants and analysts in a variety of subject-matter areas which will be called into service when we need them. This includes IT / Communications, Police, Fire, Schools, Utilities, and other service areas. We also have a cache of Analysts and Senior Analysts who are on-call should we need them.

Extensive bios and client references can be reviewed on our website at <http://www.municipalsolutions.org>



SECTION 4. DETAILED COST PROPOSAL

Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,900** for a single search, is significantly reduced to **\$22,900*** for a second search if completed concurrently with the first, and **\$20,900*** for a third search if requested during or within 6 months of the second. See table below.

Phase	Cost per standard search*		
	Town Administrator	2 nd future recruitment	3 rd future recruitment
I. Needs Analysis & Interviews	\$5,600	\$5,600	\$5,600
II. Advertisement & Recruitment	\$5,500	\$4,900	\$4,250
III. Candidate Screening & Selection	\$5,500	\$4,900	\$4,250
IV: Coordination of Interviews & Selection	\$5,400	\$4,900	\$4,200
V: Contract Negotiation & Warranty	\$2,900	\$2,600	\$2,600
Total	\$24,900	\$22,900* <i>-\$2,000</i>	\$20,900* <i>-\$4,000</i>

** if we modify the initial base recruitment profile.*

Costs include all advertising and preliminary background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense \$400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Initial payment for mobilization and travel – Phase I
- Progress payments at the end of each Phase II – V as indicated above.
- Separate invoice for criminal / civil background checks and employment / education verification.

Warranty

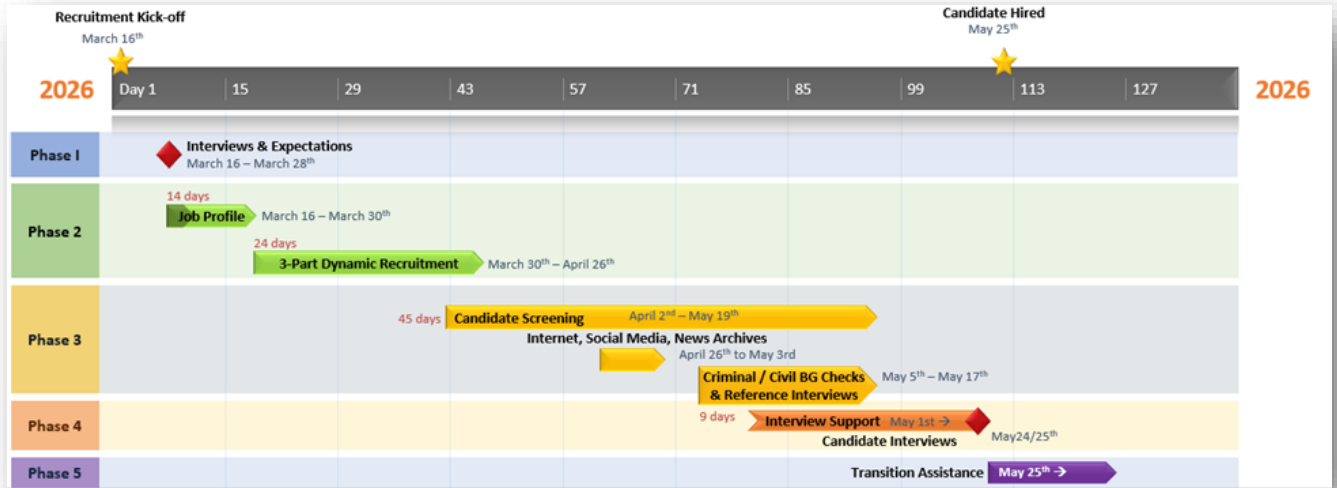
The Municipal Solutions team offers the best warranty in the industry. Provided we conduct the full search and assuming the Town's representatives and designees select the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position so long as the individual is employed by the Town.
- 2) If the selected individual leaves for any reason other than an act of God (for example, total incapacitation or death) within the first year, we will repeat the search at no charge. If he/she departs during the second year for any reason other than an act of God, we will repeat the search for the reimbursement for expenses only.
- 3) If you are not satisfied with any of the candidates we present, we will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

SECTION 5. RECRUITMENT COMPLETION SCHEDULE

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is an illustrated standard 90-day timeline.



Draft Recruitment Schedule

PHASE I: NEEDS ASSESSMENT & INTERVIEWS

Week 1: Municipal Solutions (MS) begins interviewing the Board of Trustees, Department Heads and other staff to understand the work environment of the *Town Administrator* and any anticipated or upcoming challenges.
Mar 16th

Week 2: MS begins drafting the position descriptions and recruitment profiles for publications and prospective candidates. MS submits the draft of the full recruitment profiles to the Board of Trustees or Recruitment Team for review. Comments will be due back by April 1st.
Mar 30th

PHASE II: RECRUITING

Week 3: MS begins networking, distributes and posts the full recruitment profile on its website, and submits it to the appropriate national and regional publications.
Apr 2nd

PHASE III: SCREENING, REFERENCE CHECKS AND CREDENTIAL VERIFICATION

Week 6: Closing date for submission of applications. MS reports recruitment results. **Candidate Report #1** and materials to the Board of Trustees or Recruitment Team including the resumes, cover letter w/ recommended 10-12 first-round candidates.
Apr 26th

- Apr 28th** *In-person or video conference w/ the Board of Trustees or Recruitment Team.*
Board of Trustees / Recruitment Team reviews 12-16 *First-round* candidates to select 10-12 for the Consultants to begin conducting Internet / News archives, candidate introduction & writing samples.
- Interview design and coordination begins.
- Week 7:** MS presents **Report #2** containing 10-12 First-round candidate screening report to
May 3rd Board of Trustees / Recruitment Team.
- May 5th** Board of Trustees / Recruitment Team *to select of 4-5 Second-round candidates (pre-Finalists)* selected for comprehensive background checks. Comprehensive criminal / civil background checks begin.
- May 17th** Comprehensive criminal / civil background investigations complete. FINAL CANDIDATE REPORTS sent to the Board of Trustees/ Recruitment Team.
- May 19th** *In-person or video conference w/ Board of Trustees / Recruitment Team.*
Board of Trustees / Recruitment Team selects Finalists for in-person interview.

PHASE IV: INTERVIEW PROCESS COORDINATION AND SELECTION

- Week 8:** **Finalist Interviews.** Board of Trustees / Recruitment Team selects its new *Town Administrator.*
May 24/25 Board of Trustees / Recruitment Team directs consultant to begin contract negotiations.
- Week 8/9:** Board of Trustees / Recruitment Team confirms Finalist and formal Job Offer.
TBD

PHASE V: TRANSITION ASSISTANCE & WARRANTY

- Week 10:** Final Contract Negotiation and Transition Assistance.
May 25th →
- Week 12:** **Town Administrator to *begin!*** (or sooner)
June 1st

SECTION 6. CLIENT REFERENCES & FIRM EXPERIENCE

Over the past 23 years, we have helped 100s of local governments, provincial governments, school districts and national government agencies save \$ millions through Compensation Studies, Organizational Efficiency Audits, Policy Manual revisions, Organizational Structure Realignment and Process Mapping. In addition to the cost savings, our clients have realized greater revenue collections, reduced fraud & improved public access to public services.

Client References

- | | |
|--|--|
| <p>1. Executive Housing Director Search
 Karen Goodman, Board Chairman
 City of Manistee Housing Commission, MI
 Phone: (231) 357-2470
 karengoody22@yahoo.com</p> | <p>2. City Manager / General Manager search
 General John Cardwell, (ret) City Council,
 City of Loudon, TN
 Phone: (865) 591-6779
 john.cardwell@cityofloudontn.org</p> |
| <p>3. Fire Chief Search
 Julia N. Griffin, Town Manager
 Town of Hanover, NH
 Phone: (603) 643-0701
 Julia.Griffin@hanovernh.org</p> | <p>4. Town Manager Search
 Ron Hurlburt, Select Board Chairman
 Town of Haverhill, NH
 Phone: (860) 304-0001
 rhurlburt@haverhill-nh.com</p> |
| <p>5. Operations Audit / Efficiency Study
 Jim Berkman, Public Works Director (ret.)
 City of Coconut Creek, FL
 Phone: (954) 734-5066
 fau.owlman@gmail.com</p> | <p>6. Compensation / Classification Study
 Mayor Mike Welsh, / Aino Welsh (Council)
 City of North Pole, AK
 Phone: (907) 488-5834 / (907) 460-6130
 northpolemayor@gmail.com
 AinoWelch@gmail.com</p> |
| <p>7. 3 Executive Searches: City Manager, Police Chief, Community Development Director
 Jeff Jones, City Manager
 City of Arvin, CA
 Phone: (805) 317-9841
 jeffjones@arvin.org</p> | <p>8. 3 Executive Searches: City Manager, Fire Chief, Police Chief
 Crystal Dyches, City Manager
 City of El Mirage, AZ
 Phone: (507) 461-5954
 jnnfrprentice@yahoo.com</p> |
| <p>9. Executive Search: General Manager
 Aaron Baker, Executive Director
 Community of Anthem, AZ
 Phone: (702) 306-0047
 aaronrichardovich@gmail.com</p> | <p>10. 3 Executive Searches: Building Official, HR Director, Public Information Officer
 Brian McDougal, former City Manager
 City of Port Arthur, TX
 Phone: (405) 550-0599</p> |

In addition to the client references already provided, additional references are provided below.

Similar Projects

The following pages contain a *partial* list detailing projects completed by members of our Executive Search and Interim Public Management team.

2024-26	
Chief of Police <i>Arvin, CA (pop. 21,800)</i>	City Manager <i>Talladega, AL (pop. 21,800)</i>
Town Administrator <i>Haverhill, NH (pop 4,600)</i>	Executive Director, Manistee Housing Commission Manistee, MI (pop. 6,279)
<i>Executive Director of Public Transportation</i> OVRTA / EORTA, OH/WV (pop. 145,000)	County Attorney Prince George County, VA (pop.43,000)
<i>Director of Finance / CFO</i> Upper Darby Township, PA (pop. 82,716)	<i>City Manager / Utility Director</i> City of Loudon, TN (pop. 6,300)
<i>Public Works Director</i> City of Cedar Hill, TX (pop. 49,000)	
2022-23	
Town Manager Town of Winchendon, MA <i>pop (11,000)</i>	City Administrator Woodbury, NJ <i>(pop. 9,000)</i>
Sonterra Metropolitan Utility District Austin, TX <i>(pop. 15,000)</i>	CIO - City of North Las Vegas <i>(pop. 274,000)</i>
City Administrator Windsor Heights, IA <i>(pop. 5,170)</i>	City Manager Arvin, CA <i>(pop. 21,800)</i>
Asst. City Manager / Community Dev. Director, Arvin, CA <i>(pop. 21,800)</i>	Development Services Director New Smyrna Beach, FL <i>(pop. 22,400)</i>
Assistant City Administrator Moline, IL <i>(pop. 41,920)</i>	
2020-2021	
Interim Town Manager Dewey-Humboldt, AZ (pop. 5,000)	Interim Town Clerk Dewey-Humboldt, AZ (pop. 5,000)
Director of Information Technology Collier County Government, FL (pop 380,000)	Chief of Police City of Fort Lauderdale, FL (pop 182,600)
Director of Finance City of Odessa, TX (pop 127,000)	Director of Human Resources City of Odessa, TX (pop 127,000)
Director of Information Technology Cuyahoga County, OH (pop 1,250,000)	Director of Human Resources Cuyahoga County, OH (pop 1,250,000)
Director of Finance Hutchins, TX, (pop 5,500)	County Sheriff <i>(appointed)</i> Cuyahoga County, OH (pop 1,250,000)
2019	
Interim Financial Services Manager, Madera, CA (pop.66,508)	Interim Director of Financial Services, Madera, CA (pop.66,508)
Interim Finance Director St Cloud, FL (pop. 48,000)	Interim City Manager Madera, CA (pop.66,508)
Director of Finance, Corpus Christi, TX (pop 325,000)	Director of Information Technology, Grenville Utilities Commission (pop 92,000)

2018	
<i>Interim Finance Director</i> Bellville, TX (pop. 4,500)	<i>Interim City Manager</i> California City, CA (pop.13,707)
<i>Interim Mgr. of Law Enforcement Operations,</i> Murray County, MN (pop. 8,413)	<i>Interim Assistant to the City Manager,</i> El Mirage, AZ (pop. 35,043)
<i>Interim City Engineer</i> Oak Harbor, WA (pop 23,204)	<i>Police Chief & Fire Chief</i> El Mirage, AZ (pop. 35,043)
<i>City Manager, El Mirage, AZ (pop. 35,043)</i>	<i>Interim Finance Dir. Stockton, CA (pop 307,000)</i>
<i>City Manager, City of Blythe, CA (pop. 19,693)</i>	<i>Finance Director, Norristown, PA (pop. 34,370)</i>
2017	
<i>Interim Finance Director,</i> St. Cloud, FL (pop. 48,000)	<i>Finance Director,</i> St. Cloud, FL (pop. 48,000)
<i>Interim Community Development Director</i> City of Desert Hot Springs, CA (pop. 27,900)	<i>City Manager / Economic Development Director</i> Wilson City / Town of Wilson, AR, (pop.850)
<i>Economic Development Director,</i> City of Covington, KY (pop 41,000)	<i>Chief Financial Officer (CFO),</i> City of Decatur, AL (pop 55,800)
<i>Interim Public Works Director,</i> City of Coachella, CA (pop 43,092)	<i>Interim Sr. Planner,</i> Desert Hot Springs, CA (pop. 27,900)
<i>City Manager & Finance Director,</i> Covington, KY (pop 41,000)	<i>Economic Development Director,</i> City of Covington, KY (pop 41,000)
2016	
<i>HR Director, Port Arthur, TX (pop. 53,818)</i>	<i>Public Works Director, Salina, KS, (pop. 47,707)</i>
<i>Public Information Officer,</i> Port Arthur, TX (pop. 53,818)	<i>Director of Building Inspection & Code</i> <i>Enforcement, Port Arthur, TX (pop. 53,818)</i>
<i>Interim Finance Director, City of Madera, CA (pop. 64,444)</i>	
2015	
<i>City Manager, Roanoke, VA (pop. 98,465)</i>	<i>County Administrator, York., VA (pop 66,269)</i>
<i>City Manager, Winchester, VA (pop. 27,276)</i>	<i>Utility Director, Danville. VA (pop. 42,907)</i>
<i>Attorney, Prince William Co., VA (pop 428,000)</i>	<i>City Manager, Norwich, CT (pop. 40,347)</i>
<i>City Manager, Indianola, IA (pop. 15,108)</i>	<i>Public Works Dir, Norristown, PA (pop.34,370)</i>
2014	
<i>Fire Chief, Town of Hanover, NH (pop. 11,260)</i>	<i>City Manager, Monroe, NC (population 33,500)</i>
<i>City Manager, Ankeny, IA (pop. 45,600)</i>	<i>Village Manager, Bal Harbour, FL (pop. 3,300)</i>
<i>County Admin., Clackamas, Co.,OR (pop. 383,900)</i>	<i>City Manager, Elmira, NY (pop. 29,200)</i>
<i>Treasurer, Miami, FL (pop. 408,000)</i>	<i>CEO/Borough Admin, Bal Harbour, FL (pop. 3,300)</i>
2013	
<i>County Admin, Okaloosa, FL (pop. 183,500)</i>	<i>City Manager, Doraville, GA (pop. 8,500)</i>
<i>Director, Engineering, Public Works and Utilities,</i> Hallandale Beach, FL (pop. 39,000)	<i>Watershed Mgmt. Dir, DeKalb Co., GA</i> (pop 691,900)
<i>City Manager, Scottsdale, AZ (pop. 217,400)</i>	<i>HR Director, Cape Coral, FL (pop. 154,300)</i>
<i>HR Director, W Palm Beach, FL (pop. 101,000)</i>	<i>CEO / Borough Admin., Miami, FL (pop. 408,000)</i>
<i>Police Chief</i> St. Augustine Beach, FL (pop 7,026)	<i>County Manager, Union County, NC</i> (population 198,600)
<i>Police Chief Screening and Recommendation of</i> <i>Candidates, Melbourne FL (pop 82,800)</i>	<i>CEO/Executive Director of the Sewerage and</i> <i>Water Board of New Orleans, LA - Pop Huge</i>

Police Chief Golden Beach, FL (pop 959)	HR Director, Gainesville FL (pop 125,000)
Police Chief, Sunny Isles Beach, FL (pop 20,832)	City Manager, Chamblee, GA (pop 17,000)
County Administrator, Broward County, FL (pop 1,800,000)	County Administrator, Hernando County, FL (pop 172,800)
City Manager, Miramar FL (pop 125,000)	City Manager, Roanoke, VA (pop 96,000)
City Attorney, West Melbourne, FL (population 15,000)	City Manager, Cooper City, FL (pop. 32,000)
City Manager, Albany, GA (pop. 75,600)	City Manager, Coral Gables (pop.43,000)
Human Resources Office, Loudoun County, VA (population 326,000)	Watershed Management (Water / Wastewater) Director, DeKalb County, GA (population 691,900)
City Manager, Hallandale Beach, FL (pop 39,000)	City Manager, Greensboro, NC (pop 259,000)
City Manager, Cape Coral, FL (pop 154,300)	City Manager, Fayetteville, NC (pop 208,000)
City Manager, Cottonwood Heights, UT (pop 34,000)	Village Manager, Key Biscayne, FL (pop. 11,000)

See Appendix A for a more detailed listing of Executive Recruitments completed by our consulting team.

EXHIBIT A. EXECUTIVE SEARCH – COMPLETED RECRUITMENTS

Other Completed Searches - Prior to 2013

(completed by current consultants and former partners)

City Attorneys

City Attorney, Roanoke, VA (population 96,000) in 2012

City Attorney, West Melbourne, FL (population 15,000) in 2008

Community Development/Growth Management/Planning

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004, 2005

Community Development Director, Miami, FL (population 408,000) in 2008

Community Development Director, Safety Harbor, FL (population 18,000) in 2006

Community Development Director, Tamarac, FL (population 55,500) in 2007

Development Services Director, Daytona Beach, FL (population 65,000) in 2005

Director of Capital Projects, New Orleans, LA (population 323,000) in 2008

General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008

Growth Management Director, St. Lucie County, FL (population 261,000) in 2005

Growth Management Manager, Wellington, FL (population 55,000) in 2009

Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007

Planning Administrator, Daytona Beach, FL (population 65,000) in 2007

Planning Director, Osceola County, FL (population 235,000) in 2005

Director of Planning, Roanoke, VA (population 96,000) in 2012

Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007

Economic Development Director, Collier County, FL (population 328,000) in 2012

Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009

Economic Development Director, Roanoke, VA (population 96,000) in 2012

Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009

Economic Development Director, Loudoun County, VA (population 326,000) in 2010

Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007

Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011

Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

Engineers

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008

County Engineer, Polk County, FL (population 500,000) in 2006

Deputy County Engineer, Martin County, FL (population 140,000) in 2006

City Engineer, Gulfport, MS (population 90,000) in 2008

City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006

Engineering Manager, Sumter County, FL (population 70,000) in 2005

Staff Engineer, Wellington, FL (population 55,000) in 2009

Facilities Management

Centroplex Director, Orlando, FL (population 197,000) in 2004
Lakeland Center Director, Lakeland, FL (population 87,000) in 2004

Finance and Budget

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Controller, City of Orlando, FL (population 197,000) in 2007
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000)
Director, Management & Financial Services, Loudoun County, VA (population 326,000)
CEO / Borough Administrator, Altus, OK (population 19,800) (background check) in 2012
CEO / Borough Administrator, Daytona Beach, FL (population 31,860) in 2012
CEO / Borough Administrator, Fort Walton Beach, FL (population 20,000) in 2006
CEO / Borough Administrator, Lauderdale Lakes (population 32,000) in 1998
CEO / Borough Administrator, Oregon City, OR (population 31,860) in 2012
CEO / Borough Administrator, St. Petersburg, FL (population 248,000) in 2010
CEO / Borough Administrator, Sunny Isles Beach, FL (population 17,000) in 2010
CEO / Borough Administrator, Surfside, FL (population 5,700) in 2012
CEO / Borough Administrator, Tamarac, FL (population 55,500) in 2005 and 2009
CEO / Borough Administrator, West Palm Beach, FL (population 101,000) in 2007
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

Housing/Building

Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac (population 55,000) in 2008
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000), 2007

Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Human Resources Director, Osceola County, FL (population 235,000) in 2006
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002
Personnel Director, Vero Beach, FL (population 17,900) in 2003

Human Services

Assistant Public Works Director for Human Services, Hillsborough County, FL (population 1,000,055) in 2004
Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010
Executive Director, Juvenile Welfare Board, Pinellas County, FL (population 950,000) in 2005

Information Technology

Information Technology Director, Lakeland, FL (population 87,000) in 2004
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012 (partial search)

Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Public Safety

Fire Chief, Hanover, New Hampshire (population 11,260) in 2014
Fire Chief, Daytona Beach, FL (population 65,000) in 2006
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

Public Works

Public Works Director, Salina Kansas (population 47,000) in 2015)
Public Works Director, Chandler, AZ (population 250,000) in 2007
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Public Works Director, Tamarac, FL (population 55,500) in 2003
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005

Transportation

Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005
Executive Director, Tampa-Hillsborough Co. Expressway Authority, FL (pop. 1,000,055) in 2007

Completed Searches – Utilities

Environmental Services Director, Largo, FL (population 74,000) in 2006
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002
Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009

General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004
General Manager, Tampa Bay Water (population served 2,400,000) in 2008
Utilities Director, Charlotte County, FL (population 170,000) in 2007
Utilities Director, Daytona Beach, FL (population 65,000) in 2004
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Executive Director, Environment and Infrastructure, Pinellas Co., FL (pop. 917,000) in 2012
Utilities Director, Polk County, FL (population 500,000) in 2004
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011

Work Force Management

Executive Director, South Florida Workforce, FL (service area pop. of 3,000,000+) in 2005
Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Other

City Clerk, Lauderdale Lakes (population 32,000) in 1998
District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) in 2005
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Recruitment Profiles

See attached sample Recruitment Profiles.

Candidate Background Reports

See attached sample Candidate Background Reports.



TOWN ADMINISTRATOR

POPULATION 4,608

“Its time to make Haverhill HOME”

IDEAL CANDIDATE

- *Strategic Planner*
- *Small-town savvy*
- *Performance-driven*
- *Strong Financial Manager*
- *Community-based Problem Solver*
- *Collaborative Leader & Team-builder*
- *Excellence in Interpersonal Communication*
- *Accomplished Local Govt. Professional*



TOWN OF
HAVERHILL
New Hampshire



ABOUT HAVERHILL

Small, wonderful, tight-knit rural New England community with a 5-member Board of Selectmen with a Town Administrator government, a \$5,600,000 operating budget, 7 direct-reports, and 20 FTEs supporting 5 boards / committees and 4,600 residents.

RESUME & LETTER OF INTEREST BY AUGUST 10TH

HISTORY

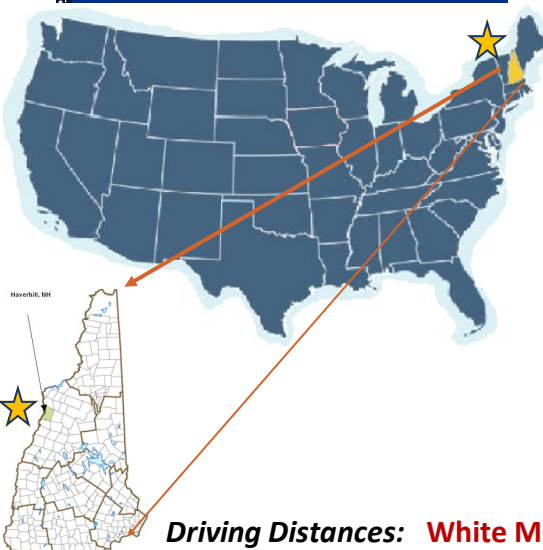
Pre-Modern - Approximately 1000 AD, the area was colonized by the **Adena** culture - also known as the **Mound Builders**. As European colonization drew closer, the Indigenous



Abenaki people had a presence in the area along the **Connecticut River**, known to them as "**Lower Cohos**". These later indigenous groups were hunter-gatherers, farmers, fishers and trappers, spoke **Iroquoian** and **Algonquian**, and lived in Wigwams and Longhouses

Colonization - Historic Haverhill was first settled by colonists in 1763, after soldiers returning from the French and Indian War recognized its fertile land. The historic center of Haverhill, known as **Haverhill Corner**, was laid out according to colonial instructions. Throughout the 19th Century, Haverhill became an important railroad center and transportation hub, with industries like gristmills, sawmills, a paper mill and foundries. By the 20th Century, Haverhill Corner had become a popular area for summer homes and tourism.

Today, Haverhill is a gateway for tourism and travel offering tremendous outdoor recreational opportunities to residents.



Geography

Haverhill is known for its natural beauty, outdoor recreation opportunities, and historic villages.. The Town is minutes from the Vermont state line. It is characterized by a mix of rolling hills, forests, and river valleys, with the Connecticut River (which runs from Canada to Long Island Sound in CT) forming its western border.

- ♥ **LOCATION:** Northwestern New Hampshire, bordering Vermont.
- ♥ **AREA:** 52.4 sq/mi (51.0 sq/mi being land, 1.4 sq/mi being water).
- ♥ **RIVERS:** The Connecticut River (west boundary), Ammonoosuc River, and Oliverian, Clark and Waterman Brooks flow through the town.
- ♥ **HIGHEST POINT:** On the western slope of Black Mountain, at 2,320'.
- ♥ **WHITE MOUNTAINS:** The eastern part of Haverhill borders the White Mountain National Forest.
- ♥ **VILLAGES:** Haverhill includes several villages such as North Haverhill, Haverhill Corner, and Woodsville.

Driving Distances: White Mountains, NP (30m) Franconia Notch (35m) Burlington, VT (90m) Canada (90m) Boston (2.5h) Worcester, MA (2.5h) Hartford / Windsor, CT (2.5 h) Albany, NY (3h) Providence, RI (3h) Montreal (3h) Cape Cod, MA (3.5h) New York, NY (3.5h) Philadelphia, PA (6h) Washington, D.C. (8h)

DEMOGRAPHICS

TRANSPORT

International Airports

Haverhill is located near several airports:

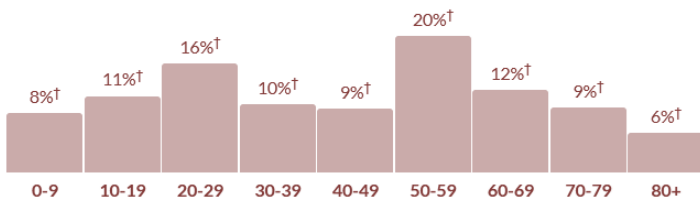
- ◆ **Manchester-Boston** (regional) (100 mi) with direct flights to Chicago, Orlando, Nashville and more!
- ◆ **Boston Logan International** (162 mi) served by *American, Air Canada, Air France, British, Delta, Emirates*, others.
- ◆ **Hartford Bradley International** (172 mi) & **Burlington International** (197 mi) served by *Air Canada, Alaska, American, Delta, KLM, Southwest and British Airways*.

POPULATION

The local resident population in 2025 is estimated at 4,608. Age 45% under the age of 40, while 56% are over the age of 40. Haverhill’s low population density is ideal for raising a family in a ‘family-friendly’, peaceful area.

AGE DISTRIBUTION

The local median age in 2025 is estimated to be 46.2 years. The largest segments of the local population are ages 50-59 (20% of residents), ages 20-29 (16% of residents) ages 60-69 (12% of residents), and ages 10-19 (11% of residents).



Sources: www.worldpopulationreview.com & www.censusreporter.org

COST OF LIVING & PROPERTY

Haverhill’s cost of living index of **107** - 7% higher than the US average of **100**. Haverhill has some of the most affordable real estate in New Hampshire. In 2025, the **Median Home Price in Haverhill is 308,035** - 16% lower than the **State average of \$367,200**.

HEALTH CARE

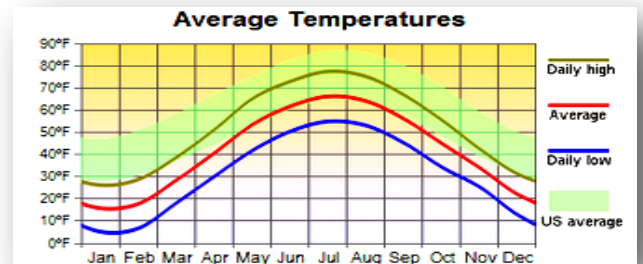
Haverhill residents’ health care needs are served locally by Cottage Hospital and regionally by Littleton Regional (30m north) and Dartmouth Hitchcock Hospital (1 hr south).



French Pond (Autumn)

ETHNIC COMPOSITION & EDUCATION

Haverhill’s ethnicity is currently estimated to compose of 94% White, 4% multiple ethnicities, 1% Black / African American, and 1% Asian. 22% have attained a higher degree (14% Doctorate / Professional, 8% Bachelor’s and 30% some college), 40% High School Diploma, and 8% no High School diploma.



CLIMATE

Haverhill experiences a continental New England climate with mild summers, cool autumn days, and snowy winters with temperatures between 16°F to 83°F. May - October are the most pleasant (and wettest) months, August and May are the driest. Snow between late December and early March when locals take advantage of skiing and snowmobiling on nearby trails. Summers are mild and with opportunities for unparalleled summer outdoor activities.

Fall foliage and world-class ski resorts attracts visitors from all over the world in the Autumn and Winter.



World-class Fall Foliage

STATE / REGIONAL COMMERCE

Haverhill's **local economy** is diverse, with key sectors including Agriculture, Healthcare, Social Assistance and Wholesale Trade. Woodsville, a village within Haverhill, serves as a commercial hub, hosting restaurants, hardware / building supply, supermarkets, pharmacies, banks, and the Town's schools and hospital with other schools in North Haverhill.

Tourism, particularly in the White Mountains region, also contributes significantly to the local economy. Haverhill's local economy also includes local **agricultural** which provides milk and other dairy products to local restaurants and stores.

The largest sectors of the New Hampshire state economy are *Healthcare and Social Assistance (14%), Retail Trade (13%), Manufacturing (10%), Food Services (8%) Professional & Technical Services (7%), and Local Government (8%)*.

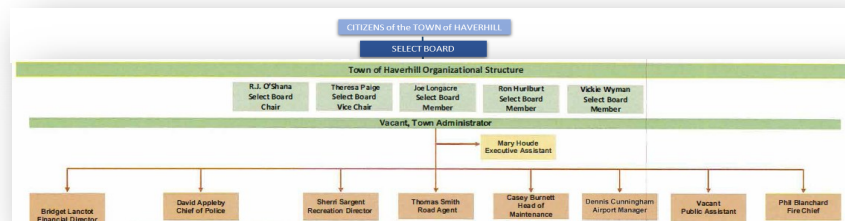
Top 10 Employers in New Hampshire

Rank	Company Name	FTEs
1	Dartmouth-Hitchcock Medical Center	18,400
2	C&S Wholesale Grocers	17,000
3	Walmart	8,300
4	BAE Systems	6,300
5	Dartmouth College	6,100
6	Fidelity Investments	5,900
7	Liberty Mutual Insurance	5,000
8	Omni Hotels & Resorts	5,000
9	Southern NH University	4,000
10	Univ. of New Hampshire	4,000

Sources: Redfin

TOWN GOVERNANCE

Form of Government / Governing Body



Haverhill has a **Board of Selectmen—Town Administrator form of government** with an open Town Meeting format. The 5-member Board of Selectmen is the chief policy making body of the Town. Board Members are elected to overlapping 1-year and 3-year terms in off-setting years. Board Members serve on a voluntary basis and receive a \$2,000 annual stipend for their services. The Board of Selectmen appoints a *Town Administrator, Tax Collector, Deputy Tax Collector* and members of the Zoning Board of Adjustment, Planning Board, and Conservation Commission. Other elected officials include: *Moderator, the Town Clerk, the Treasurer.*

Elected Positions		
Cemetery Commissioners	Evelyn Elms Treasurer	Peter Tice Moderator
Carole Brooks-Broer Town Clerk	Supervisors of the Checklist	Trustee of Trust Funds
Appointed Positions		
Town Employee reports directly to Town Clerk	Lorie Aldrich Health Officer	Vacant Emergency Management Director
Vacant Part-time Deputy Town Clerk	Jim McKinnon Deputy Health Officer	Mike Bonanno Deputy Emergency Management Director
	Vacant Deputy Tax Collector	Brenda Jewett Deputy Treasurer
Sanctioned Boards & Commissions		

Rod O'Shana, Chair. Elected in 2024 (3-year term), Chairman since 2024. Profession: Farmer

Theresa Paige, Vice-Chair. Re-elected in 2025 (3-year term). Profession: Small Business owner, Construction Management (former EMT/Firefighter)

Joe Longacre: Elected in 2023 (3 year term). Profession: Small business owner (retired)

Ron C. Hurlburt: Elected in 2025 (1-year term). Profession: Surveyor (self-employed)

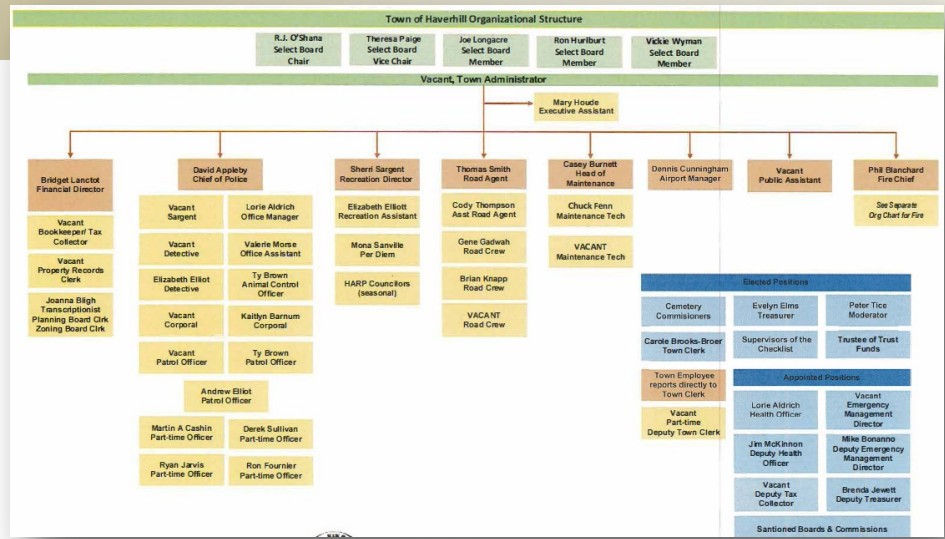
Vickie Wyman: Elected in 2025 (3-year term). Profession: Realtor

The Town of Haverhill also benefits from and provides support to more than 6 [Boards and Commissions](#) including: *Airport Zoning Commission, Conservation Commission, Planning Board, Recreation Commission, Zoning Board of Adjustment (sanctioned) & Beautification and Revitalization Committee (unsanctioned).* (see image above).

TOWN MANAGEMENT

Town Administrator

The Select Board appoints the **Town Administrator** to execute policy directives of the Board of Selectmen, for managing the operations and activities of the Town, and for advising the Select Board and various committees on the financial condition of the Town.



[Click for larger image](#)

Haverhill is nearly a full-service city with a **FY2025/26 Budget of \$5.64 million** and an **Ad Valorem tax rate of \$19.44 per \$1000** assessed value.

The Town Administrator carries out the directives, policies and decisions of the Board of Selectmen in accordance with all laws, rules, regulations, ordinances, policies, and procedures and is also responsible for the professional daily administration of Town operations and functions such as budgeting, financial management, record-keeping, purchasing, assessing, facilities and vehicle maintenance, personnel, inventory control, and production of the annual Town report.

The Town Administrator serves as the Board of Selectmen's liaison with Town department heads and employees and supervises all department heads and clerical staff and oversees the supervision of subordinates by department heads.

[Full Job Description \(link\)](#)

The Management Team

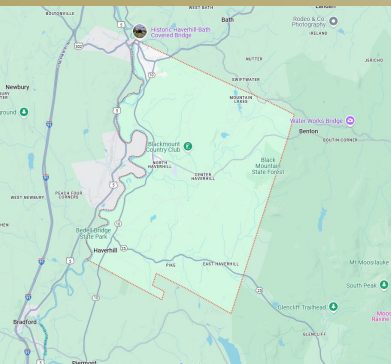
The Town Administrator has 20 full-time personnel and 6 direct reports in the Senior Management Team (see organizational chart above).

- ◇ **Finance Administrator (1 year)** provides financial management, responsible for managing AR/AP, Budgeting, Treasury, Risk Management, Bond Payments, Forecasting, Asset & Debt Management.

- ◇ **Fire Chief (22 years)** 45 volunteer firefighters Fire, Rescue, Hazardous Materials, Technical Rescue, EMS, Public Health, and Emergency Management.
- ◇ **Police Chief (5 years)** former NH State Trooper. 5 uniformed, 2 non-uniform support staff. Patrol, Records & Investigations.
- ◇ **Road Agent (2 years)** responsible for managing maintenance of 68 miles of road infrastructure, grading, snow removal and drainage with a team of 4 FTEs and some seasonal employees.
- ◇ **Town Counsel Mitchell Municipal Group** has been contract legal counsel with the Town for 5 years responsible for providing legal advice, drafting ordinances and resolutions, and prosecuting violations of Town Code and traffic laws.



Police Department & Town Staff



SUCCESSSES

Haverhill has recently experienced **successes** and is experiencing strong momentum!!!

- ♥ **Financial Success:** The Town hiring a new Finance Administrator has helped improve the Town' financial systems, tools and processes.
- ♥ **Efficiency & Transparency.** For the past year, the Town has been collectively managed by the 5-member Board of Selectmen with the Selectboard Chairman where the Town has enjoyed great progress in efficiency, public relations, transparency, policies and always striving to improve the community's trust in local government.
- ♥ **Communication.** New IT and communications system has been built and the Town received a grant to bring broadband/fiber communication throughout Haverhill.
- ♥ **Mobile Assets.** The Town has purchased and is having built a \$1.2 million fire engine to serve the community.

OPPORTUNITIES & PRIORITIES

- ♥ **Organizational Excellence:** The Town has a good family culture and environment between staff, the Select Board and other agencies. Implementing a Customer Service Program could improve the organizational culture and effectiveness even more!
- ♥ **Mass-Communication & Technology.** Experience in developing and implementing a modern mass-communication and social media strategy to engage and inform the public.
- ♥ **Municipal Software:** A new Finance Software is needed to continue to achieve effective and efficient financial management, accuracy & accountability.

- ♥ **Collaboration and Team Building.** The community and Town Hall would benefit from a collaborative, personable, inspiring, helpful, positive Town Administrator who instills confidence, passion and focus among the employees, Select Board, and members of other various boards and committees.
- ♥ **Strategic / Tactical Planning.** An opportunity to assist elected officials in the development of clear goals, priorities and objectives exists. The improvement of internal systems, tools and processes will help Town Hall to be more efficient, effective and sustainable, improve accountability & performance.
- ♥ **Assets, Infrastructure & Financial Management:** The Town is in good financial condition, but a Town Administrator with strong working knowledge and best practices in municipal financial management would a welcome - especially with skills in Asset Management, Financial forecasting, Vehicle Maintenance, and Capital Improvements Plans.

- ♥ **Performance & Accountability:** Opportunities to Improve relationships between the Select Board and Department Heads exist by providing current information to elected officials prior to decision-making creating transparency and trust.

A Town Administrator who seeks input from Elected Officials and Department Heads - and provides current information to the Select Board will be highly successful in his / her management efforts.

The Ideal Candidate

Collaborator, Team Builder & Influencer

- ◇ Collaborative, personable, inspiring, helpful, positive.
- ◇ Instills confidence, passion and focus among the employees, Select Board, and members of other various boards and committees.
- ◇ Effective public speaker, proven ability to address and inform in a public setting.
- ◇ Track record of creating positive work environments.

Steady, Proven Local Government Leadership

- ◇ Has strong experience in Local Government leadership and administration.
- ◇ Values the contributions and attributes of others and knows how to effectively develop a highly-effective Management Team.
- ◇ Experienced in successful candidate Attraction and employee Retention.
- ◇ Effectively delegates authority; requires accountability.
- ◇ Actively promotes Performance Measurement without micro-managing.

Strategic / Tactical Planner

- ◇ Experience assisting elected officials in the development of clear goals, priorities and objectives in the form of a Strategic Action Plan for the Select Board and Departments.
- ◇ Experience in Performance Measurement, developing and implementing internal systems and processes for improved Accountability and Reporting.
- ◇ Ability to set goals WITH Department Heads to measure and improve performance within each department.
- ◇ Experienced in developing Asset, Facilities, Streets and Capital Improvements Plans (CIP).

Communication & Technology

- ◇ Experience in developing and implementing a modern mass-communication and social media strategy to engage and inform the public.
- ◇ Effectively communicates with and listens to elected officials, department heads, employees and citizens privately and in the public forum.
- ◇ Communicates effectively with the Select Board, provides transparency and seeks input from Elected Officials prior to decision-making.
- ◇ Balances advocacy & inquiry. Understands opposing viewpoints, and successfully mitigates disputes.
- ◇ Experience working with mass-communication media.

Qualifications

Education

- ◆ **Bachelor's Degree** in *Public Administration, Business Administration, Finance, Engineering or related* combination of education and experience will be considered.
- ◆ **Masters Degree** in *Public Administration* is preferred but not required.

Experience

- ◆ **Five (5) or more years** experience managing a Local Government as a Town / City Manager / Administrator or Senior Department Head managing capital budgets, economic development, mass communication, and human resource management.
- ◆ New England local government experience is favorable, but not required.

Certifications & Licenses

- ◆ **ICMA-credentialed City / Town Administrator** is welcome, but *not required*. Professional credentials from various fields listed above are welcome.

Understands 'Small-town' dynamics

- ◇ Honest, enthusiastic, sincere and transparent.
- ◇ Invested in the success of the community.
- ◇ Supports and attends local events. Will be seen throughout and engage with the community.
- ◇ Understands local government in New England

Financial Manager

- ◇ Effectively explains the operational & fiscal impacts of policies, decisions and visions.
- ◇ Strong experience in Financial Management, Strategic Planning and Economic Development.
- ◇ Some experience with transitioning to new software.
- ◇ Familiarity with the acquisition and management of State and Federal grants.

LOCAL AMENITIES



Franconia Notch State Park

Haverhill is home to a traditional, rural quality of life which is reflected in its people and its local history. The surrounding area is home to a variety of festivals and events throughout the year. From **North Haverhill's Annual Fair**, to marvelous State and Regional parks there is something for every member of the family.

- ◆ Enjoy camping, fishing, hiking, kayaking, canoeing / paddleboarding, mountain biking, snowmobiling, horseback riding, and swimming at **Bedell Bridge State Park, Franconia Notch State Park, Crawford Notch State Park** or **Cardigan Mountain State Park**.
- ◆ Enjoy hiking, running or biking the **554 miles and 76 trails** statewide including more than 30 miles of local bike / ATV trails on **Mount Osceola, Mount Pemigewasset, Mount Moosilauke** and **Black Mountain**.
- ◆ Enjoy a celebration of local food, drinks and entertainment, taking place at the **Vermont Food & Music Festival at Mount Ascutney**, the **Fourth of July Summerfest** at Newfound Lake Inn, or the **Dancing Pig Music Festival (and Farmer's Market)** at Glinnis Hill Farm and the annual **Haverhill 4th of July Parade** with all day/night festivities and the **Haverhill Annual Fair**.

Come and enjoy beautiful green and colorful New Hampshire and make Haverhill home!!!

World Class Winter Resorts



Fly Fishing



Vermont Food & Music Festival



Camping

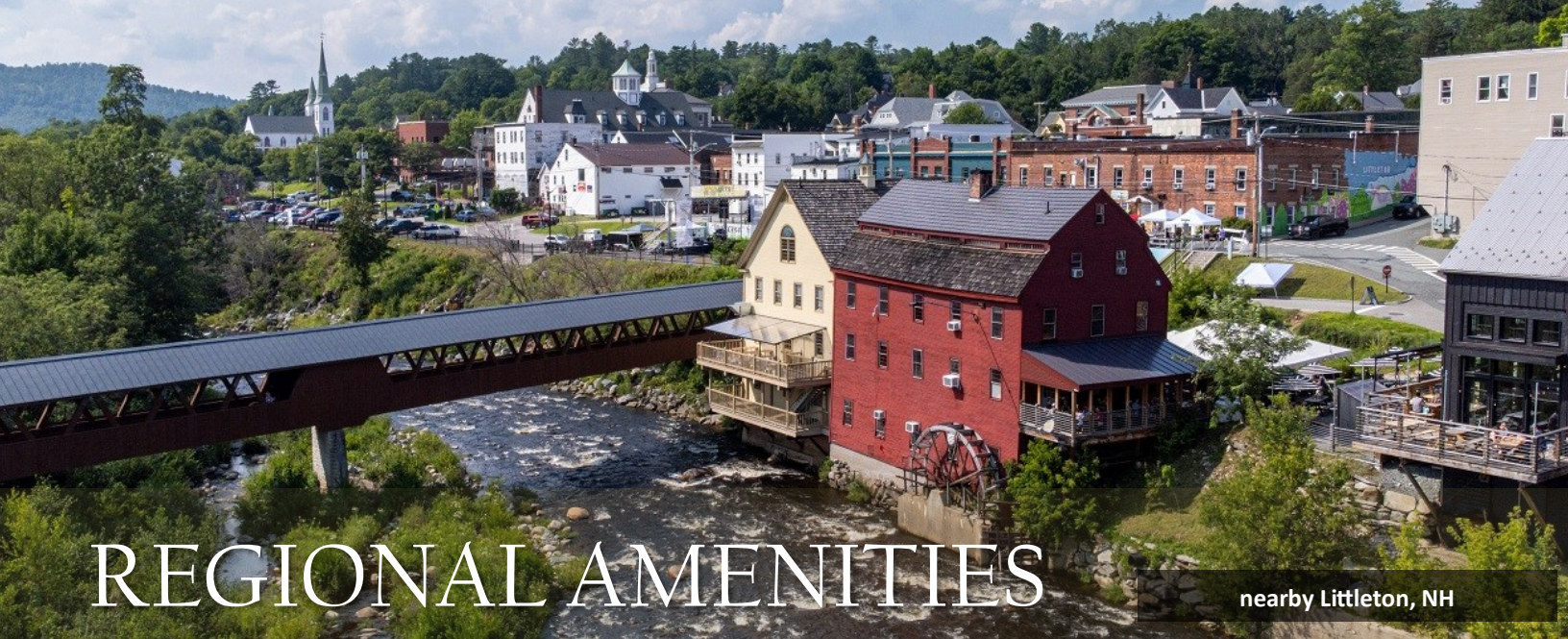


Hiking near Haverhill



Canoeing and Paddleboarding





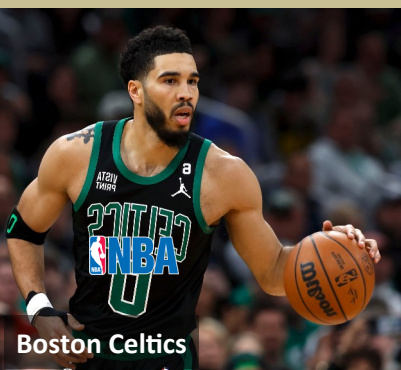
REGIONAL AMENITIES

nearby Littleton, NH

The small size and location of New Hampshire makes driving through beautiful New England easy!

- ◆ Relax at more than 7 local / regional resorts within 90 minutes including **Lake Morey Resort (NH)**, **Mount Washington (NH)**, **Pats Peak (NH)**, **Bretton Woods (NH)**, **Granite Gorge (NH)**, or **Mount Monadnock (NH)**.
- ◆ Enjoy winter sports at one of several world class Winter resorts including **Cannon**, **Loon & Wildcat Mountain**.
- ◆ Revisit history to the **American Revolution** when you walk the **Freedom Trail**, stand at the **Old North Bridge** in Concord, **Bunker Hill Monument**, or **Old North Church** in Boston. Experience the re-enactment of the **Boston Tea Party** or stand on the decks of the **USS Constitution**.
- ◆ Educate yourself at the **American Heritage Museum**, at Boston's **Museum of Science** (+ planetarium, IMAX theater and + 700 exhibits), or visit **MIT**, **Harvard University** and the **Harvard Museum of Natural History**.
- ◆ Enjoy world-famous professional sports' teams including the **Boston Celtics (NBA)**, **Boston Bruins (NHL)**, **New England Patriots (NFL)** or the **Boston Red Socks** at historic **Fenway Park (MLB)**.

Whether you prefer a country lifestyle, or want to have a day-in-the-city, **its time to make Haverhill home!**



Boston Celtics



Boston Tea Party Re-enactment



Baseball at Fenway Park



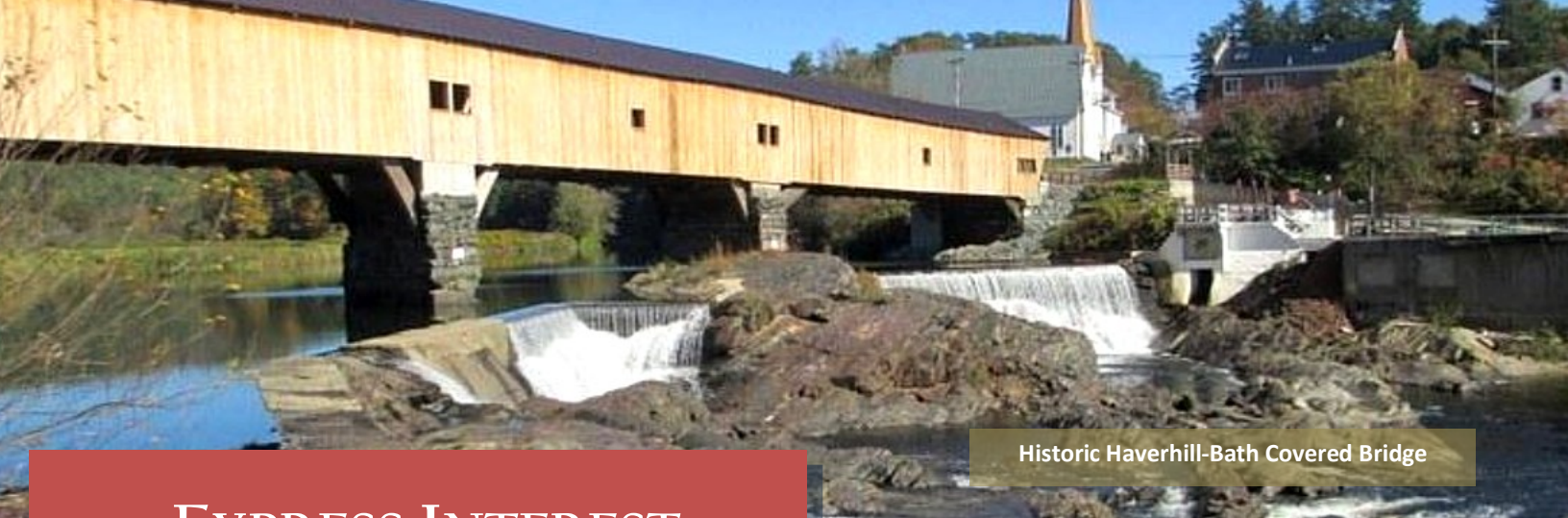
Harvard Museum of Natural History



USS Constitution



Wildcat Mountain Resort



Historic Haverhill-Bath Covered Bridge

EXPRESS INTEREST

RESUME & LETTER OF INTEREST TO...

TownAdminNH@municipalsolutions.org

TIMELINE & SELECTION

August 10th	Deadline to Express interest
July 17-Sept 15	Screening & Evaluation
Early October	Finalists Selected.
Early October	Interviews & selection

Expressions of interest are confidential until finalists are selected.

Professional Management History

Excellent. 3 Town Managers / Administrators during the past 25 years.

Equal Opportunity

Haverhill values diversity & equal opportunity in the workplace. Veterans, all ethnicities, genders, and persons with disabilities who meet the qualifications are encouraged to apply.

Important Links

[Master Plan](#)

[2025 Revenue Budget](#)

[2025 Expense Budget](#)

[Town Reports \(annual\)](#)

Salary & Benefits

The Town offers a competitive salary between **\$115,000 - \$135,000** (DOQ) with incentives for performance, professional dues, retirement and attractive benefits program.

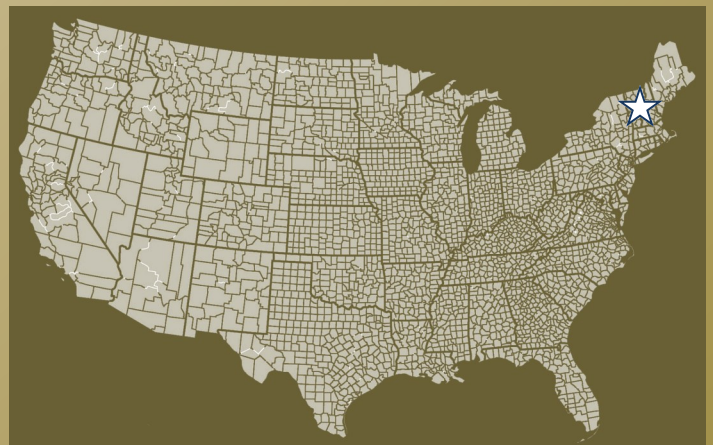
Residency

Residency in Haverhill is NOT required, but living w/in 30 minutes of Town is desired.

This recruitment actively managed by:



www.MunicipalSolutions.org



EXECUTIVE DIRECTOR
Candidates
Manistee Housing Commission
Initial Candidate Summary (Blue Report)

Report #1

(does not include criminal and civil background and reference checks at this phase)

Total Applicants: 5 Qualified: 5
Applicant Total Experience by State:

AL, AK, CA, FL, ID, IL, KY, LA, MA, MI(2), MO, NV, SC, TX(3), OH, OR, WA(2),

Gender: *Women: 2*
Education: *Bachelor's: 5*
Certifications: **EXTENSIVE**

Men: 3
Master's: 3 Doctorates: 0
CPA (Certified Public Accountant), C-PHM, HCCP, Real Estate Licenses, Tax Credit Specialist (TCS) Certified Financial Specialist (CFS) x 3 Certified Housing Manager (CHM) x 3 NSPIRE Compliance Designation Certified Property Manager (CPM) x 3 Accredited Residential Manager (ARM) Certified Apartment Portfolio Supv (CAPS) Certified Apartment Manager (CAM) Certified Apartment Leasing Prof. (CALP) Managing Broker License Property Manager License

Experience:

Housing Authority Management: 5

Applicant Summaries

Recommended Group	Possible group
Ms. Shiloh Wroe Ms. R. M. Jackson Mr. Abe Alassaf Mr. John Carter Mr. Rick Toney	-
	<u>Hopeful, but not yet</u>
	-

Search and Outreach Statistics

Job Boards with Direct Emails from Agency

Name of State League	Date of Pub/End Date	Coverage	Link to publication
National Association of Housing and Redevelopment Officials (\$100) 202.289.3500 Alina Tran at (860) 300-3111 or Alina.Tran@momentivesoftware.com (\$230) Zach Bryan +1.860.544.6155 zack.byron@momentivesoftware.com	19 Nov 2025		https://nahro.careerwebsite.com/job/executive-director-manistee-housing-commission/81221540/
Michigan Chapter of the National Association of Housing and Redevelopment Officials (\$100 for non-Members) 734.498.2493 minahro@minahro.org	13 Nov 2025		https://minahro.org/page-908996
National Housing Conference			https://nhc.org/
Council of Large Public Housing Authorities -1,200 units or more (CLPHA) (\$100)	Draft created		https://clpha.org/job-board

Social Media Posts:

LinkedIn **Posted 13 June** (24-hour results) 2,287 impressions; 1,776 members, 398 impressions

Professional LinkedIn Groups: 13 November

- Affordable Housing Network 121,343 Members Received, 1,919 impressions
- Property Management Insider 67,782 Members Received, 571 impressions
- Public Housing Network Group 846 Members Received, 28 impressions
- *Property Management Professionals* 105,000 Members Received (pending)
- *Residential Property Mgmt. Professionals* 70,068 Members Received (pending)
- *Property Management Jobs* 22,664 Members Received (pending)
- *Affordable Housing Finance* 18,431 Members Received (pending)
- *Social Housing Magazine* 4,128 Members Received (pending)
- *Tech Savvy Property Managers* 3,854 Members Received (pending)
- *Public Housing Professionals* 3,316 Members Received (pending)
- *Public Housing Authority Directors* 369 Members Received (pending)

Professional Network:

Direct Marketing Campaigns to 15,000 Public Administrators on Nov 26th and Dec 12th (# received / % opened)

Sent to a select pool of 15,000 public administrators during the recruitment.

- **National Public Housing Directors:** 5,024/33% x 2
- **National Public Administrators:** 3,454/8.9% x 2
- **LinkedIn:** 1,662/11.6%
- **Customers & Clients:** 237/16%
- **Wilson City CEO:** 88/18.6%
- **IL:** 766/21% **MN:** 522/14% **N & S Dak:** 102/14% **PA:** 40/22%
- **IA:** 206/21% **KS:** 257/22% **VT:** 201/14% **CT:** 236/18%
- **Mass:** 486/19% **RI:** 71/23% **ME:** 397/16% **NH:** 84/21%
- **TX:** 209/18% **UT:** 44/32%

Direct Emails:

Consists of 928 hand-selected Housing Staff in 11 states receiving a personal invitation TWICE - totaling 1,856 emails - to consider Manistee as a change of scenery. These **Executive Directors of Housing, Assistant Housing Directors, Commissioners and other Senior Staff** were personally invited to consider the Executive Director of Housing position in Manistee, reviewing the Recruitment Profile (linked) and Email address to express interest (linked).

These emails were sent on **November 13th, 14th & 20th**, and **December 13th, 14th & 15th**.

New York: 138 received 2x

Minnesota: 101 received 2x.

Illinois: 91 received 2x

Indiana: 46 received 2x.

Michigan: 105 received 2x.

New Jersey: 93 received 2x

Pennsylvania: 72 received 2x.

Maryland: 26 received 2x.

Missouri: 102 received 2x.

Wisconsin: 93 received 2x.

Ohio: 61 received 2x.

Municipal Solutions - Candidate Evaluation Matrix for Manistee (MI) Executive Director of Housing																										
Housing Director past or present	Name of Candidate	Resume	Cover Letter	Education	Bachelor's Degree (required)		Experience		Public Housing Experience			Private Sector Housing Experience			Ideal Candidate Attributes			Certifications & Licenses				Certifications				
					Masters Degree (preferred)	Masters Degree (required)	5+ yrs experience in Housing Management	# Yrs experience in Management / Leadership	Public Housing Experience	Private Sector Housing Experience	Scale of Housing Managed	Scale of Housing Managed	Change Agent	Strategic Planner / Structured	Client/owner/service focused	Hands-on Public Housing Specialist	Goal setter / Team Builder	Visible leader & Influencer								
YES	Ms. Shiloh Wroce	X	X	Assoc of Arts Assoc. of Science BA Leadership, Ethics & Comm.	-	X	+23	16	X	X	2,500 units	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•Tax Credit Specialist (TCS) •Certified Financial Specialist (CFS) •Certified Housing Manager (CHM) •NSPIRE Compliance Designation •Certified Property Manager (CPM) •Accredited Residential Manager (ARM) •Certified Apartment Portfolio Supv (CAPS) •Certified Apartment Manager (CAM) •Certified Apartment Leasing Prof. (CALP) •Managing Broker License •Property Manager License •BOMA International
YES (5x)	Ms. R. M. Jackson	X	X	BA	-	X	+27	+27	X	X	EXTENSIVE	X	X	X	X	X	X	X	X	X	X	X	X	X	X	several
YES	Mr. Abe Alassaf	X	X	BA - Pre-Law	-	X	+7	+7	X	X	349/\$60M	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•Ohio Real Estate License •Public Housing Manager (PHM) Certification •Ohio Property and Casualty Insurance License •CEDAM Development Boot Camp Certification
YES	Mr. John Carter	X	X	Assoc - Lib Arts BA - Soc Sci	Grad Cert in Gen Public Mgmt Masters in Social Science	X	15	15	X	-	102/1,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	-
YES (6x)	Mr. Rick Toney	X	X	BA - Business Administration	MBA Masters of Bus. Taxation	X	+35	+35	X	X	15,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	• Certified Public Accountant (CPA) California • Certified Public Housing Manager (C-PHM) – Housing Credit Certified Professional (HCCP) • Chartered Financial Analyst (CFA) – Level I • Licensed Real Estate Broker – CA, MA, FL, KY

Ms. Shiloh Wroe

Background:

Shiloh Wroe is a mission-driven affordable housing and property management executive with more than twenty-three years of leadership experience and over sixteen years in property management, including thirteen years in regional, director, and executive roles. Her career spans multi-state portfolios of up to 2,500 units and includes deep expertise in HUD-assisted housing, LIHTC (4% and 9%), public housing, PBV, PBRA, HOME, HTF, USDA Rural Development, VASH, and supportive housing programs. She is widely recognized for her resident-centered, trauma-informed leadership style and her ability to stabilize organizations, strengthen compliance, and improve operational performance in complex regulatory environments.

Throughout her career, Ms. Wroe has served in senior executive roles overseeing large, diverse housing portfolios across Oregon, Washington, Alaska, and Idaho. As Chief Operating Officer and Vice President, Regional Portfolio Manager, Managing Director, and Founder/CEO, she has led organizational restructuring efforts, supervised more than 100 staff across multiple levels, improved financial performance, reduced operational backlogs, and strengthened compliance with REAC and NSPIRE standards. Her leadership emphasizes ethical governance, fiscal responsibility, staff development, and collaborative partnerships with housing authorities, nonprofit service providers, and community stakeholders to support resident stability and long-term housing outcomes.

Employment:

- **Chief Operating Officer & Vice President**
Summit Real Estate Management, Portland, OR March 2025 – July 2025
- **Affordable Regional Portfolio Manager**
Quantum Residential, Vancouver, WA August 2024 – March 2025
- **Affordable Regional Portfolio Manager**
Key Property Services, Vancouver, WA May 2023 – August 2024
- **Founder & Chief Executive Officer**
Platinum Premier Management Group LLC, WA & ID January 2022 – June 2023
- **Managing Director (COO Equivalent)**
Helene's Property Place, Pullman, WA July 2011 – January 2022
- **Assistant Property Manager**
Best Storage, Las Vegas, NV 2009 – 2010
- **Ramp Manager**
SeaTac International Airport, WA Early Career

Education and Certifications:

- **Bachelor of Arts – Leadership, Ethics & Communication** – Thomas Edison State University
- **Associate of Arts, High Honors** – College of Southern Nevada
- **Associate of Science, High Honors** – College of Southern Nevada

Other:

- **Tax Credit Specialist (TCS)** – National Center for Housing Management
- **Certified Financial Specialist (CFS)** – National Center for Housing Management
- **Certified Housing Manager (CHM)** – National Center for Housing Management
- **NSPIRE Compliance Designation** – HUD Physical Inspection Standards
- **Certified Property Manager (CPM)** – Candidate, Institute of Real Estate Management
- **Accredited Residential Manager (ARM)** – Institute of Real Estate Management
- **Certified Apartment Portfolio Supervisor (CAPS)** – National Apartment Association
- **Certified Apartment Manager (CAM)**
- **Certified Apartment Leasing Professional (CALP)**
- **Managing Broker License** – State of Washington
- **Property Manager License** – State of Oregon
- **BOMA International** – DNA of ESG Credential

LETTER of INTEREST

Dear Recruitment Team,

I am writing to express my interest in the Executive Director position with the Manistee Housing Commission. I have over 16 years of progressive leadership experience in property management, including 13+ years in regional, director, and executive roles overseeing multi-state portfolios of up to 2,500 units. My background also includes two years of hands-on experience with affordable housing programs such as LIHTC, PBRA, PBV, HOME, HTF, and supportive housing in partnership with Housing Authorities.

I recently completed my Bachelor of Arts in Liberal Studies with a focus on Leadership, Ethics & Communication, and I hold multiple industry certifications including CAPS, ARM, CHM, CFS, TCS, NSPIRE, and CPM[®] candidacy. I am very interested in bringing my leadership, organizational stabilization experience, staff development, and resident-centered approach to an agency with the mission and community impact of Manistee Housing Commission.

Please let me know if any additional materials are needed at this stage. I look forward to the opportunity to learn more about the role.

Warm regards,

Shiloh Wroe
509-592-5914
shilohwroe@gmail.com
[linkedin.com/in/shiloh-wroe](https://www.linkedin.com/in/shiloh-wroe)

RESUME

Shiloh Wroe

Washington State | shilohwroe@gmail.com | 509-592-5914 | linkedin.com/in/shiloh-wroe

Professional Summary

Mission-driven property management executive with 23 years of leadership experience, including 16 years in property management and over 13 years in regional, director, and executive roles leading multi-state portfolios of up to 2,500 units. Proven record in affordable housing programs (HUD, LIHTC, Public Housing, PBV, PBRA, HOME, USDA RD, VASH, HTF, TBRA) with recognized expertise in REAC and NSPIRE (formerly HQS) compliance. Committed to Fair Housing, Equal Opportunity, and Diversity, Equity & Inclusion (DEI) principles, supported by NAHRO and IREM training in ethics, governance, fair housing, and DEI leadership. Known for trauma-informed communication, empathetic listening, and servant leadership that stabilizes teams, improves resident relations, and drives operational excellence. Candidate for CPM®, with advanced certifications including TCS, CFS, CHM, ARM, CAPS, CAM, and currently enrolled in NAHRO’s Public Housing Manager (PHM) certification, scheduled for completion December 2025.

Core Competencies

- Affordable Housing Programs: HUD, LIHTC (4% & 9%), Public Housing, PBV, PBRA, HOME, USDA RD, VASH, HTF, TBRA
- Regulatory Compliance: REAC & NSPIRE inspections, Fair Housing, MOR readiness, grievance resolution, lease enforcement
- Resident-Centered Leadership: Trauma-informed communication, empathetic listening, conflict resolution, resident engagement
- Executive Operations: Supervised 100+ staff from Porters to VPs; organizational restructuring; crisis & change management
- Financial Oversight: Operating & capital budgets, AP/AR turnaround, vacancy loss reduction, cost efficiency, NOI optimization
- Asset & Capital Planning: Capital improvements, risk management, vendor negotiation, project oversight

- Staff Development: Training, mentoring, succession planning, workforce growth & retention
- Resident Stability & Partnerships: Collaboration with housing authorities, nonprofits, and resident services for supportive housing outcomes
- Technology & Systems: Yardi, AppFolio, MRI, ResMan, Microsoft Office Suite; system optimization & data integrity
- Diversity, Equity & Inclusion: Inclusive workplace culture, BOMA ESG credential, team building across diverse communities
- Strategic Leadership: Change management, organizational policy development, cross-department collaboration, board reporting

Other relevant experience: Housing authority via third party, strong communications, supervising, customer service, supervise staff, ~~ms~~ office applications, coordinate projects, project management, credit experience, visual inspection, measuring devices, driver's license, make decisions, clean driving record, reliable motor vehicles, bid procurement, some tenant and property accounting, lockouts, excel, HUD, ability to work independently, willingness to learn, attention to detail, positive attitude, time management, cost-effective, cooperative, teamwork and creative, community development, marketing, safety policies and procedures, professional development, performance evaluations, maintenance management, emergency situations, performance reports, facility operations, legal requirements, safety regulations, basic math skills, asset management, monitor budgets, court hearings, human services, legal matters, prioritizing, competitiveness, consistent, organizational skills, work Independently, positive attitude, multitasking, leadership, creativity

Professional Work Experience

Chief Operating Officer & Vice President

Summit Real Estate Management – Portland, OR | 03/2025 – 07/2025

- Oversaw a 2,500-unit portfolio across Oregon, managing assets from under 100 to 350+ units.
- Rebuilt corporate office structure, hiring 15 staff (25% growth) and promoting 10 internally within 90 days.
- Reduced AP backlog from \$300K to \$25K; implemented AR strategies on \$380K in overdue balances.
- Launched vendor approval processes, GL remapping, subsidy tracking, and turnover scheduling initiatives.

Affordable Regional Portfolio Manager (OR & AK)

Quantum Residential – Vancouver, WA | 08/2024 – 03/2025

- Managed affordable, senior and rural development housing portfolios across Oregon and Alaska.
- Oversaw 7 Volunteers of America (VOA) assets in Alaska during disaster recovery and 5 Oregon properties for Community Action Team. Completed board & owner reports.
- Directed compliance and financial oversight for LIHTC, Section 8 PBRA, PBV, USDA RD, and TBRA programs.
- Partnered with NAHT and JP Morgan for deferred maintenance projects and remove prior 8823's.

Affordable Regional Portfolio Manager (OR & WA)

Key Property Services – Vancouver, WA | 05/2023 – 08/2024

- Oversaw 1,575+ units across 12 communities, including senior, semi-supportive, and transitional housing.
- Partnered with Vancouver Housing Authority and Home Forward on mixed affordable and supportive housing portfolios. Completed board & owner reports.
- Improved occupancy and stabilized distressed properties while managing financial reporting, budgets, and compliance audits.

Founder & CEO

Platinum Premier Management Group LLC – WA & ID | 01/2022 – 06/2023

- Established full-service property management firm, securing licensing in WA and ID.
- Built compliance frameworks, vendor relationships, and scalable infrastructure for growth.

Managing Director (COO Equivalent)

Helene's Property Place – Pullman, WA | 07/2011 – 01/2022

- Directed a 1,000- unit portfolio including 600 single-family homes, multifamily, 6 HOAs, and 6 fraternity houses.
- Ran company independently for 16 months during CEO absence in the COVID pandemic, ensuring continuity of operations and financial stability.
- Managed 100+ monthly turnovers for summer season annually in student housing while

balancing institutional, nonprofit, and private ownership.

- Fostered workplace culture cited as “irreplaceable” by staff; multiple resignations followed your departure, proving impact.

Other Roles

- Best Storage – Assistant Property Manager (Las Vegas, NV, 2009–2010)
- Platinum Premier Life & Mental Health Coaching – 2022-2025
- SeaTac International Airport - Ramp Manager (age 19, supervised 35 staff, certified in 727 weight & balance).

Licenses

- **Managing Broker License** – State of Washington
- **Property Manager License** – State of Oregon

Education

- **Bachelor of Arts - Focus - Leadership, Ethics & Communication** - Thomas Edison State University – 2025
- **Associate of Arts**, High Honors (GPA 3.96) – College of Southern Nevada
- **Associate of Science**, High Honors (GPA 3.96) – College of Southern Nevada

Continuing Education and Professional Development

- *NW Business Training Center – Business BootCamp® Series, Certificate of Completion – 2022*

Certifications & Professional Designations

National Association of Housing & Redevelopment Officials (NAHRO)

- Public Housing Manager (PHM) – Scheduled for December 2025
- NAHRO Ethics Course
- ABC’s of Affordable Housing
- Roles & Responsibilities of Housing Commissioners
- Advocacy for Commissioners

National Center for Housing Management (NCHM)

- Tax Credit Specialist (TCS)
- Certified Financial Specialist (CFS)
- Certified Housing Manager (CHM)
- NSPIRE Compliance Designation (HUD Physical Inspection Standards)

Institute of Real Estate Management (IREM)

- Certified Property Manager (CPM) – Candidate (All courses completed, pending Capstone)
- Accredited Residential Manager (ARM)
- DEI Skill Badge (ISBDEI)
- Cultivating DEI Initiatives Skill Badge (ISBCDI)
- Fair Housing Skill Badge (ISBFHS)

National Apartment Association (NAA)

- Certified Apartment Portfolio Supervisor (CAPS)
- Certified Apartment Manager (CAM)
- Certified Apartment Leasing Professional (CALP)
- Certified Apartment Manager – Student Housing (CAM-SH)
- Certified Apartment Supplier (CAS)

Building Owners & Managers Association (BOMA) International

- DNA of ESG (Environmental, Social & Governance) Credential

National Association of Residential Property Managers (NARPM)

- Residential Management Professional (RMP) – Candidate

Shiloh Wroe – Affordable & Public Housing Portfolio Appendix

Oregon (Home Forward (Portland Housing Authority) & Community Action Team)

- Rockwood Station (Portland, OR) – 195 units; LIHTC; 40 PBV (Project-Based Vouchers)
- Fairview Oaks & Woods (Fairview, OR) – 328 units; LIHTC; 40 PBRA (Project-Based Section 8)
- Rockwood Landing (Portland, OR) – 36 units; LIHTC; Farmworker housing; income-restricted
- 18th Street Apartments (St. Helens, OR) – 16 units; LIFT; TBRA; affordable housing
- Blue Heron Hollow (Vernonia, OR) – 26 units; LIHTC/HUD affordable

- Elk Creek Terrace (Cannon Beach, OR) – 36 units; workforce affordable housing
- Forest Park Apartments (St. Helens, OR) – 80 units; LIHTC/HUD affordable
- Victorian–Olive Court (Scappoose, OR) – 17 units; LIHTC; USDA RD; senior/disabled

Washington (Vancouver Housing Authority & Second Step)

- Central Park Place (Vancouver, WA) – 124 units; PSH; SRO; VASH; LIHTC
- Miles Terrace (Vancouver, WA) – 69 units; Senior (55+/62+); LIHTC; AHF-supported
- Vista Court (Vancouver, WA) – 76 units; Senior (62+); LIHTC
- Englund Manor (Vancouver, WA) – 29 units; Senior (55+); Public Housing; LIHTC
- Rhododendron Place (Vancouver, WA) – 30 units; Semi-Supportive Housing; LIHTC
- Esther Short Commons (Vancouver, WA) – 160 units; Mixed-income; LIHTC
- Wisteria Manor (Vancouver, WA) – 24 units; Senior (62+); LIHTC
- Fishers Mill Apartments (Vancouver, WA) – 358 units; Bond-financed; workforce housing
- Meadows Apartments (Vancouver, WA) – 30 units; Transitional/Supportive; TBRA
- Aurora Place Apartments (Vancouver, WA) – 25 units; Transitional/Supportive; LIHTC; HOME; HTF; FHLB

Alaska (Volunteers of America Alaska)

- Terraces at Lawson Creek I & II (Juneau, AK) – 75 units; LIHTC; affordable family housing
- Trailside Heights I–III (Anchorage, AK) – 121 units; LIHTC; multi-phase family housing
- Lumen Park Apartments (Anchorage, AK) – 20 units; Senior Housing; LIHTC

- Birchwood Apartments (Eagle River, AK) – 58 units; Section 8; affordable housing

Programs Across Portfolio's

- LIHTC (Low-Income Housing Tax Credit): 4% and 9%
- Public Housing (Vancouver Housing Authority, Englund Manor)
- Section 8: PBRA, PBV, HCV/TBV
- HOME Program (HUD): High & Low set-asides
- HTF (Housing Trust Fund)
- VASH (Veterans Affairs Supportive Housing)
- TBRA (Tenant-Based Rental Assistance)
- Semi-Supportive / PSH (Second Step, VHA)
- Senior Housing: 62+ and 55+ communities
- USDA Rural Development (Victorian–Olive Court)
- Farmworker Housing (Rockwood Landing)
- Mixed-Income Communities (Esther Short Commons)

Report #2

**Telephone Interview
Candidate Disclosure
Internet, News & Social Media Research
Candidate Introduction / Writing Sample**

Report #3

**Criminal / Civil / Financial BG Check Results
Employment & Degree Verification results
Reference Interviews**

Ms. R. M. Jackson

Background:

R. M. Jackson is a seasoned public housing and community development executive with more than fifteen years of progressive leadership experience across public housing authorities, municipal governments, nonprofit organizations, and federally funded programs. Her professional background includes executive administration, housing authority turnaround management, grant writing and administration, disaster recovery programs, compliance oversight, and technical assistance for under-resourced communities. She brings extensive experience navigating HUD regulations, CDBG and disaster recovery funding, and multi-layered federal and state compliance requirements while maintaining a strong focus on resident services and community revitalization.

Throughout her career, Ms. Jackson has served in senior leadership roles including Executive Director, Chief Operations Officer, Program Manager, and Technical Assistance Coordinator. She has led the turnaround of troubled housing authorities, significantly improving rent collection, reducing vacancies, strengthening policies and procedures, and rebuilding organizational capacity. Her work includes administering public housing and Housing Choice Voucher programs, developing long-term capital and redevelopment strategies, supporting RAD and capital fund initiatives, and collaborating with local governments, nonprofit partners, and federal agencies. In addition, she has provided grant writing, training, and strategic planning support to municipalities and community-based organizations nationwide, helping secure millions of dollars in federal and state funding. Her leadership approach emphasizes accountability, collaboration, compliance, and sustainable community impact.

Employment:

- **Technical Assistance Coordinator**
EnDyna, Kansas City, MO (Remote) July 2024 – February 2025
- **Senior Program Officer**
Institute for Sustainable Communities, Kansas City, MO (Remote) August 2023 – March 2024
- **Legal Benefits Examiner**
Social Security Administration, Kansas City, MO October 2022 – August 2023
- **Consultant**
Blackland Community Development Corporation, Austin, TX January 2022– November 2022
- **Advisor to the Mayor** – *City of York, AL* 2022 – Present
- **Consultant** – *Housing Authority of Kansas City, MO* April 2022 – September 2022
- **Housing & Community Development Program Manager**
GrantWorks (Detailed to TX GLO) April 2019 – September 2021
- **Chief Operations Officer**
Spartanburg Housing Authority, Spartanburg, SC August 2018 – September 2018
- **Executive Director** *Vermilion Co. Housing Authority, Vermilion Co, IL* June 2016 – June 2018
- **Infrastructure Compliance Analyst**
Providence Technical Services / SHAW Group, Baton Rouge, LA March 2011 – May 2015
- **Grants Administrator** – *City of Hammond, LA* January 2004 – January 2011
- **Executive Director** – *St. James Parish Housing Authority, Lutcher, LA* March 1998 – October 2000
- **Relocation Counselor**
Norco Voluntary Property Purchase Program, Norco, LA April 2001 – January 2004

Education and Certifications:

- Bachelor of Arts – *Rockhurst College, Kansas City, MO*

Other:

- Extensive Training – *National Association of Housing and Redevelopment Officials (NAHRO)*
- Professional Training
– *NeighborWorks America, Aspen Institute, Brownfields Conference, HUD-Related Compliance Programs*

LETTER of INTEREST

November 20, 2025

Municipal Solutions on behalf of
Executive Director Search
Board of Commissioners
City of Manistee Housing Commission
273 6th Avenue
Manistee, MI 49660

RE: Executive Director Search

Dear Sirs/Madams of the Board of Commissioners and Representative of Municipal Solutions

I am submitting my resume to be considered for the position listed above. I possess the knowledge, skills and abilities to perform the duties listed in the advertisement. I am very interested in the position. An opportunity to interview to determine how I can assist you could prove mutually beneficial.

As my resume indicates, I have experience in both the public and private sectors. I have established a network and resources to assist me while working with federal, state, local, and private funders to facilitate the needs and goals of whatever organization with which I am affiliated at that time. I have provided consulting services of grant writing and administration, fund development sourcing, strategic planning, and training to improve operational capacity. My employment includes private sector employers such as EnDyna, an approved federal vendor awarded contracts with the Departments of Defense, Transportation, Energy, and Environmental Protection Agency, for example; and GrantWorks, detailed to the State of Texas General Land Office, as a Housing and Community Development Project Manager for the Hurricane Harvey Affordable Rental Program. Recent experience includes serving as the Chief Operating Officer at Spartanburg HA and Executive Director of the Vermilion County Housing Authority in Vermilion County, IL, and working with Providence Technical Services and SHAW Group in the Disaster Recovery Unit under the Louisiana State Office of Community Development. I served as Grants Administrator for the City of Hammond, LA, where I solicited \$10 million for various programs. My background encompasses administration at all size agencies; working with neighborhood groups; assisting residents in property upkeep and maintenance; and implementing new social services program initiatives in urban and rural environments. While performing these duties, I worked with local municipal department heads, residents and commissions. I am experienced in government requirements regarding procurement, program management, and compliance. My background with resident programs at various levels enhances my capability to administer, monitor, and adapt operations for maximum outreach, implementation, and effectiveness. The skills acquired throughout my career are transferable to this sector. I believe I would be an asset to the organization.

My contact information follows: 225-624-9177 cell or email address: rmjackson718@yahoo.com. I await your response. Thank you for your consideration. It is greatly appreciated.

Regards,

RMJackson

RESUME

R. M. JACKSON

5815 Forest Avenue
Kansas City, MO 64110

(225) 624-9177 c
rmjackson718@yahoo.com

• • •

SUMMARY OF QUALIFICATIONS

Seasoned professional with over 15 years experience in case, program and project management; grant writing and grants administration; various housing programs and initiatives, community development and the training of non-profits concerning improvement of their operational capacity, and redeveloping communities while maintaining compliance regarding state and federally-funded grant programs.

KEY COMPETENCIES

Grant Writer • Program and Project Management • Policy Analysis • Housing • Relocation
Consulting • Budget Development • Performance Evaluation • Compliance • Team Building • Trainer
Relationship Management • Strategic Planning • Business Development • Community Needs Assessment

ACCOMPLISHMENTS

Recognized by JAYCEES for youth programs in rural areas
Streamlined office procedures for efficiency
Established policy and procedures regarding former tenants resulting in collection of \$5000 monthly

• • •

PROFESSIONAL EXPERIENCE

TECHNICAL ASSISTANCE COORDINATOR

07/2024 – 02/2025

EnDyna–KANSAS CITY, MISSOURI (Remote). Program Team Leader for approved federal vendor of the Environmental Protection Agency (EPA) tasked with providing technical assistance and guidance to the underserved, under-resourced and overburdened eligible low wealth populations in urban, rural and remote areas to access federal funding for the revitalization, reinvestment and transformation of their respective communities to affect economic parity and mobility after long-term disinvestment. At conclusion of contract the team assisted EnDyna in producing 770 applicants of 990 total received for the Community Change Grant. Due to production, EPA retained EnDyna and remained on team for an additional three more grants: Government to Government, Collaborative Problem Solving and Grant Makers, to provide continued technical assistance. With new administration’s priorities, project discontinued effective 2/14/2025.

SENIOR PROGRAM OFFICER

08/2023 – 03/2024

INSTITUTE FOR SUSTAINABLE COMMUNITIES (ISC)–KANSAS CITY, MISSOURI (Remote). Program Leader for 1 of 3 entities selected by the Environmental Protection Agency (EPA) to be a National Resource for the dissemination of information; development; funding access; delivery of training materials, and to support 15 Regional Centers in the environmental justice space. ISC was awarded \$10Million March 2023. The new program, jointly funded by EPA and DOE (Department of Energy), named the Environmental Justice Thriving Communities Technical Assistance Centers (EJ TCTAC), is a 5-year initiative to assist grassroots groups that are most severely impacted by commercial damage, and are underserved, under-resourced and overburdened, to access federal funds to reinvest and reinvigorate their respective communities that are rural, remote or urban. In this role of Program Leader, per the workplan in the first year, I was charged with setting up a website and planning the initial program launch via a Symposium. Both tasks have been completed. The website was unveiled at the Symposium February 14 – 16, 2024 in San Juan, Puerto Rico.

LEGAL BENEFITS EXAMINER

10/2022 – 08-2023

SOCIAL SECURITY ADMINISTRATION–KANSAS CITY, MISSOURI. Complex analysis of classified personally identifiable information utilized for the determination of eligibility for the disbursement of funds.

CONSULTING

01/2022 – 11/2022

BLACKLAND COMMUNITY DEVELOPMENT CORPORATION – AUSTIN, TEXAS. January – May, 2022. Provision of Grant writing services; grants administration and monitoring; identification of funding resources, proposal development and submission; strategic planning; fund development calendar and strengthening operational capacity for future growth.

• • •

Résumé – R.M. Jackson

(225) 624-9177

rmjackson718@yahoo.com

CITY OF YORK, ALABAMA – Advisor to the Mayor. On-going. Research, Identification and Discussion of potential funding resources, strategic planning for the use of funds for infrastructure needs for small rural southern municipality that suffers from disinvestment and population loss for decades. Providing technical assistance on federal/state/local policies and practices in order to improve operational capacity and ability to access these funds for targeted projects.

HOUSING AUTHORITY OF KANSAS CITY, MO – KANSAS CITY, MO. April – September, 2022. Recruited and hired by HAKC to review and provide recommendations for the overhaul of the Operations Department. Coming out of the COVID -19 pandemic the agency had several pressing concerns including, but not limited to, poor /low rent collection; low public housing unit occupancy; struggling to hire qualified experienced personnel in property management and maintenance; and negative public perception in the community. Reporting directly to the Deputy Executive Director, immediately reviewed/ revised/ recommended changes in policies and procedures; developed new policies and procedures, as needed; developed training curriculum for property management staff; reached out to Labor unions and apprenticeship programs, community colleges and the Department of Labor for training programs for the maintenance department and potential incoming staff; drafted Emergency Management Plan, Maintenance and Preventive Maintenance Plans and developed a Maintenance Charge list for Resident Moveouts. As a member of the Executive Team presented sample Requests for Proposal for Banking Services, Website development, developing a better vendor list for products and services; and was working on addressing the backlog of work orders for repairs. Was present for the May 2022 HUD Audit and using the past 3 years audits restructured Tenant Selection (from initial application to Lease Orientation), Continued Occupancy via Annual Recertification, through Client End of Participation. Started review of out of date Transfer List addressing over/under-housed families; closely coordinated with Public Safety in the removal of tenants and/or individuals detrimental to the resident population. Met with all Operations Department personnel, obtained information and insight to streamline process and improve staff capacity. Monthly informed Executive Team members of progress and worked with other departments to coordinate smooth transition of eligible clients through the various housing programs offered by HAKC. Initiated, developed and implemented closer coordination with non-profits and other social services agencies, public service entities (utility companies) in assisting our joint target low-income eligible populations.

HOUSING & COMMUNITY DEVELOPMENT PROGRAM MANAGER **04/2019 – 09/2021**
GRANTWORKS (GW)

Detailed and embedded within the State of Texas General Land Office (GLO) as a team member providing program and project administrative services, technical assistance, guidance, and oversight to grantees awarded Community Development Block Grant – Disaster Recovery (CDBG-DR) funds for the Affordable Rental Program (ARP). The 54-county portfolio impacted by the storm were allocated funds and awarded in the wake of Hurricane Harvey in 2017. Primary responsibilities include, but are not limited to, interpreting and assisting grantees in complying with rules and regulations of the Department of Labor (DOL) and U. S. Department of Housing and Urban Development (USDHUD); specifically, Davis Bacon wage compliance and labor rules and implementation of relocation, fair housing and resident assistance and participation. Advising grantees on long-term strategic planning, agency operations, file maintenance, procurement and audit preparation and closeout. Researching and identifying other potential additional funding streams, reviewing and ensuring agency policies and procedures comply with U. S. Department of Housing and Urban Development (USDHUD) housing program regulations. Partnering and collaborating with current and potential local stakeholders on outreach and delivery of programs and services to eligible families and individuals.

CHIEF OPERATIONS OFFICER **08/2018 – 09/2018**
SPARTANBURG HOUSING AUTHORITY (SHA)

Assist the Chief Executive Officer in the administration and daily routine operation of public housing agency for the county/city in South Carolina. Primary responsibility will be developing a long-term strategic plan for the rehabilitation, renovation and redevelopment of properties in the agency portfolio using annual Capital Fund Program award and RAD [Rental Assistance Demonstration]. Researching and identifying other potential additional funding streams for agency use for development and implementation addressing current portfolio of residential properties and forecasting future needs. Reviewing and ensuring agency policies and procedures comply with U. S. Department of Housing and Urban Development (USDHUD) housing program regulations. Partnering and collaborating with current and potential local stakeholders on outreach and delivery of programs and services to eligible families and individuals.

EXECUTIVE DIRECTOR **06/2016 – 06/2018**
VERMILION COUNTY HOUSING AUTHORITY (VCHA)

■ ■ ■

Résumé – R.M. Jackson

(225) 624-9177

rmjackson718@yahoo.com

Administration of the turnaround of a "troubled" public housing agency located in rural eastern Illinois. Agency was losing occupancy and not going after tenant rent. Since arriving in June 2016 when rent collection was at 60% and there were 25 vacancies have motivated and trained staff and put into place strategies to decrease vacancies to 12 and increased and maintained 93% rent collection through 2018 on-going. Currently reviewing and revising all agency policies and procedures in addition to educating Board of Commissioners, residents and staff on complying with U. S. Department of Housing and Urban Development (USDHUD) housing programs (Public Housing and Section 8 Housing Choice Voucher) rules and regulations. Partnering and collaborating with local social service agencies, government departments and local churches on outreach and delivery of programs and services to eligible families and individuals. Developing a long-term strategic plan for the rehabilitation, renovation and redevelopment of properties in the agency portfolio using annual Capital Fund Program award. Researching and identifying other additional funding streams for the public housing agency.

INFRASTRUCTURE COMPLIANCE ANALYST DETAILED TO OCD-DRU

PROVIDENCE TECHNICAL SERVICES AND SHAW GROUP – BATON ROUGE

03/2011 – 5/2015

Served in capacity of Infrastructure Compliance Analyst for contract vendors Providence Technical Services (October 12, 2012 – May 11, 2015) and SHAW Group (March 14, 2011 – October 11, 2012) and detailed to the State of Louisiana Office of Community Development Disaster Recovery Unit. Duties included, but were not limited to, the administration, monitoring, guidance and provision of technical assistance to grantees awarded DR-CDBG (Disaster Recovery – Community Development Block Grant) funds for repairs to infrastructure damaged by Hurricanes Katrina/Rita (2005), Gustav/Ike (2008) and Isaac (2012). Coordination of technical assistance with parish and local governments, non-profits grantees and their chosen consultants via on-site meetings, teleconference and site visits. Review project proposals submitted by grantees including the compilation, analysis, and interpretation of various data sources. Conduct relevant evaluation and assessment of projects and audit closeout. Participate as member of two taskforces: 1) working on monitoring tools and protocols, and 2) payments of draw requests for City of New Orleans projects. Special projects as assigned. Assist in compliance monitoring of funds in excess of \$410 million.

- Successfully assisted regional planning group of 8 rural parishes and a national affiliate youth organization in obtaining funds via grant application submission.

GRANTS ADMINISTRATOR

CITY OF HAMMOND, LA

01/2004 – 01/2011

Administer and deliver new programs such as Revolving Loan Fund (RLF), The American Dream Downpayment Initiative (ADDI) 1st Time Homebuyer Program; Federal Home Loan Bank of Atlanta & Dallas (2) Owner Occupied Rehabilitation programs citywide. Coordinate the planning and delivery of federal grant writing training. Research funding opportunities and develop letters of intent or proposals for local government. Compile, analyze and interpret data. Conduct relevant evaluation and assessment of projects. Prepare and deliver oral and/or written presentations. Strategize, implement and monitor grant awards; and conduct evaluation and audit closeout. Disseminate information on available grant funding to local social service agencies and provide technical assistance. Coordinate quarterly non-profit meetings, with appropriate speakers, seminar topics. Participated as member of housing taskforce committee, maintain minutes of various Committee meetings and work on special projects as designated by the City Council and Mayor. Planned, developed, and assisted with special projects and conducted outreach activities regarding informational workshops and seminars for groups and individuals. Planned and monitored organizational budgets, and managed logistics.

- Solicited over \$10 million FYE2008 – 2009 including ARRA Funds
- Only state recipient awarded Strengthening Community Fund grant to improve operational capacity of non-profits through American Recovery and Reinvestment Act (ARRA) of 2008

RELOCATION COUNSELOR NORCO VOLUNTARY PROPERTY PURCHASE PROGRAM

NORCO, LA

04/2001 – 01/2004

Relocation Counselor for property buyout program via joint venture between Shell Oil and Motiva Refinery Company. Was part of the start-up team and served as one-person office for majority of the program. Duties included, but were not limited to, *Initial contact, eligibility determination, program orientation, application proves, appraisal scheduling and review, calculation and preparation of available benefits, referrals to legal counsel, social services, real estate agents and house movers.* Development, recruitment and presentation of informational seminars to assist families in the process; and the coordination of the delivery of any services/functions needed to finalize the sales transactions between the oil companies and the families who participated in the program.

■ ■ ■

Résumé – R.M. Jackson

(225) 624-9177

rmiackson718@yahoo.com

EXECUTIVE DIRECTOR

ST. JAMES PARISH HOUSING AUTHORITY – LUTCHER, LA

03/1998 – 10/2000

As Executive Director administered strategies designed to turnaround a “troubled” agency in rural Louisiana. Responsible for the overall administration of six federally subsidized public housing complexes, 3 on each side of the river totaling 318 units. Administration of an on-going Comprehensive Grant Program (CGP) totaling \$1,500,000; monitoring a Public Housing Drug Elimination Program (PHDEP) totaling \$450,000; and the Development and implementation of self-empowerment programs for the resident population; designed and implemented program logic model with appropriate outcome performance measures. Worked collaboratively with all social service, state and federal entities in the delivery of programs targeted to the low-income eligible client base.

- Supervised 10 full time employees
- Improved scored from FYE 97 of 21.48 to FYE 98 of 50.67 during first seven months

EDUCATION

Bachelor of Arts

Rockhurst College – Kansas City, MO

CONFERENCES and TRAINING

- Neighborworks America National Training Institute Kansas City, MO May 2015
- Reclaiming Vacant Properties Conference Detroit, MI May 2015
- Brownfields Conference Chicago, IL September 2015
- Aspen Institute Rooting Wealth in Rural America Initiative October 2014
- National Association of Housing and Redevelopment Officials

SOFTWARE SKILLS

MS Word ▪ MS Excel ▪ MS PowerPoint ▪ MS Office Outlook ▪ Internet Research

COMMUNITY SERVICE

Women’s Resource Network

Founder/Administrator of non-profit, 2005 to the present. Work performed primarily in rural underserved areas. MISSION STATEMENT: Through inclusion we strive to empower women to establish their independence by expanding their horizons through education, employment, career choices and professional development, in order to obtain financial security for themselves and their families. *(By inclusion we mean that we will embrace all women, no matter what their circumstance and assist them in improving their situation. [Faith, status, economic level, etc.]*)

• • •

Report #2

**Telephone Interview
Candidate Disclosure
Internet, News & Social Media Research
Candidate Introduction / Writing Sample**

Report #3

**Criminal / Civil / Financial BG Check Results
Employment & Degree Verification results
Reference Interviews**

Mr. Abe Alassaf

Background:

Abe Alassaf is a public-sector and real estate executive with extensive experience in housing development, financial analysis, commercial lending, and organizational leadership across public, private, and nonprofit sectors. His career reflects a strong foundation in strategic planning, fiscal stewardship, policy development, and stakeholder engagement, with a demonstrated ability to manage complex portfolios, navigate regulatory environments, and deliver results in highly regulated settings. Mr. Alassaf brings a multidisciplinary perspective shaped by leadership roles in public housing, banking, and real estate, enabling him to bridge operational, financial, and community priorities effectively.

Currently serving as Deputy Director of Development for the Battle Creek Housing Commission, Mr. Alassaf leads development strategy, grant writing, and financial analysis for a public housing authority managing more than 349 public housing units and over 550 Section 8 vouchers. He oversees a real estate portfolio exceeding \$40 million and directs LIHTC, RAD, and infill housing projects from concept through implementation, including pro forma modeling, compliance, and coordination with city officials, architects, legal counsel, and funding partners. Previously, he built a successful career in commercial lending and real estate brokerage, closing more than \$35 million in real estate transactions and managing commercial loan portfolios exceeding \$60 million. Across all roles, his leadership emphasizes data-driven decision-making, clear communication, regulatory compliance, and long-term organizational sustainability.

Employment:

- **Deputy Director of Development**
– Battle Creek Housing Commission, Battle Creek, MI January 2025 – Present
- **REALTOR®**
The Athens Real Estate Company LTD, Athens, OH January 2016 – Present
- **Commercial Lender & Business Development**
– The Park National Bank, Newark, OH July 2018 – April 2021

Education and Certifications:

- **Bachelor of Arts in Pre-Law – Ohio University, Athens, OH**
- **Public Housing Manager (PHM) Certification**
– National Association of Housing and Redevelopment Officials
- **Ohio Real Estate License** – Athens County Board of REALTORS®

Other:

- **Member** – Ohio REALTORS® and National Association of REALTORS®
- **Ohio Property and Casualty Insurance License**
- **CEDAM Development Boot Camp Certification** – Community Economic Development Association of Michigan

LETTER of INTEREST

Dear Dave,

I hope this email finds you well. Thank you for the thoughtful Thanksgiving wishes and for sharing the Manistee Housing Commission Executive Director opportunity.

After reviewing the recruitment profile, I'm excited to formally apply. The organization's remarkable stability (only two directors in the past 25 years), the beautiful Lake Michigan location, and the opportunity to lead a well-respected housing authority align closely with my career goals at this stage.

In my current role as Deputy Director of Development at Battle Creek Housing Commission, I oversee a \$40M+ portfolio and directly lead LIHTC and RAD project delivery, brownfield redevelopment, grant writing, HUD compliance, and strategic planning experience I believe would translate seamlessly to Manistee. I already hold the PHM certification through NAHRO and would immediately pursue any additional credentials (e.g., Certified Management Executive) required.

Please find my resume attached for your review. I would welcome the chance to discuss how my background can support the Commission's continued success and the Manistee community. I'm available at your earliest convenience for a confidential conversation.

Thank you for your time and for the outstanding work you do connecting talent with Michigan housing authorities.

Best,

Abe Alassaf

740-590-5352

RESUME

|Abe Alassaf| 626 Poplar Street Nelsonville, Ohio 45764| (740) 590-5352 | AlassafAbe@gmail.com

Battle Creek Housing Commission – Battle Creek, Michigan

Deputy Director of Development

January 2025 – Present

- Spearheaded resource development and grant writing efforts for a public housing authority managing 349 units and 550+ Section 8 vouchers.
- Managed financial and operational analysis for a \$40M+ real estate portfolio, including capital needs assessments and long-term strategic planning.
- Directed LIHTC, RAD, and infill housing project development, coordinating with city officials, architects, and legal counsel to secure funding and regulatory approvals, including financial modeling, pro forma analysis, compliance
- Analyzed development proformas for LIHTC and Fair Market Rentals to support feasibility, compliance, and strategic decision-making.
- Led transition planning and cost analysis for bringing 132-unit Georgetown Estates under direct BCHC management.
- Developed and revised organizational policies, including personnel, procurement, and compliance, ensuring adherence to HUD, federal, and state regulations.
- Presented complex financial and operational data to a CPA-led Board, delivering accessible reports, PowerPoint presentations, and strategic recommendations.
- Cultivated stakeholder relationships, negotiated service contracts, and coordinated cross-functional teams to advance organizational goals.
- Led environmental remediation planning for a former hospital brownfield site with Battle Creek Unlimited and Calhoun County Land Bank.

The Athens Real Estate Company LTD – Athens, Ohio

REALTOR®

January 2016 – Present

- Closed 106 deals (94 residential and 12 commercial), generating over \$35 million in real estate sales and consistently delivering exceptional ROI for clients.
- Consulted and advised over 350 clients on real estate matters, providing expert guidance on property valuations, contracts, and negotiations.
- Secured new clients through cold calls, FSBO listings, and expired listings canvassing, growing the client base and boosting company revenue.
- Built and nurtured strong client relationships, ensuring repeat business and long-term satisfaction.
- Prepared and presented over 200 offers to purchase, demonstrating expert knowledge in market conditions and client needs.
- Reviewed and maintained accurate real estate data, ensuring timely and informed client decision-making.

- Cultivated relationships with local and regional stakeholders to strengthen the company’s position in the competitive real estate market.

The Park National Bank –Newark, Ohio

Commercial Lender & Business Development

July 2018– April 2021

- Closed over 50 commercial loans, totaling \$32.4 million USD, and managed a portfolio worth over \$62 million USD.
- Generated 73 new commercial clients through strategic business development and nurtured relationships with existing clients.
- Advised clients on various loan products, ensuring tailored solutions to meet their financial needs.
- Increased deposits by over \$11 million and personal savings deposits by \$2 million at the Athens Banking Center.
- Identified and secured 300+ new prospective clients, significantly boosting business growth.
- Increased deposits at Athens Banking Center by \$8.5 million and earned the award of Top Public Fund Depositor across Park National Bank.

Education

Bachelor of Arts in Pre-Law

Ohio University – Athens, Ohio

Professional Licensure

- Ohio Real Estate License, Athens County Board of REALTORS®
- Ohio REALTORS® and National Association of REALTORS®
- Ohio Property and Casualty Insurance License
- PHM – Public Housing Manager Certification
National Association of Housing and Redevelopment Officials (NAHRO)

Areas of Expertise and Special Skills

- knowledge of oral and written Modern Standard Arabic
- Strong interpersonal and communication skills (written, verbal, and presentation)
- Exceptional organizational skills and attention to detail
- Proven leadership in managing diverse teams across multiple industries
- Deep understanding of market trends and client relations in real estate and PR
- Expertise in commercial lending, client relationship management, and sales strategy
- Advanced knowledge of insulation technologies and construction safety protocols
- CEDAM Development Boot Camp Certification
Community Economic Development Association of Michigan

Report #2

**Telephone Interview
Candidate Disclosure
Internet, News & Social Media Research
Candidate Introduction / Writing Sample**

Report #3

**Criminal / Civil / Financial BG Check Results
Employment & Degree Verification results
Reference Interviews**

Mr. John Carter

Background:

John Carter is an experienced public housing executive with more than three decades of professional experience spanning affordable housing administration, community development, municipal government, and skilled trades. He has served in executive leadership roles within the public housing sector for over fifteen years and brings a comprehensive understanding of HUD programs, public housing operations, housing choice vouchers, capital planning, and organizational management. His career reflects a strong commitment to public service, operational accountability, and servant leadership.

Since 2011, Mr. Carter has served as Executive Director of the Taylor Housing Commission, a medium-sized public housing agency administering approximately 980 Housing Choice Vouchers and 102 public housing units. In addition, he oversees a related nonprofit entity that owns and operates more than 1,500 apartment units. Previously, he served the City of Taylor in multiple capacities, including Community Development Director, where he administered HUD-funded programs such as CDBG, HOME, and NSP, as well as roles in building inspection, ordinance enforcement, and facilities maintenance. His background in skilled trades, union leadership, and municipal operations provides him with a unique, practical perspective on housing management, capital improvements, labor relations, and community engagement.

Employment:

- **Executive Director** – Taylor Housing Commission, Taylor, MI *January 2011 – Present*
- **Community Development Director** – City of Taylor, Taylor, MI *January 2010 – April 2013*
- **HVAC Technician / Mechanical Inspector / Ordinance Officer**
– City of Taylor, Taylor, MI *November 2000 – April 2013*
- **Maintenance Supervisor** – STC Inc., Taylor, MI *June 1988 – November 2000*

Education and Certifications:

- **Master of Arts in Social Science** – Eastern Michigan University
- **Graduate Certificate in General Public Management** – Eastern Michigan University
- **Bachelor of Arts in Social Science** – William Tyndale College
- **Associate of Arts in Liberal Arts** – William Tyndale College
- **High School Diploma** – Taylor Center High School

LETTER of INTEREST

Dear David,

I have not updated my resume in far too long, but I will gladly share, with you, the most recently updated resume that I have.

In the sake of full disclosure, I must inform you that I would not likely be interested in the position at Manistee Housing Authority, because a relocation, at this time, is not in the cards for my family. I would however like to be considered for consulting opportunities and/or part-time work.

Sincerely,

John Carter

RESUME

7634 Hipp
Taylor, MI 48180

Phone 313-304-2829
E-mail
johnc@taylorhousing.org

John Carter



Objective

In continuing my career in the Affordable Housing industry, I am interested in securing a job with a Public Housing Agency where my industry expertise will be an asset and I will continue to grow professionally.

Employment

January 2011 – Present Taylor Housing Commission
Executive Director

From January 2011 through [April 2013](#) I served as both the Community Development Director of the City of Taylor and the Executive Director of the Taylor Housing Commission. In March of 2013 I resigned from the City of Taylor and accepted a full-time position as the Director of the Taylor Housing Commission. The Taylor Housing Commission (THC) is a medium sized PHA administering 980 Housing Choice Vouchers and 102 units of Public Housing. The THC also has a component unit, non-profit (the Taylor Community Development Corp.) which owns and operates more than 1500 apartment units in Taylor, MI.

November 2000 – April 2013 City of Taylor
HVAC – Mechanical Inspector – Ordinance Officer – Community Development Director: (President of AFSME Local 1128 – 2009)

My first 6 years working for the City of Taylor were spent in the Buildings and Grounds Division of the Parks and Rec. Department, where I served as an HVAC Technician. For most of 2006 I served as the Interim Mechanical Inspector. For the next few [years](#) I was employed by the Building Department as a Rental Inspector/Ordinance Officer. From January of 2010 until April of 2013 I served as the Community Development Director, administering HUD Affordable Housing Programs, including CDBG, NSP and HOME.

June 1988 – November 2000 STC Inc. (Taylor, MI)
Maintenance Supervisor

From June of 1988 through June 1992, I worked for STC Inc., during the summer and on weekends, while I attended college. From 1992 – 1994 I worked full time on the Maintenance staff, performing routine building and equipment maintenance and repair. From January 1995 through November 2000, I held the position of Maintenance Supervisor, where I was responsible for all building, grounds, and equipment repair for numerous commercial buildings. I lead a crew of 3 full time and several part-time maintenance employees.

Report #2

**Telephone Interview
Candidate Disclosure
Internet, News & Social Media Research
Candidate Introduction / Writing Sample**

Report #3

**Criminal / Civil / Financial BG Check Results
Employment & Degree Verification results
Reference Interviews**

Mr. Rick Toney

Background:

Rick W. Toney is a highly experienced affordable housing executive, **Certified Public Accountant**, and real estate professional with more than three decades of progressive leadership experience across public housing authorities, nonprofit housing organizations, financial institutions, and private development firms. His career reflects deep expertise in affordable housing finance, asset management, housing development, compliance, and executive administration. Mr. Toney brings a unique combination of institutional knowledge and entrepreneurial leadership, having successfully led large and complex housing portfolios through periods of stabilization, redevelopment, and organizational change.

Mr. Toney currently serves as Executive Director of the **Georgetown Housing Authority** in Georgetown, Kentucky, where he is fully accountable to the Board of Commissioners for agency operations, housing programs, compliance, and long-term strategic direction. During his tenure, he has implemented significant procedural improvements, strengthened fiscal management, updated policies and administrative plans, enhanced staff training, and positioned the agency for redevelopment of its public housing portfolio. Previously, he served as Vice President of Asset Management for **Fort Worth Housing Solutions**, overseeing compliance and asset performance for more than 10,000 public housing, LIHTC, and RAD units, as well as Vice President roles with the **Sarasota Housing Authority**. Earlier in his career, Mr. Toney held senior leadership positions in affordable housing development, asset management, banking, and real estate finance, managing portfolios exceeding 15,000 units nationwide and working extensively with HUD programs, LIHTC equity, public housing redevelopment, and mixed-income housing initiatives. His leadership style emphasizes transparency, fiscal discipline, collaboration, and proactive problem-solving.

Employment:

- **Executive Director** – Georgetown Housing Authority, Georgetown, KY December 2024 – Present
- **Vice President, Asset Management**
Fort Worth Housing Solutions, Fort Worth, TX July 2023 – November 2024
- **Vice President, Property Management, Finance & Housing Development**
Sarasota Housing Authority, Sarasota, FL October 2021 – July 2023
- **Chief Operating Officer** – Imagine Housing, Bellevue, WA July 2018 – December 2020
- **Director, Asset Management** – Dakota Partners, Waltham, MA June 2016 – July 2018
- **Principal** – Blue Moon Realty Group, Holbrook, MA October 2012 – June 2016
- **Vice President, Director of LIHTC Asset Management**
Union Bank, Walnut Creek, CA April 2008 – October 2012
- **Owner** – Mesa Realty Advisors, Los Angeles, CA February 2004 – April 2008
- **Senior Asset Manager**
Housing Preservation Associates, Los Angeles, CA February 1994–February 2004
- **Senior Asset Manager**
Newfield Enterprises International, Los Angeles, CA April 1988 – February 1994
- **Senior Tax Accountant** – Deloitte, Los Angeles, CA November 1985–February 1988

Education and Certifications:

- **Master of Business Administration** – Xavier University, Cincinnati, OH
- **Master of Business Taxation** – University of Southern California, Los Angeles, CA
- **Bachelor of Business Administration** – University of Cincinnati, Cincinnati, OH

- **Certified Public Accountant** – State of California
- **Certified Public Housing Manager (C-PHM)** – National Association of Housing and Redevelopment Officials
- **Housing Credit Certified Professional (HCCP)** – NAHB
- **Chartered Financial Analyst (CFA)** – Level I Passed
- **Licensed Real Estate Broker** – CA, MA, FL, KY (active/inactive as applicable)

LETTER of INTEREST

RICK W. TONEY, CPA
107 Water Marq Path, Unit 1028
Georgetown, KY 40324

November 16, 2025

Board of Commissioners
City of Manistee Housing Commission

Re: Executive Director

Dear Commissioners:

With this letter and attached resume and other documentation, I am applying for your open Executive Director position. Why am I exceptionally qualified for this unique position?

I am currently the Executive Director of the Georgetown Housing Authority in Georgetown, KY (GHA). I was selected by the Board as my experience and skills set matched the needs of the agency at that time. As detailed in my resume, many new procedures, adjustments, and upgrades have been made during my tenure. The agency is now on stable ground and headed in the right direction. Including a plan to redevelop its public housing portfolio. I believe the MHC team may benefit from this innovative thinking and energy. I am proactive.

On four separate occasions over the course of my career, I have been on the receiving end of corporate downsizing initiatives by my employer. These events forced me to learn to embrace change, incorporate innovative ideas and procedures and build new skills. And, as a result, I gained firsthand direct experience in all major areas to lead your agency. Affordable housing development, fiscal management, HUD voucher programs, public housing management, asset management, compliance, supportive services and working with an assortment of third parties to build consensus to achieve goals and objectives. I think like an entrepreneur and embrace change. You keep moving forward.

I am a CPA with two master's degrees in business. The first in finance from Xavier University (in Cincinnati) and the second in accounting/taxation from the University of Southern California.

For experience, I have years of direct and extensive experience in every area of:

- In-house and third-party management of LIHTC, public housing, RAD, mixed-income and market rate properties
- Housing development, transaction underwriting, and construction management
- Housing authority operations and affordable housing compliance
- Resident and supportive services
- Federal tenant subsidy programs
- Taxable, non-taxable and GSE debt
- Audit, income tax and fiscal management
- Collaborating with an in-house team or with third-party developer partners to renovate or build new housing.

During my time with Union Bank, I was the Vice President of Asset Management for the entire perm loan and 15,000-unit LIHTC portfolios (which included direct investments and upper-tier investments – Fort Worth Housing Authority also owned over 10,000 units). I understand affordable housing transactions, underwriting and lender/investor expectations.

Lastly, from my research, I concluded MHC is slightly smaller than GHA in terms of units owned and number of employees. So, my experience should be very transferrable. I also have an extensive background to address the need to build six hundred additional units. And increase efficiency where needed. I believe I can continue to provide the calm, transparent leadership that the community requires.

I welcome the opportunity to discuss my qualifications with you. I would be very proud to be your next Executive Director.

Sincerely,

Rick W. Toney

RESUME

RICKY WAYNE TONEY, CPA

107 Water Marq Path, Unit 1028
Georgetown, KY 40324

Mobile: 310.213.5310

E-Mail: rick@bluemoonrealtygroup.com

[Linkedin Profile](#)

PROFILE

Seasoned affordable housing professional with institutional training and an entrepreneurial management style. Progressive responsibility and experience in all areas of affordable housing including property management, underwriting, financing, transactions and managing teams.

PROFESSIONAL EXPERIENCE

GEORGETOWN HOUSING AUTHORITY, Georgetown, KY

December 2024 – Present

Founded in 1962, Georgetown Housing Authority (GHA) is committed to providing quality, affordable housing to low and moderate income individuals and families, in a safe, desirable, non-discriminatory neighborhood setting, while promoting economic independence and self-sufficiency to help improve the quality of life for all residents. GHA administers over 425 vouchers and owns 328 public housing units.

Executive Director

[Company Website](#)

Reporting to the Board of Commissioners, complete accountability for all issues for the Agency. Hands-on management of a team of twenty employees across housing operations, housing voucher specialists, FSS coordinator, maintenance and accounting.

2025 Accomplishments: Engaged Charles Schwab for surplus cash management; engaged Housing Agency Marketplace for all RFP/RFQ postings, hired fee accountant via RFP, engaged RAD consultant, five employees completed HCV training, five employees completed PH training; two employees completed procurement training, updated HR handbook, updated ACOP, updated HCV admin plan, Board approved the creation of a 501(c)(3) entity for grant applications and development activities, issued RFQ for co-development partner, issued RFP for accounting/property management software, hired US Inspections to conduct annual 100% inspection of all PH units, hired AEI Consultants to prepare a capital needs assessment, created mod rehab team for capital fund expenditures, conducted public auction for all surplus materials and equipment, created Facebook, LinkedIn, Instagram and X social media accounts, submitted annual audit with no findings, implemented HCV homeownership program.

FORT WORTH HOUSING SOLUTIONS, Fort Worth, TX

July 2023 – November 2024

Founded in 1938 to provide decent, safe housing for low-to-moderate income residents. In 2024, the FWHS portfolio includes 50+ properties with 10,000+ units, 85% of which are offered at reduced rents to eligible households. The entire portfolio is managed by twelve third-party property management companies.

Vice President - Asset Management

[Company Website](#)

Complete accountability for the asset management and compliance for the 10,000+ unit LIHTC, public housing and RAD portfolios. Point person for all agency compliance activities including the annual audit and tax return, LIHTC investors, HUD compliance and JV development partners.

Reason for leaving: Moved to Kentucky for Executive Director position.

SARASOTA HOUSING AUTHORITY, Sarasota, FL

October 2021 – July 2023

Founded in 1938, Sarasota Housing Authority (SHA) provides homes to more than 1,000 families and utilizes several federal income subsidy programs including LIHTC, public housing, project-based vouchers and project-based Section 8. SHA also administers over 2,500 vouchers.

Vice President – Property Management, Finance and Housing Development

[Company Website](#)

Complete accountability for all in-house property management and maintenance, finance and accounting department, capital improvement department and housing development activities. A total of 20 employees.

Point person for all agency compliance activities including the annual audit and tax return, LIHTC investors, HUD compliance, development partners and state compliance.

Reason for leaving: Moved to Texas for Vice President position with Fort Worth Housing Solutions.

IMAGINE HOUSING, Bellevue, WA

July 2018 – December 2020

Imagine Housing is a real estate developer (market rate and affordable) and owner based in Greater Seattle. Founded in 1987, the organization has grown to 19 MFR and commercial properties and serves a diverse population including families, seniors, veterans and former homeless (30%, 40%, 50% and 60% AMI).

Chief Operating Officer

[Company Website](#)

Complete accountability for the asset management, finance, redevelopment, IT, main office, third-party property management, compliance, accounting and supportive services departments.

Accomplishments: Developed budgets and strategic plans for day-to-day operations, refinanced three properties yielding lower monthly P&I payments and over \$10.0 million in net cash proceeds to borrower, established cash management program with these proceeds, negotiated a \$4.5 million bank line of credit, changed property management company to improve operating performance, reorganized monthly operating report to the Board of Directors, reorganized supportive services department and hired new director, renewed three project-based Section 8 contracts with substantial (mark-up-to-market) rent increases, fully leased new 63-unit MFR property within 20 days of opening, completed one perm loan conversion, optimized insurance program slowing the growth of annual premiums and managed the entire process of preparing and filing the non-profit agency annual audit/tax return and eight single purpose entity annual audits/tax returns with no findings.

Reason for leaving: Moved to Florida.

DAKOTA PARTNERS, Waltham, MA

June 2016 – July 2018

Massachusetts-based real estate developer (market rate and affordable) and general contractor involved in the acquisition and development of multi-family rental communities (LIHTC and market rate) in both urban and suburban areas throughout New England, Virginia and New York.

Director - Asset Management

[Company Website](#)

Complete accountability for the asset management, compliance, lender relations, investor relations of the MFR and commercial properties portfolio. Performed direct oversight of third-party property management companies, developed operational and business strategies for property operations to achieve optimal performance, managed all annual capital improvement projects, managed insurance programs, team leader for annual audits and tax returns, team leader for all perm loan conversions and scheduled equity contributions and team leader for initial lease-up of new properties. Portfolio consists of 20 properties.

Accomplishments: Completed four perm loan conversions including one with Freddie Mac and one with Fannie Mae, fully leased four new MFR properties across three states, worked with local housing authority on a 10-unit RAD conversion, changed insurance brokers to lower annual premium increases, troubleshooted water quality issue causing boilers to rust prematurely and changed auditors to reduce fees.

Reason for leaving: Moved to Washington to accept Chief Operating Officer position at Imagine Housing. A major career objective.

BLUE MOON REALTY GROUP, Holbrook, MA

October 2012 – June 2016

Principal

Family-owned residential redevelopment company specializing in the purchase, renovation and sale of older and physically distressed SFR homes throughout Greater Boston. House flipper. Completed ten transactions.

Reason for leaving: My wife and I closed the business. The economics of flipping transactions changed in Boston.

UNION BANK, Walnut Creek, CA (Acquired by US Bank – December 2022)

April 2008 – October 2012

Vice President – Director of LIHTC Asset Management

[Company Website](#)

Complete accountability for the entire tax credit equity and permanent loan portfolios for a major lender and LIHTC investor. Managed a team of asset managers across four cities. Total portfolio was in excess of 15,000 units.

Accomplishments: Developed a comprehensive database to monitor property level operating results, created comprehensive asset management policies and procedures manual, fund manager for Union Bank originated upper-tier LIHTC investment funds, created quarterly portfolio review process with chief credit officer, created watchlist criteria and procedures, developed a process for monitoring the performance of the third-party originated (upper-tier) LIHTC investment funds and served as a member of the investment committee for approving all affordable debt and equity transactions.

Reason for leaving: My position was eliminated in a corporate cost-cutting move. Moved to Boston which is my wife's hometown.

MESA REALTY ADVISORS, Los Angeles, CA

February 2004 – April 2008

Sole owner of LIHTC development and consulting company specializing in the asset management and development of affordable housing properties using tax-exempt bonds or taxable debt and 4% or 9% low-income housing tax credits. Clients included owners of HUD and RD properties (515 and 521), LIHTC developers and public housing authorities (PHA).

Accomplishments: Mesa became a general partner in and, acted as the construction phase project manager for, two LIHTC acquisition/rehab transactions and served as advisor/consultant for six other LIHTC transactions. Underwrote over 50 potential transactions.

Reason for leaving: As sole owner, I closed my consulting business to join Union Bank. Moved to Walnut Creek, CA

HOUSING PRESERVATION ASSOCIATES, Los Angeles, CA

February 1994 – February 2004

Senior Asset Manager

Asset management company representing 300 plus limited partnerships in which each owning entity owns a HUD, tax credit or conventionally financed multi-family residential property.

Complete accountability for the asset management of seventy-five multi-family residential properties valued more than \$200 million and located in twenty-seven states. Responsibilities included the supervision of fee property managers, manage the entire property sales process including selection of brokers, manage all issues relating to refinancing HUD properties to conventional and manage the annual Section 8 renewal process.

Reason for leaving: The owner passed away and his family sold the company. My position was eliminated.

NEWFIELD ENTERPRISES INTERNATIONAL, Los Angeles, CA

April 1988 – February 1994

Asset management company representing a diversified Saudi Arabia-based investment group with extensive worldwide real estate holdings including United States realty valued more than \$1.0 billion.

Full range of asset management responsibilities performed in a hands-on and leanly staffed environment. Primary assignment included complete asset management accountability for two major real estate investments valued more than \$325 million.

Senior Asset Manager

[Company Website](#)

- Asset manager representing a 50% general partner in a joint venture with Prudential (1988-1994). The investment was a mixed-use corporate park in suburban Chicago consisting of six high-rise office buildings totaling 1.6 million square feet and a 394-key Marriott Hotel.
- Asset manager representing a 50% general partner in a joint venture with a Los Angeles-based developer (1989 – 1994). The mixed-use investment consisted of several projects on ground leases owned by the County of Los Angeles in Marina del Rey, CA that included three hotels, two Class B apartment complexes, one retail center, industrial buildings and 1,500 boat slips. Point person on Chapter 11 reorganization plan.

Reason for leaving: The Los Angeles office was closed and my position was transferred to the Paris office.

DELOITTE, Los Angeles, CA

November 1985 – February 1988

Senior Tax Accountant

[Company Website](#)

Prepared and reviewed federal and state income tax returns with specialization in real estate. Fulfilled California CPA certification requirements.

PROFESSIONAL DESIGNATIONS

Certified Public Accountant (CPA) – State of California ([License Number: 52260](#))
 Housing Credit Certified Professional (HCCP) - NAHB Pin: [License Number: 370657](#)
 Certified Property Manager (CPM) 1992 – 2015 (Did Not Renew) Certified Public Housing Manager (C-PHM) - NAHRO
 Chartered Financial Analyst (CFA) – Passed Level I – June 2010
 Licensed Real Estate Broker – State of California ([License Number: 01145325](#)); Commonwealth of Massachusetts ([License Number: 9530607](#));
 State of Florida ([License Number: BK3522023](#)) and Commonwealth of Kentucky ([License Number: 301449](#))

EDUCATION

Master of Business Taxation
University of Southern California, Los Angeles, CA

Master of Business Administration
Xavier University, Cincinnati, OH

Certificate in Business Analysis
UCLA Extension, Los Angeles, CA

Bachelor of Business Administration
University of Cincinnati, Cincinnati, OH



The National Association of Housing and Redevelopment Officials
Presents this Certificate of Certification to

Ricky Toney

Who has achieved the requirements established by NAHRO certification,
verified by the NAHRO Board of Ethics and Credentialing Trustees, and is hereby certified as a

Certified Public Housing Manager

Entitled under the conditions prescribed in its certification programs
to use the above title and the designation **C-PHM**

10/16/2025
Date Certified

CHAIR, Board of Ethics
and Credentialing Trustees:

Clifton C. Martin, CME, CMPO, PHM,
SPHM, CPM, NAHRO Fellow

Recertification Required 10/31/2028

Report #2

**Telephone Interview
Candidate Disclosure
Internet, News & Social Media Research
Candidate Introduction / Writing Sample**

Report #3

**Criminal / Civil / Financial BG Check Results
Employment & Degree Verification results
Reference Interviews**

FINALIST CANDIDATE
QUALIFICATIONS AND BACKGROUND REPORT

Town Administrator



Mr. Thomas Galinat

This report includes the following research:

Resume, Cover letter, Candidate Introduction / Writing Sample, Disclosure Statement, Personal Interview with the candidate, Employment Verification, Education Verification, and Reference Interviews.

The following research is nearly complete:

Criminal / Civil background checks 71% completed

Interviewers Comments: *Very good! Excellent interpersonal and technical management skills! All about community. A track record of management experience. Projects confidence with his understanding of customer service, mutual aid, intergovernmental relations, communication and effective local government administration. Concise in his responses, but not pushy. Will be a great in-person interview. Great qualifications!*

Excellent compelling reason to be in Haverhill and most-likely an excellent fit. (Members of the community know his family, and have a very positive family name).

Disclosure Statement: *No felony, no charges, no investigations.*

Background Check Pt.1: *Across platforms, Galinat's social footprint is rooted in: (1) Foxfire Revival Farm branding (IG & FB) tied to his Peacham life, and (2) official municipal communications (Town of Johnson FB) plus short-form video coverage (TikTok/IG/Facebook video) of Johnson's flood-resilience projects, where he often appears or is quoted as Town Administrator.*

Reference Interviews: *Included and extremely positive.*



Table of Contents

EXECUTIVE BACKGROUND SUMMARY	5
COVER LETTER & RESUME	7
DISCLOSURE STATEMENT	11
TELEPHONE INTERVIEW W/ CANDIDATE.....	13
CANDIDATE INTRODUCTION & WRITING SAMPLE	17
BACKGROUND INVESTIGATION PART I: <i>INTERNET, NEWS & SOCIAL MEDIA</i>	25
BACKGROUND INVESTIGATION PART II: <i>CRIMINAL / CIVIL, EDUCATION & EMPLOYMENT VERIFICATION</i>	31
REFERENCE INTERVIEWS	35

Executive Background Summary



Background:

Thomas E. Galinat is an experienced municipal leader with a strong record in **town administration, financial management, and community project coordination**. Since 2023, he has served as **Town Administrator** for Johnson, VT, managing daily operations, overseeing a **\$3.7M budget**, securing over **\$9M in federal and state funding**, and leading high-profile projects such as relocating the Johnson Public Library and fostering the first **major joint initiative between the Town and Village** in a decade.

Previously, as **Town Clerk/Treasurer** of Peacham, VT (2015–2023), he implemented the town’s first **internal policies for financial transparency**, developed **cost-saving infrastructure replacement and retreatment plans**, and **improved communication between departments and the Selectboard**. Galinat also co-owns and operates Foxfire Revival Farm, where he has revitalized a multigenerational family farm, managed diverse livestock operations, and built an agrotourism business. Holding dual bachelor’s degrees in Geosciences and General Science with a minor in Education from the University of Southern Maine, he blends fiscal acumen, operational leadership, and community engagement to strengthen municipal governance and local resilience.

Employment:

- **Town Administrator** – Town of Johnson, Johnson, VT | **2023 – Present**
- **Town Clerk/Treasurer** – Town of Peacham, Peacham, VT | 2015 – 2023
- **Co-owner/Farmer** – Foxfire Revival Farm, LLC, Peacham, VT | 2017 – 2025

Education and Certifications:

- **Bachelor of Arts and Sciences in Geosciences (Concentration: Environmental Geology)** – University of Southern Maine, Portland, ME | 2008
- **Bachelor of Arts and Sciences in General Science (Minor: Education)** – University of Southern Maine, Portland, ME | 2008

Other: Owns / owned an Alpaca farm with cattle, sheep, pigs and horses

Cover Letter & Resume



Cover Letter**Thomas E Galinat**734 Peacham Danville Road • Peacham, VT 05862 • (860) 377-8597 • thomas.galinat@gmail.com

August 9th, 2025

Rod O'Shana, Selectboard Chair
 Town Administration Office
 James R. Morrill Municipal Bldg.
 2975 Dartmouth College Hwy.
 North Haverhill, NH 03774

Dear Mr. O'Shana and the Selectboard for the Town of Haverhill,

I am writing to you in regard to the recent posting of the Town Administrator position. I believe my skills and experience will suit me well for this position. I believe my role as the Town Administrator for Johnson, Vermont, and my role as Town Clerk/Treasurer for Peacham, Vermont, has prepared me well for this position. My role as Town Clerk/Treasurer of the Town of Peacham has given me a strong sense of financial management, planning, and accounting. I brought Peacham out of the spike and trough budget cycles and into steady, stabilized tax rates. I believe planning for tomorrow saves both time and money. I also believe planning for tomorrow gives residents a sense of transparency and expectation. I was able to use these skills in Johnson to work with the Selectboard to create a first ever paving reserve fund. This allows the Selectboard to create a paving plan and budget based on a plan vs the annual cost of paving. This stabilizes the tax rate and provides far more transparency for residents. This first step paved (pun intended) the way for reserve funding for community beautification and the library. Small executable actions in our approach to long-term visions often have an exponential effect on moral and team thinking. It is this approach to long-term planning in both Johnson and Peacham that has brought those communities together to carry their own torch on their path to success. I believe this style of leadership will be successful in working with the Selectboard and the Town of Haverhill.

In my last roles I regularly met with the Road Foreman, Recreation Coordinator, Town Clerk, Committee Chairs, Listers, Fire Chief, Zoning Administrator, and the Sextant to make sure their needs, and their employees needs were met. I oversaw the budget for both towns, but these meetings were far more important than ensuring budget constraints were met, these weekly meetings were often brief but critical to seamless communication between the department heads and the Selectboard. I believe that constant open communication mitigates most concerns. I regularly met with town employees to ensure things were "Jolly in Johnson" or "Peachy in Peacham." I believe a positive and team orientated work environment prevents many common HR issues. Not only does this prevent many HR concerns, a positive environment carries a team through those hard decisions we sometimes have to make. I firmly believe that by creating an environment where employees are heard, thoughts are listened to and explored, and directions are explained, you create an environment where leadership isn't just making decisions, leadership is supporting the vision of the Board by working together with all employees towards something greater than any individual task.

My role as the Town Administrator in Johnson was very dynamic. I started right after the flood of 2023. The municipal building, fire station, library, sewage treatment facility, post office, health center, grocery store, and a community devastated by 190 separate FEMA claims. The municipal damage alone was over \$30M. The Town of Johnson is well on its way to a new, re-imagined Johnson. The downtown is moving off the river, the university-town relationship is now built on visioning together, and a community has come together to build a shared vision of a re-imagined Johnson. This was done by managing several multimillion-dollar projects and grants. The most significant was a \$1.68M grant to relocate a 40'x45' brick library through a congested downtown out of the floodplain. I was the project manager, we had no general contractor, I handled the construction details, permitting, and coordination of the preparation, move, and new site foundation. The night of the move I coordinated 24 teams, 177 utility and construction workers, and lead the communications as building across town to new location. I believe the significance of this project was not physical move or extensive planning, it was bringing the Town together. Having all sides come together and get behind this project before the move, during the move, and getting the Town behind the next project before the momentum slows.

I moved to the Peacham to help run my family's 170-year-old farm. When I arrived, there were 4,500 bales in the barn and no buyers. The equipment was 1960's vintage. Through a holistic vision which included the whole family, I was able to take the farm to a place of not only profit, but a scalable model for generations to come. I was able to apply these skills to Johnson by assisting the Selectboard in revisiting downtown Johnson and the community in the face of increasing weather events. My children attend school in Lydon, where my parents have been their primary transportation. However, my parents are aging quickly, I need to work closer to home. I feel this position will help me relax my personal situation and I also believe I can use my skills and experience to identify opportunities and help the Selectboard and Town of Haverhill.

Thank you for your consideration, I look forward to hearing from you.



Sincerely, Thomas Galinat

Resume

Thomas E Galinat

734 Peacham Danville Road • Peacham, VT 05821 • (860) 377-8597 • thomas.galinat@gmail.com

EDUCATION

2003 - 2008 **University of Southern Maine** **Portland, ME**
-Bachelors of Arts and Sciences in Geosciences 2008
Concentration in Environmental Geology
-Bachelors of Arts and Sciences in General Science 2008
Minor in Education
 Two Majors geared towards science education, USM Men's Soccer Team, Captain 2005

EXPERIENCE

2023-Present **Town of Johnson** **Johnson, VT**

Town Administrator

- Manage the day-to-day operations of the Town of Johnson
- Work with the Selectboard to develop agendas, warn and notice meetings, and gather materials to support agenda items, and prepare to answer questions in a public meeting.
- Oversee the budget and financial planning (\$3.7M). Work with the Selectboard to prepare the annual budget, capital plans, and create models for tax stabilization and long-term planning.
- Carried out and enforced motions and decisions of the Selectboard, policies, regulations, and regularly performed contract negotiations and policy review.
- Supervised town buildings and land, equipment, tools, and other property, and coordinated with department heads for maintenance, repair, and replacement planning.
- Designated contact for communications with Local, State, Federal and other agencies in matters pertaining to the Town.
- Rebuilt after the flood of 2023 with resilience and long-term planning in mind.
- Liaison between the Village of Johnson and Town of Johnson, two overlapping but separate municipalities. Fostered a collaborative project of more than \$30M and curated both boards agreeing and signing onto a joint project, together, for the first time in 10 years. Broke down historic barriers and mended old wounds for putting the Town's best interest first. This was the most challenging of all my tasks. Grant applications will commence in the fall of 2025 for this joint effort.
- Relocated the physical Johnson Public Library across town, coordinating 6 utilities, road crew, AOT, building movers, permitting and the general public. This project mobilized in 4 months. This project brought national attention to the importance and power of local community. [Seven Days Video](#) [Vermont Public Radio Video](#)
- Researched funding sources, prepared grant applications and administered approved grants. Currently working through more than \$9M in federal funding from FEMA, Vermont Emergency Management, Northern Boarders Regional Commission, USDA Natural Resource Conservation Service, Vermont Department of Libraries, and State ARPA funds.
- Prepared the annual budget for the Selectboard. Monitored YTD spending against the budget and projections, highlighted concerns early, and presented mitigating solutions for both the current and future years.
- Communicated effectively with the press, public, other officials, members of Town Commissions and boards, State and Federal officers.
- Answered to the majority of the complaints and ensured residents were heard, informed, and all options were offered. Most complaints were mitigated before reaching the board level.

2015-2023 **Town of Peacham** **Peacham, VT**

*Town Clerk/Treasurer,
Elected at Town Meeting March, 2015*

- Responsible for all general ledger activity, audit accountability, deposits, accounts payable, payroll, state, federal, wage reporting, 1099 reporting, and grant reporting.
- Created and implemented the first ever internal policies and procedures for Treasurer activities in the Town of Peacham. Designed to create more transparency, more protection from fraud, and create better communication with the Selectboard and Auditors.
- Created and implemented a highway vehicle and equipment replacement plan which has significant cost savings annually, stabilizes the tax rate, maximizes trade-in equity, reduces down time, and boosts highway morale.
- Created and implemented a retreatment plan with the Road Foreman to stabilize the tax rate, match contributions to reserves with AOT grant cycles, and keep residents aware of retreatment planning and expectations.
- Responsible for the financial reporting and the collection of materials for the Town Report for the Auditors to compile.
- Answered most complaints for the Selectboard.
- Worked with the Road Foreman, Fire Chief, Sextant, Auditors, Assessors (Listers), Zoning, Commissions and Committees to ensure that the Selectboard was ahead of all issues and communication was smooth and effective.

2017-2025 **Foxfire Revival Farm, LLC** **Peacham, VT**

Co-owner, farmer

- Raising pork for Foxfire's own salami products sold at the Morrisville Coop.
- Managed the day-to-day operations of our 40 head Highland cattle herd, 40 head Clun Forest sheep flock, 10-15 feeder pigs a year, 500+ broilers a year, and a draft horse.
- Created and ran a sleighride business since 2017-2020 serving clients from around the world.
- Revitalized a 170-year-old, 7-generation family farm through negotiating different personalities, priorities, and ownership.
- Create, implement, and adapt the working business plan for a 340-acre family farm.

PERSONAL

• Professional Hobbies:

- Chandler Hill Farm - parent farm of Foxfire Revival Farm. Family owned since 1853. 120 acres in hay and pasture. 1500 tap sugarbush which produces VT's finest maple products. Alpaca fiber and agrotourism.
- Sheep shearing, specializing in small flocks for hand spinners.
- Fiber arts, former employee of the Green Mountain Spinnery and fiber enthusiast.
- Caramel Sunset Designs, LLC - Blacksmithing, leather work, furniture making, ceramics, and silver smithing. I closed this business, but I continue to enjoy the work as much as I can. This is my "Tom Time" to relax.

Disclosure Statement





Candidate Personal Disclosure Questionnaire

Name of Candidate: Thomas Galinat

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in your being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

(Please explain any "YES" answers on a separate sheet of paper.)

- 1. Have you ever been convicted of a felony? Yes No
- 2. Have you ever been involved in a domestic abuse incident that resulted in your being arrested or that was covered by the media? Yes No
- 3. Have you ever declared bankruptcy? Yes No
- 4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit? Yes No
- 5. Have you ever been the subject of a sexual harassment complaint that was investigated or that resulted in a lawsuit? Yes No
- 6. Have you ever been convicted of driving while intoxicated or under the influence of illegal or controlled substances? Yes No
- 7. Have you ever sued a current or former employer? Yes No
- 8. Please identify any personal social media accounts you have or use and provide the address:
 - a. LinkedIn Yes No URL: linkedin.com/in/thomas-galinat
 - b. My Space Yes No URL: N/A
 - c. Twitter Yes No URL: N/A
 - d. FaceBook Yes No URL: facebook.com/thomas.galinat
 - e. Instagram Yes No URL: @mr.dukes.ncgee @firmrevival.firm
 - f. TikTok Yes No URL: N/A
 - g. Other: _____ URL: N/A
- 9. Is there anything else in your background which is resolved or unresolved that might cause a reasonable person concern if he/she were to become aware of it through the press, blog, or other public medium. Yes No If yes, please use another page to explain.

Attested: _____ Signature 8/19/2025 date

Please (a) print, (b) sign with your actual signature, (c) scan / photograph and (d) send back as a PDF via email attachment to:

Telephone Interview w/ Candidate



Date: 20 August 2025
Conducted by: D. Evertsen

What prompted your interest in this position?

I have not told anyone about this yet, so a little confidentiality would be appreciated.

I live 32 minutes from my house to Haverhill, but 50 minutes from my house to Johnson. Haverhill drive is a much better drive. My kids go to school in Lindon, VT and my parents take them – which takes 2 hours to drive them home. Haverhill would be 1 hour. My parents can't do this for me easily any more. My timeline is getting short. I've had my eye on the radar for an opportunity like this for quite a while. This is a perfect opportunity for me

What do you know about the Town of Haverhill, NH?

I called and spoke with some people in Haverhill regarding the departure of the previous Manager / Administrator and this sounds a lot like Johnson, but things that I can handle. In Johnson we are working with FEMA and other organizations to move an entire town away from the river due to past flooding – this is complicated. Haverhill's issues seem a lot less complicated. I can step away from Johnson now because many of these projects are on autopilot and the Town won't be

I learned that the TMs relationship with the Board and the Fire District / Ambulance services was strained. I have strong listening skills and feel that these skills would be helpful in facilitating a better relationship between the Townships and the Town – working for the best Haverhill – whether you are in Johnson or Johnson Village (example).

Aside: we buy all of our farm equipment and groceries in Haverhill. So I'm in town 1-2x per month.

What do you see as the greatest challenge for Public Administrators in general, and Town Managers / Administrators specifically?

Our world is extremely divisive right now. We are constantly enduring the barrage of 'what is wrong' but always process of what looking for a solution.

Controlling the narrative "this is what the town is doing – best practices - to serve the best interest of the residents of the town". The new idea of "what can I get out of the Town" conflicts with the narrative of "how can we work together for an idea than an administrator, or a board member – but rather working together for the best interest of the collective.

What does "city / town management in the 21st Century" mean to you?

Creating a relationship of trust. The world is moving fast, a strong relationship needs to be built to help the Board make informed decisions quickly.

Growing pains are the best time to help a town, to build trust, to be more efficient than what we had. We will get there together.

What does “information management in the 21st Century” mean to you? How does that apply in a smalltown context?

Very different from pre-COVID. The way we communicate has changed. When you have a problem or a solution – YOU NEED TO GET THIS OUT TO THE BOARD AS SOON AS POSSIBLE!!! Then, you have to bring the 5 Board Members together, and be prepared for ALL QUESITONS, and constantly hearing their concerns, repeating them back, getting the answers, and getting the information back to ALL OF THEM. You don't have 1 boss, you have 5 bosses. Give them EVERYTHING – then once they make a decision – help them to implement it.

As an administrator, ill always tell you my opinion, and I will always do what you tell me.

I understand the difference between a Manager and an Administrator – draft careful motions, provide transparent communication so that the motions can be easily amended by the board.

What would your references say are 5 words which describe you, your skills or your attributes?

- *Servant Leader*
- *Big picture, visionary*
- *Eternal optimist, enthusiastic*
- *Has a firm handle on things, projects & information*
- *Coordinated – can bring a lot of people together, maintains continuity and collaboration*

Would your family be comfortable with the possibility of relocation to or near Haverhill? Absolutely.

Anything else you would like to share? Do you have any questions we might answer for you?

I want the Board to understand that I understand and I am fully aware of the recent transition from Manager to Town Administrator. I fully understand and appreciate that a Town Administrator functions much differently than a Town Manager. The Board makes the decisions; I don't have much autonomy. I have to have the Board's authority to do anything. The Board has to be on the same page with each other and the Administrator, goals and priorities need to be clear and decisions made as quickly and clearly as possible.

I would enjoy the opportunity to meet together and visit with the Select Board.

Interviewers Comments: *Very good! Excellent interpersonal and technical management skills! All about community. A track record of management experience. Projects confidence with his understanding of customer service, mutual aid, intergovernmental relations, communication and effective local government administration. Concise in his responses, but not pushy. Will be a great in-person interview. Great qualifications!*

Excellent compelling reason to be in Haverhill and most-likely an excellent fit. (Members of the community know his family, and have a very positive family name).

Candidate Introduction & Writing Sample



<p>What is your current/recent position/title(s)?</p>	<p>Town Administrator</p>
<p>How would you describe your current employer and work environment?</p>	<p>I work for the Town of Johnson, a town that was recently flooded and working through flood recovery. There were 190 FEMA claims and over \$30M in municipal damage alone. The town and village share an office and share office staff. The village is the local utility. There are long standing differences with the village that come up from time to time, but working through each concern as it arises has brought the two municipalities closer.</p> <p>The Selectboard is often a 3-2 split on most votes. This is challenging at times as clarity on direction can be difficult to discern between meetings with a split board. Developing clear communication and transparency has made this aspect relatively easy to manage. I operate on my own throughout the week checking in daily with various board members. I am in the office M-F with most meetings out of the office. My contract states that I'm available from 9-4 by phone or in person M-Th, two of which can be from home. I seldom work from home however. The remaining 12 hours are flex to accommodate evening meetings, calls, and emails. I often work more than 40 hours, I feel that is necessary to manage the day to day operations of a town this size.</p>
<p>What is the largest # of employees you have been directly and indirectly responsible for?</p>	<p>20+, currently 15, though not all direct reports.</p>
<p>What are the services your <i>current</i> employer provides?</p>	<p>Municipality. Population of 3900, budget of \$3.6M. \$8.2M total expenditure liabilities. The budget excludes zero match grants. The additional amount of \$4.6M requires oversight for grant administration, spending, reporting, and reimbursement follow through.</p>
<p>Tell us about any direct influence you have had department budgetary, purchasing, and personnel decisions, systems and processes?</p>	<p>Sole Responsibility for preparing the annual budget, capital plans, paving plans, replacement plans, drafting and enforcing the procurement or purchasing policies, 6 direct reports, 10 committees/commissions reporting, employees under direct reports when conflicts arise, resident and voter conflict resolution, union negotiations, financial policy development and implementation, creation of chart of accounts, created procedure manual for all treasurer activities, consulted for neighboring municipalities on financial procedures.</p>
<p>Why are you interested in the Town Administrator position in the Town of Haverhill, New Hampshire?</p>	<p>This opportunity is very attractive for me and my family. The role is similar to my current role as a Town Administrator. I'm confident in my ability to serve the Selectboard of Haverhill with my current skillset. A major factor in considering a career move is the need to work closer to home. My children attending school in Lyndon, VT. It currently takes me 2 hours to drive them to school and then to my current office. Haverhill would only take me an hour to drive them to school, only 35 minutes when they are with their mother.</p>

<p>What do you believe are the keys to developing and successfully managing a small local government?</p>	<p>I believe transparency is the most important aspect of municipal management. Clear and concise communication to and from the Selectboard and the residents also makes government efficient and successful. Listening to residents and explaining the reasoning behind Selectboard decisions or plans is extremely important in gaining the voters confidence and trust in local leadership.</p>
<p>Share two examples of where your leadership efforts improved the efficiency / effectiveness of your <i>local government or public agency</i> and its mission.</p>	<p>I have always felt that it's best to rip the band aid off and build the system that works for the operation. Identifying the concern and addressing the root can save \$1000's while increasing transparency and communication.</p> <p>As a Town Administrator, I developed automated systems for grant applications and tracking. What this did is create a template for transparency containing what the grant is, what agency is administering, which town employee is responsible, relevant info, and progress tracking. This prevented projects being stalled and allowed for accountability of next steps.</p> <p>As the Town Administrator I worked with a tech savvy Selectboard member to create a file sharing system through Microsoft SharePoint. This allowed the selectboard to be up to date on information and projects without waiting for an update from the administrator. This allows access to documents and project tracking 24/7. In this case files for upcoming selectboard meetings would be saved weeks ahead of time for the Administrator and the Selectboard to review.</p>
<p>Share two <i>ethical situations</i> that you faced during your career. What were the issues and what was the outcome? Looking back, would you do anything differently?</p>	<p>As a Town Administrator you come across all kinds of situations where you have to make a call, a decision that has no law or policy to guide you. This is where your character really shows.</p> <p>The first situation I can think of was after the flood of 2023 there was a lot of homelessness. Residents had to prove they were housed in Johnson before the storm to get on this special homeless list set up by the state. Let me lead by saying many individuals in challenging economic situations are afraid of the government.</p> <p>One of the ways you could prove your residency was by showing you were registered to vote, or by getting a letter signed by the administrator/manager of the town.</p> <p>As individuals came to request the letter I told them they needed to register to vote first. They wouldn't. They also needed a home. I offered them this; if they registered to vote on paper and sign your name, I'll write you a letter and sign my name. I'll hold their registration and not give it to the clerk. If anything comes up I'll register you, if nothing comes up, I won't. To this day they are not homeless in Johnson, and I haven't heard anything...no news is good news.</p> <p>The second situation that comes to mind is the time when I was asked to enforce a 20 year old health order that was recorded in the land records. The health order is tied to the property, not the owner. The current owner is the son of the person for which the order was given to. There was mountains of trash on the property. I was directed to enforce the order in hopes it would get cleaned up.</p>

	<p>So, I visited the property and met the current owner to try to understand what was going on. I could see recent progress, but still a giant mountain of trash. The owner was taking a bag a week in the trunk of their tiny car to the dump. The trash also wasn't brought there by them, but by way of the order, it was theirs to clean up. I walked away thinking to myself that this family couldn't afford a dumpster (or 3) and couldn't afford the fines. The saying "you can't bleed a stone" comes to mind here. Instead of calling the sheriff and issuing a summons to enforce the order, I called the area non-profits and was able to get people out there to help. Two weeks later the trash was cleaned up and there was no order to enforce. The town did not have to enforce and the town did not participate in the cleanup.</p>
<p>Tell us about your experience in <i>public speaking</i> before community groups, and elected officials?</p> <p>How comfortable are you working with the media?</p>	<p>Public Speaking is one of my strong points. I feel very comfortable speaking to and in front of residents, the board, state and federal officials, state and federal representatives, and the media. My experience is for the whole spectrum from celebrations to responding to difficult situations.</p> <p>I feel the media is a tool that towns should utilize to tell the narrative the board wants out there. By working with the media you can help tell the story the board wants to tell before the board has to respond to negative press.</p>
<p>How you would approach improving the public's perception of <i>local government</i> and its services within the community?</p> <p>What experience do you have with effective development and use of social media?</p> <p>Please share examples from your own experience.</p>	<p>In my first year as a Town Clerk, I was told a small piece of advice that I still carry with me today. A 30 year clerk from the town of Hartland, VT pulled me aside and said "Local Government is the flag of the entire community. The appearance of fairness is more important than being fair itself." What I took away from that conversation was that the process of a Board and the Municipality's employees is the perceived integrity of the Municipality. If there is a policy, we should either follow it or change the policy to reflect the actual process. Trust in government is essential for efficiency and expediting process. The lack of trust in local government will cost a town 10's of thousands annually.</p> <p>Social Media and government has historically had a challenging relationship. However, social media is the most effective way to deliver news and notices in this era. I have found in my experience that using only 1-2 platforms, limiting all engagement with comments to direct messages only, allows the municipality to get the information out to its residents while reducing liability of the miscommunications through public forums (comment sections).</p> <p>Facebook and Email have been the most effective for reaching the broad spectrum of residents.</p>

<p>Have you ever experienced a situation of <i>public outcry, angry citizenry or negative media coverage</i> of an incident involving yourself, an important issue or one of your employees?</p> <p>If yes, please tell us about it and your role in managing it.</p>	<p>In all honesty, I take complaints almost daily. The community I work in is the fourth poorest town in Vermont. Road conditions, neighborly disputes, dogs, spending, personal relationships with employees of the town...there will always be complaints. I call them back, I visit if possible, I relate and I inform them off all the options. Some the Town can't help with, but listening and showing respect deescalates 90% of resident concerns.</p> <p>The hardest moment in my career regarding public outcry was from an incident involving the need to euthanize a dog. The dog was not safe to be handled and was at the town's kennel. The town was required to notice the intent to euthanize, which created an emotional response that was quite vocal. I called every person back, I messaged every commenter on facebook, I called the newspaper before they could write a story. Transparency, communication, and taking the time to explain the need defused this situation.</p> <p>I believe it is extremely important to have a positive relationship with the press. I have always operated with a personal relationship and trust agreement that sharing the story immediately allows the town's perspective to be the first and gives the town the opportunity to get out in front of hard situations.</p>
<p>Are there any technical or administrative <i>innovations or programs</i> that you implemented elsewhere that you would like to bring to the Town of Haverhill (<i>i.e. technical, interpersonal, managerial, etc</i>)?</p> <p>If so, please briefly explain?</p>	<p>I have always been "build a better mousetrap" type of person. I see the systems and focus on the 30,000' view. On my family farm I changed how we hay and sugar to be all 1-person operations as lack of labor is our largest concern. I applied my understanding of systems to create an extremely efficient arch. Buring .6gal oil/1 gal maple. In Peacham, I reorganized the Vault and indexed all historical maps. Having them scanned and indexed allowed the historical research of homes to be done digitally. The revised Historic Homes of Peacham was shortly published soon after with correct information. and When teaching, I made a garden that sold vegetables at a farmstand that funded itself and field trips.</p> <p>The message I would like to portray is that I regularly go outside the box if the outcome is worth the time. Every decision requires benefit cost analysis, and the board is willing to let try, no project is too big or too "out there". If it serves the residents, it's worth the effort.</p>
<p>What do you see as the <i>greatest challenges / opportunities</i> facing the small local governments and public utilities today?</p> <p>In the next 5-10 years?</p>	<p>The greatest challenge local governments will face currently and in the next 5-10 years is county government and consolidation of services. It's already happening through solid waste, regional planning, supervisory unions, emergency services, and others. Local government has to provide the best service possibly to justify the cost of local control.</p> <p>This need to protect local control comes at a time when our society is working towards dividing itself at every level. Us vs Them, is a prevalent mentality that will challenge the patience of local government.</p>

	<p>The opportunity for local government needs is change. How and what services it provides can be almost anything. Towns are no longer just “roads and records”. Towns are social services, animal control, recreation, food coops and food security, crisis management, first responders, economical developers, and my favorite...community development. Understanding the perceived need of the community and working to provide the residents what they need can be the most fulfilling work when executed well.</p>
<p>What performance measures / accountability methods / tools have you used to drive and measure the success of an improvement, innovation or change within your organization?</p> <p>Why did you find these tools useful?</p>	<p>I like to use big picture goals with smaller targets personnel accountability and how I measure their progress. I try to frame this not in a spreadsheet but through a constant written narrative when it comes to employees. This has empowered employees and reduced the stress around evaluations. If an employee needs support, I tighten up the narrative to bullet points with target dates. I believe that a supervisor needs to adapt just as much as the employee for the team to be successful.</p> <p>The budget is an excellent tool to monitor performance. Regularly monitoring spending vs annual needs can show a lot about where employees are focusing their time.</p> <p>I also really enjoy using a grant/project tracking software or spreadsheet. The most telling column will be the next steps column and watching for changes here.</p>
<p>Tell us about two ways you were able to reduce costs and / or improve operations of your agency?</p>	<p>Two ways I have reduced costs for the Towns I've worked for are by making per truck analysis for spending. Using spending as a measure will tell us when we need to replace highway equipment. Each town is slightly different, but using this data to make informed decisions on every truck saves in repairs, maintenance, and downtime.</p> <p>I have also done a strong analysis of duplication of services through employees, equipment, and contracted services. Reducing duplications increases efficiencies and can have significant savings.</p> <p>The last cost savings that I have implemented was training for storm damage. By working with the road crew to implement 4 basic changes has saved 10's of thousands in storm damage and chloride usage on gravel roads. By creating steeper crowns, deeper ditches, upsizing culverts, and grading on 2" with a roller behind the grader has had great improvements. Johnson has 3 of the top 5 storms within one year, the second two had no FEMA worthy claims on public roads after implementing these changes.</p>

<p>What do you consider to be your <i>greatest professional achievement</i>?</p> <p>Your biggest <i>failure, regret or lesson-learned</i>? Why?</p>	<p>My greatest achievement was relocating a public library through a congested downtown. This took a lot of planning and coordination. All of which took place in only 4 months. The physical move and logistics was not the most successful part, the joining of a divided community and a community still recovering from a devastating flood. I gave the community something to grasp, to identify with, a project greater than any faction or even the town itself. That project healed wounds and the community is still mostly together, planning its next big “move”.</p> <p>My greatest failure was when I was working at Families First out of Wilmington, VT. I was working with individuals with developmental disabilities, I made a woodworking shop where we made gift boxes that fit into flat rate mailers for boutique shops in Brattleboro, Vt. The saws and drill presses all had accommodations so any client could participate. This project was wildly successful and profitable. When I moved away to Peacham, the project fell apart within months. I failed this company and their clients. The lesson I learned was that as a manager, you have to manage as if tomorrow is your last day. You have to create systems anyone can step into tomorrow and pick up where you left off.</p>
<p>What do you see as the <i>major challenges facing local governments</i> within the 10 years? Next 20 years?</p>	<p>I cannot reiterate this enough, local control is only as good as the trust in local control. As costs keep rising, the need to consolidate resources will continue to rise. If the cost of local control starts to outweigh the services of local control, local government may change or shift to county or regional. This process is already happening through several regional services.</p>
<p>Please provide two examples of when you have successfully helped your community in <i>strategic planning, asset management and / or economic development</i>.</p> <p>What were the main issues / challenges and how did you help the community overcome them?</p>	<p>For both the Town of Johnson as the administrator and the Town of Peacham as the clerk, I created a highway retreatment plan (paving plan and reserve fund). This allowed both communities to save and pave without the spike and trough budget cycles. Stabilizing the tax rate and transparent planning was very well received by the residents.</p> <p>For both towns I also created an inventory of all town properties with a needs assessment. This allowed for planning for repairs and maintenance of town assets. Protecting the asset while providing transparency to residents really helps to build trust in local government.</p>
<p>Tell us more about your <i>management style</i>?</p>	<p>My management style is pretty simple. I trust those in the position to do the job to get it done. I check in daily or weekly to ensure there are measured tasks being completed and offer supports. I am a firm believer in the concept as a team we are greater than the sum of our parts. I care more about the product and the outcome than a timeclock. That meaning if a person is 10 minutes late but does great work, I’d rather change my expectation of the their arrival time than risk losing a great employee by criticizing their arrival time.</p>
<p>Give us <i>six adjectives</i> or phrases you would use to describe yourself</p>	<p>Visionary or big picture, problem solver, mediator, understanding, eternal optimist, collaborator</p>

<p>Are you comfortable with <i>your current salary / benefits</i>? If not, why not? (<i>creative answers welcome</i>)</p>	<p>I'm a single father (50% of the time). This choice to raise the best kids I can makes a single income challenging to navigate at time.</p>
<p>What would your desired <i>salary and benefits expectations</i> be if you are hired by the Town of Haverhill?</p>	<p>Salary \$115-130K, negotiable with retirement and health insurance. I'm open and flexible. I've always looked toward more in retirement and health, this reduces the tax burden for the Town and myself while providing security for my family and my family's future.</p>

Background Investigation Part I:
Internet, News & Social Media



Social Media:

Facebook: Personal FB Page: 979 friends. Lots of family pictures with he and his young daughters and dog. Loves his work – posts about community and working together as a community...classy and very gracious!!! ALL ABOUT COMMUNITY!!!

“With a community together, anything is possible. The first chapter in Rewriting our Story was a success. The library made it safely across town to its new home free from the risk of flooding. 177 people signed into the work zone. 12 different units, each with a team in front of the building and behind, 25 bucket trucks, 3 digger trucks, 4 police cruisers, 2 ambulances, 1 fire engine, 1 rescue utv, 2 skid steer’s, 1 backhoe, and a library on wheels. The countless volunteers and community members showed up time and time again throughout this project, they were there on day one, and together when the building landed.

Thank you Johnson for trusting me to lead and coordinate this project and special day for your community. I am truly humbled by the work and commitment of this Town. With Community Together, you are going to do amazing things for chapter two and the rest of your story.

Special thanks to all the work crews, donors, and volunteers, but a giant thank you to Johnson Woolen Mills, Gene Richards, Erin Desautels, Jeanne Engle. These guys made it possible for my family to be there and participate in this special day. Sometimes there are no words, just “thank you”.

Yes, Josiah and Arden went to the safety meeting and signed themselves in. Yes, Arden gave peace signs to the “cool” construction guys”

<https://www.facebook.com/thomas.galinat>

Community Facebook groups: Peacham-centric groups (e.g., For the Love of Peacham, VT) include occasional community references to **Tom/Thomas Galinat** (farm hay, local info), but many posts aren’t publicly viewable without membership; where visible, they corroborate his Peacham/Foxfire presence.

February 10, 2014 – Facebook (Peacham School ELO)

Title: “Thomas Galinat ▶ 21st Century Extended Learning Opportunities at Peacham School”

Summary: Early Facebook mention connecting **Thomas Galinat** with Peacham School’s ELO page—placing him in Peacham community life well before his Johnson, VT role.

Link: <https://m.facebook.com/PeachamELO/mentions/>

March 2, 2021 – Facebook referenced in NBC5 story (social spark)

Title: “Sparkles or Fearless Frosty? Vermont town votes on names for snow plows”

Summary: TV piece quotes **Peacham Town Clerk/Treasurer Thomas Galinat**, noting the naming idea “started with a post on a community Facebook page,” showing his use of local social channels for civic engagement.

Link: <https://www.mynbc5.com/article/sparkles-or-fearless-frosty-vermont-town-votes-on-names-for-snow-plows/35702478>

February 6, 20XX (exact year not shown) – Facebook (Town of Johnson, VT page)

Title: “Interested in a buyout? Come Thursday to find out all about the process...”

Summary: Municipal post directs residents to **Town Administrator Thomas Galinat** for flood-buyout information, illustrating how he communicates via the town’s Facebook presence. (Timestamp shows “Feb 6” on the post; year not displayed on the page; entry verified on Aug 22, 2025.)

Link: <https://www.facebook.com/JohnsonVermont/posts/interested-in-a-buyout-come-thursday-to-find-out-all-about-the-process-use-this-/691368483199131/>

April 25–26, 2025 – Facebook (Stuck in Vermont / Seven Days video)

Title: “Library on Wheels — Stuck in Vermont #740”

Summary: Video chronicles **Johnson Public Library’s** overnight move out of the flood zone; **Town Administrator Thomas Galinat** appears as a key on-camera explainer and organizer.

Link: <https://www.facebook.com/StuckinVermont/videos/library-on-wheels-stuck-in-vermont-740/1043526431023612/>

August 22, 2025 (Accessed) – Facebook (Foxfire Revival Farm page)

Title: “Foxfire Revival Farm”

Summary: The farm’s **Facebook page** mirrors its Instagram content and branding, aligning with **Tom Galinat’s** Foxfire identity noted in podcasts and local features.

Link: <https://m.facebook.com/foxfire.revival.farm/>

Twitter: no personal Twitter page found.

Community Twitter groups...

Title: “Tom Galinat has been elected School District Clerk/Treasurer #TMDVT #vted”

Summary: Local journalist’s tweet records **Tom Galinat’s** election to a Peacham school district office, corroborating his early civic service.

Link: https://twitter.com/VCCJ_LaRoche/status/704669743465902081

December 24, 2017 – Blog (The Traveling Pear) — Other social

Title: “What’s Your Christmas Wish?”

Summary: Travel blog post features a Peacham **sleigh ride with Pete the horse and owner Thomas Galinat (FoxFire Revival Farm)**—a lifestyle snapshot that ties Galinat to the Foxfire identity used on social platforms.

Link: <https://thetravelingpear.com/2017/12/24/whats-your-christmas-wish/thetravelingpear.com+1>

December 18, 2019 – Podcast (Podbean / Stories Told with Morgan Gold)

Title: “The Incredible Story of the Foxfire Revival Farm”

Summary: Interview episode centered on **Tom Galinat of Foxfire Revival Farm**; show notes link out to the farm’s web and Instagram presence, reinforcing account ownership.

Link: <https://goldshawfarm.podbean.com/e/the-incredible-story-of-the-foxfire-revival-farm/>
goldshawfarm.podbean.com+1

Instagram: 373 posts, 655 followers, 782 following.

“The many tales of dinks both great and small. Father of feral children. Vermont. Old things. Wild things. Agrarian. Closet bohemian.”

<https://www.instagram.com/mr.dinkus.mcgee/>

Community Instagram posts...

April 29, 2024 – Instagram (Foxfire Revival Farm)

Title: “Photo by Foxfire Revival Farm on April 29...”

Summary: Active posts on the @foxfire.revival.farm account document farm life (“Haying, Husbandry, and Sugaring”), consistent with Galinat’s long-running Foxfire identity.

Link: <https://www.instagram.com/foxfire.revival.farm/>

April 26, 2025 – Instagram (post about Johnson library)

Title: “The town of Johnson made headlines back in April...”

Summary: Instagram post summarizes the library relocation and quotes Galinat on FEMA constraints—social amplification of the move and his role.

Link: <https://www.instagram.com/p/DL8DEy-OLBU/>

TikTok: None reported, none observed.

April–May 2025 – TikTok (Stuck in Vermont; Johnson Public Library)

Title: “The Johnson Library moved 1/2 mile to higher ground...”

Summary: Short-form video of the library relocation reaches TikTok audiences; tags include #vt and #library, with Galinat featured as the town’s point person. (Posted 2025; exact TikTok timestamp not displayed on the public page; verified Aug 22, 2025.)

Links:

- <https://www.tiktok.com/%40stuckinvermont/video/7501787100451245343>
 - Topic page: <https://www.tiktok.com/discover/johnson-public-library>
-

LinkedIn: 277 connections 229 followers. Not very active .

<https://www.linkedin.com/in/thomas-galinat/>

Internet / News Articles:

February 19, 2025 – Valley News (via VTDigger)

Title: *The Vermont Town Meeting trend you can take to the bank: Requests for reserve funds*

Summary: Thomas Galinat, town administrator in Johnson, Vermont, explains the emergence of Town Meeting reserve funds. He notes these allow communities to preserve unspent budget dollars year-over-year, preventing the ‘use-it-or-lose-it’ budget mentality in municipal governance.

Link: <https://vnews.com/2025/02/19/the-vermont-town-meeting-trend-you-can-take-to-the-bank-requests-for-reserve-funds-59517620> News From The States+9Valley News+9Instagram+9

February 18, 2025 – WCAX

Title: *Town working on buyout plan for flood-ravaged Johnson grocery store*

Summary: Galinat discusses efforts to acquire Johnson’s only grocery store—which has been repeatedly flooded—via a state buyout program. The intention is to convert the site into green space and advance flood mitigation strategies for the downtown area.

Link: <https://www.wcax.com/2025/02/18/town-working-buyout-plan-flood-ravaged-johnson-grocery-store/>

April 25, 2025 – VTDigger

Title: *‘Time to do something different’: Johnson’s library to roll across town, out of the floodplain, on Saturday*

Summary: Galinat is quoted observing the flood-prone Johnson Public Library’s ambitious relocation—rolling the historic building out of harm’s way. He frames the project as more than mitigation—it’s a symbolic “rewriting” of the town’s narrative amid climate threats.

Link: [VTDigger](#)

April 29, 2025 – Vermont Public

Title: *Johnson moves its historic library out of a flood zone — and begins a new chapter*

Summary: Galinat outlines the logistics of relocating the century-old library—highlighting community coordination, grant-funded support (~\$1.6 million), and volunteer involvement in physically moving the building 0.4 miles onto higher ground. He emphasizes the project as a “new start” for Johnson.

Link: <https://vtdigger.org/2025/04/25/time-to-do-something-different-johnsons-library-to-roll-across-town-out-of-the-floodplain-on-saturday/>

June 28, 2024 – News From The States

Title: *In Johnson, many flood-damaged essential services remain in limbo*

Summary: Galinat discusses the ongoing challenges after repeated flooding—particularly concerning the town’s wastewater treatment plant, which remains damaged and operationally compromised. He warns the floodplain threat challenges the future viability of Johnson’s infrastructure.

Link: [News From The States](#)

August 20, 2024 – Vermont Public

Title: *FEMA will review proposed floodplain map for Johnson after neglecting to include data from recent floods*

Summary: Criticizing FEMA’s draft floodplain maps, Galinat laments that they didn’t account for

recent floods. He says the maps underrepresent risk, prompting state officials to push FEMA to revise them.

Link: [Vermont Public](#)

September 4, 2024 – NBC5 (via MyNBC5.com)

Title: *Dozens of properties seek buyouts in Lamoille Co. following '23 and '24 floods*

Summary: Galinat explains that Johnson is pursuing FEMA-funded buyouts for 17 properties, arguing relocation is essential to reduce risk and rebuild—highlighting how climate pressures are reshaping community planning.

Link: [WPTZ](#)

July 10, 2025 – Vermont Public

Title: *Vermont towns try to move, or fortify, their flood-prone buildings*

Summary: Galinat describes Johnson’s mixed approach to infrastructure resilience—opting for floodproofing for some facilities while exploring relocations for others. He acknowledges FEMA’s constraints on relocation funding versus fortification.

Link: [Vermont Public](#)

Analyst’s opinion: *Across platforms, Galinat’s social footprint is rooted in: (1) Foxfire Revival Farm branding (IG & FB) tied to his Peacham life, and (2) official municipal communications (Town of Johnson FB) plus short-form video coverage (TikTok/IG/Facebook video) of Johnson’s flood-resilience projects, where he often appears or is quoted as Town Administrator.*

Background Investigation Part II:
Criminal / Civil, Education & Employment Verification



12 of 17 (71%) completed, clear and verified

Names searched: Thomas Galinat

Criminal Records Checks

Federal Criminal Records Search: Clear
Confirmed by National Crime Search #1171222

Statewide Criminal: Vermont - DNO - Pending X
Maine Pending X
Confirmed by National Crime Search #

*County Criminal Search: Cumberland County (Portland), ME incld w/ state
Confirmed by National Crime Search #
Lamoille County (Johnson), VT Clear
Confirmed by National Crime Search # 1171221
Caledonia County (Peacham), VT Pending X
Confirmed by National Crime Search #

Civil Records Checks

Federal Civil Search (includes Statewide) Vermont Clear
Confirmed by National Crime Search # 1171683
Maine Clear
Confirmed by National Crime Search # 1171684

County Civil Search: Cumberland County (Portland), ME Pending X
Confirmed by National Crime Search #
X Lamoille County (Johnson), VT Clear
Confirmed by National Crime Search # 1171224
Caledonia County (Peacham), VT Pending X
Confirmed by National Crime Search #

3-year Motor Vehicle

DL # VT xxx3207 Completed
Auto accident in Montpelier, Vermont in April 2024. No injuries, no fatalities.
Confirmed by National Crime Search #1171223

Bankruptcy

Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date. Completed
Confirmed by National Crime Search 1171335

Education Verification

Bachelor of Arts and Sciences in Geosciences **Confirmed**

University of Southern Maine, Portland, ME | 2008
Confirmed by National Crime Search # 1171336

Bachelor of Arts and Sciences in General Science **Confirmed**

University of Southern Maine, Portland, ME | 2008
Confirmed by National Crime Search # 1171336

Employment Verification

Town Administrator **Confirmed**

Town of Johnson, Johnson, VT | 2023 – Present

Town Clerk/Treasurer **Confirmed**

Town of Peacham, Peacham, VT | 2015 – 2023

Co-owner/Farmer **Confirmed**

Foxfire Revival Farm, LLC, Peacham, VT | 2017 – 2025

**Based on the information provided to us by the client and/or applicant a search was conducted in the jurisdiction requested and no reportable records were found as of this date.*

*** Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date.*

Reference Interviews



MUNICIPAL SOLUTIONS®
EFFICIENCY. TECHNOLOGY. SAFETY.

Town Administrator Town of Haverhill Finalist Candidates

Instructions

Please provide names and telephone numbers for the following individuals. *Due to the difficulty of contacting people during the business day, a personal or mobile phone #s would be helpful.* Substitutions should be kept to a minimum. Name, Title and Mobile Phones please.

1. **Two Elected Officials or Board Members for the community or agency you currently work for who would have familiarity with your work as *City Manager, General Manager or other similar position*. For private agencies, substitute senior non-supervisory officials.**

Peter Hammond, Johnson Selectboard 860-248-9870	Michael Dunham, Johnson Selectboard, 8 years on Select Board 802-730-6774 Mag6@pshift.com
--	--

2. **Two Elected Officials or Board Members for the agency whom you have worked for previously, who would be familiar with your work as *City Manager, General Manager or other similar position*. For private agencies, substitute senior non-supervisory officials.**

Beatrice Ring, Peacham Selectboard while I was Town Clerk 802-751-9130	Timothy Scott, Peacham Selectboard while I was Town Clerk 802-535-9436
--	--

3. **Your current direct Supervisor.**

Johnson Selectboard, see above I have not yet disclosed to the full board that I'm applying to other positions.
--

4. **The Mayor or City Manager and two prior Mayors or City Managers or Executives (i.e. County Commissioner) who know of your work as *City Manager, General Manager or other similar position*.**

Peacham and Johnson do not have Mayors or Managers. They are Selectboard run. Town Clerk in Peacham was an elected position.

- 5. The HR Director for an agency where you worked as a City Manager, General Manager or other administrative similar position.

Peacham and Johnson both do not have HR. Best fit would be Town Clerk. Rosemary Audibert, Johnson 802-730-6138 Rebecca Washington, Peacham 802-535-5620

- 6. Two members of the media (i.e. journalists) who were familiar with you in the agency you worked in as City Manager, General Manager or other similar position.

Aaron Calvin, News and Citizen, 515-556-9097 Please be discreet. My relocation will be a story in this paper. Stephen Biddix, NBC NEWS 5, Burlington 518-728-9434

- 7. Two peers or colleagues (i.e., other City Managers, Town Managers, Executives from other agencies) who know your work as City Manager, General Manager or other similar position.

Ron Rojenski, Stone Shore Municipal Consulting, former Administrator for Hyde Park and Richmond Vermont 802-316-6921 Ron@stoneshoremc.com Carl Rodgers – former Barre Town Manager 802-999-8093

- 8. Two subordinate employees who report(ed) directly to you as City Manager, General Manager or other similar position.

Rebecca Washington, Peacham Town Clerk, worked as my assistant for 8 years together when I was Peacham’s TC 802-535-5620 Jeanne Engel, Johnson Library Director Reported to me for the Library Relocation and addition. 802-730-3301

Reference #1: Ron Rojenski, Stone Shore Municipal Consulting, former Administrator for Hyde Park and Richmond Vermont

1. What is/was your working relationship with this candidate? For about how long and when?

Ron was brought in to assist on a bunch of FEMA projects after the 2023-2024 floods, we worked together in local government. I assisted him in Johnson to improve their systems and processes, navigate some politics, projects and grants were good – but Tom was good at identifying systems and processes that needed to be fixed or corrected – his recommendations weren't always supportive of his recommendations.

Johnston was one of the Opportunity Zones and had a lot of expectations on him.

2. Can you share with me 4-5 words that best describe his character?

- *Attentive,*
- *Ambitious,*
- *Awareness,*
- *Fairness (mission to hear everyone, fairness and equity, never deviated on this)*
- *Approachable*

3. What do you consider to be his greatest leadership/management strength? Are there any areas for improvement?

Assessment of projects in a multi-layered world. He will look at all of the various components (state, landowner, selectboard, public...etc.) before making recommendations. He is very successful at seeing ALL of the moving parts and know how to navigate it –how to bring the relevant stakeholders together - whether a flood issue or economic development issue or land issue or political issue. Excellent Project Manager. Bringing all stakeholders together – all interests.

He, like many managers will do well to update the public – return and report – either through weekly updates, electronic media, with the help of an Administrative Assistant if he can't do it...This is critical in any local government.

Getting existing staff to step up and do new things – take on new roles or expanded roles.

4. The Town of Haverhill has not had a Town Administrator for more than 1 year and the has not had the guidance of a strategy, vision, updated technology and modern best practices. The relationship and communication between past Town Managers and the Select Board could be improved, and some performance measurement and accountability would help create a more efficient and effective local government.

Describe how successful he might be in creating a performance-driven organization and in bringing together the Township with a renewed approach to town administration.

I think this is a tool that can be agreed-upon early. Board Members need to know what they need to know. Some want to know everything and some don't want to know the details, they just want to see the results.

In the beginning, the Board expectations need to be clear. Clearly articulating the Town goals and priorities – WITH guardrails for the Town Administrator. Both parties – the Board needs to provide clear direction to the Town Administrator – and Tom can manage that. The Council needs to be realistic regarding use of time, expected results. Tom will address ANY issue, but it will be very important to make sure that significant time given to communicating and agreeing upon on expectations – from projects to day-to-day. Small issues can cloud the bigger picture – early on, both parties need to set expectations and 'tune them up' / adjust / modify frequently.

Needs change constantly – and if they aren't being communicated by BOTH parties frequently, this is a recipe for disaster.

5. Describe a crisis situation where he was involved and how he handled it?

Yeah, the crisis was a flood – the town office flooded 8" the ground floor was underwater. Shut the entire building down. He has a construction background – to address this in quick order – and was able to take a hands-on approach (small staff) – he actually used his Town Clerk skills, dealt with environmental and safety issues – he took the lead on this – otherwise there was confusion. He took a very systematic approach to leadership and gave people a lot of comfort including the Select Board.

6. If you were in a hiring position today, would you hire him as your Town Administrator? Why or why not?

I would definitely hire him. I would beef-up the communication with clarity and guardrails AND address staffing resources or technical resources that he will need. He needed something a little bit larger (size of organization) for his capacity and hopefully Haverhill provides that.

7. If the Township were to hire him, is there anything in their past that could become an embarrassment if it became public?

No.

8. Is there anything else that you would like to add?

When they moved the library, some plywood was on a window, and someone put "WE love Tom" with a heart which embarrassed him. Humble.

Interviewer Comments: *Very supportive. Did not give any hint of concern or any vibe that there was anything to worry about with Thomas. He did have extensive working experience with him and was very positive.*

Reference #2: *Jeanne Engel, Johnson Library Director. Reported to Thomas for the Library Relocation and addition 802-730-3301*

1. What is/was your working relationship with this candidate? For about how long and when?

I have known him since he worked for the Town of Johnson – I work for the library. I am retiring in two weeks. He came in as the new Town Administrator. I've worked for the town for 20 years

2. Can you share with me 4-5 words that best describe his character?

- *Great communicator*
- *Sees the whole picture and has tried to pull business people, boards, committees and non-profits together to try to get Johnson back together*
- *Kind / Respectful*
- *Renaissance Man – he is smart as heck!!! IF he doesn't have the answer, he knows how and where to get the answer*
- *Great sense of humor – which is an asset when dealing with multiple committees and boards*

3. What do you consider to be his greatest leadership/management strength? Are there any areas for improvement?

The Town had a major flood, and was fragmented before that. He got us a \$1.68 million ARPA grant to move the library after being flooded multiple times – only 10 of several 100 libraries got the grant. He helped with estimates, figures, helped write the grant. He has been the lead on the move of a brick building, the entire project – he knows construction as well as being a good administrator.

I have worked with many Administrators and Managers over the years and he has been a pleasure to work with.

4. The Town of Haverhill has not had a Town Administrator for more than 1 year and the has not had the guidance of a strategy, vision, updated technology and modern best practices. The relationship and communication between past Town Managers and the Select Board could be improved, and some performance measurement and accountability would help create a more efficient and effective local government.

Describe how successful he might be in creating a performance-driven organization and in bringing together the Township with a renewed approach to town administration.

I always tell him that he should work for a think-tank. He explores ALL ASPECTS of an issue, he is a big thinker. If you are looking for a person who can help put together a vision – and break it down to detailed steps, and coordinate all the components. Recently, an advisor from the Vermont Dept of Education indicated that they have never seen better communication between the Town (Tom) and the local University

He is always trying to help people work together – even having tough conversations. He tried to find the right people to have conversations with who can get things done.

- 5. Describe a crisis situation where he was involved and how they handled it?**
Because of the flood of the library and municipal building. When he came on, the municipal building wasn't even open. Employees were located offsite. He didn't even have an office. No electricity, no internet. He got this mitigated and remediated to turn things around.
- 6. If you were in a hiring position today, would you hire him as your Town Administrator? Why or why not?**
Yes. He is a good guy.
- 7. If the Township were to hire him, is there anything in their past that could become an embarrassment if it became public?**
I have not seen or heard of anything.
- 8. Is there anything else that you would like to add?**
I am sad if he leaves, but I also trust that he wont leave these projects for dead – I trust he will assist us in the transition.

Interviewer Comments: *Excellent review. Very supportive, didn't leave any doubt or question.*

Reference #3: Aaron Calvin, News and Citizen, 515-556-9097
Please be discreet. My relocation will be a story in this paper.

1. What is/was your working relationship with this candidate? For about how long and when?

I have known him since he started in Summer 23, and I am a reporter I covered Johnson. I usually go to him for information, to get answers to questions about the Board.

2. Can you share with me 4-5 words that best describe his character?

- Knowledgeable
- Affable
- Helpful
- Proactive
- Responsive

3. What do you consider to be his greatest leadership/management strength? Are there any areas for improvement?

I see the Town Administrator position as one where he / she is acting at the will of the Select Board and they don't always agree – and he does a good job managing relationships and continuing to be an effective Administrator. He is proactive – he doesn't wait around to be told what to do, he is someone who anticipates things and goes to the Select Board and asks them what he they think – never getting ahead of the Board and always making sure it is their will.

4. The Town of Haverhill has not had a Town Administrator for more than 1 year and the has not had the guidance of a strategy, vision, updated technology and modern best practices. The relationship and communication between past Town Managers and the Select Board could be improved, and some performance measurement and accountability would help create a more efficient and effective local government.

Describe how successful he might be in creating a performance-driven organization and in bringing together the Township with a renewed approach to town administration.

Earlier this year, a member of the Select Board resigned for a few different reasons – one reason they felt Tom was taking too much initiative – i.e. moving the Library (construction, grant \$\$\$) and Tom had to push the issue a little more than he perhaps should have – but some elected officials want to be hands-on, and other want to be hands-off when it comes to town administration.

He isn't afraid to look for grants or other initiatives, present new ideas, but I have NEVER Seen he act in any way without Select Board Authority. Not one instance.

5. Describe a crisis situation where he was involved and how they handled it?

They were between Town Administrators when the flood happened, but it did an excellent job dealing with that emergency – getting everyone involved - since then he has really heled get Johnson back on its feet.

6. If you were in a hiring position today, would you hire him as your Town Administrator? Why or why not?

Definitely

7. If the Township were to hire him, is there anything in their past that could become an embarrassment if it became public?

No, nothing that I know about. His work prior to Johnson, etc. Nothing that I know of.

8. Is there anything else that you would like to add?

That's it.

Interviewer Comments: *very straight forward,*

Reference #4: **Peter Hammond, Johnson Selectboard, 860-248-9870**

1. What is/was your working relationship with this candidate? For about how long and when?

He ran for a whole term in March – he has known Thomas since 2025, and was active in the community many issues for several years. I have known him since he started.

2. Can you share with me 4-5 words that best describe him or his character?

- Approachable,
- Forward-thinking (like a capital budget),
- Organized,
- Leadership (good leader), and
- Vision (post-flood recovery)

3. What do you consider to be his greatest leadership/management strength? Are there any areas for improvement?

He would say his 'organization' skills need to improve, but I would say that it is his greatest strength. Considering all that he is involved with, his desk is quite organized. I would have expected to see more chaos but it is very-well prepared.

Thomas provides us with all the information we need to make a good decision. He is present with MORE. He anticipates a variety of questions in advance and is prepared.

One would think he has been a Town Administrator for at least 10 years. He understands construction, roads, planning, his breadth is impressive.

4. The Town of Haverhill has not had a Town Administrator for more than 1 year and the has not had the guidance of a strategy, vision, updated technology and modern best practices. The relationship and communication between past Town Managers and the Select Board could be improved, and some performance measurement and accountability would help create a more efficient and effective local government.

Describe how successful he might be in creating a performance-driven organization and in bringing together the Township with a renewed approach to town administration.

In many of the ways I mentioned, I think in terms of what Haverhill has been through, I think that Tom is not the kind of person who would sit back and wait for someone to take the initiative BUT he would not run over and past the Select Board – he would he VERY GOOD bringing to the Select Board what they need to work with. He understands the dynamic there, of an elected Select Board who has the final authority, and he is going to work hard to bring opportunities forward that he feels they need to grasp.

He is very good at making community connections with stakeholders and organizations. A lot of initiatives and positive things were started by Toms initial initiative. He continues to foster relationships for the nest opportunities which come up.

We had a past Board Member who complained that he got ahead of the Board, but this was totally bogus. He had relationships in town to help him be aware of opportunities and challenges that the Board would have never heard of. Tom having those initial discussions to a point, then bringing them to the Select Board.

Tom absolutely has the ability to initiate the conversation and help the Board set goals and priorities. What he has wanted here is for the Board and the Town to succeed – I see him as someone who can lead a group discussion (the Board) to be successful themselves apart from his success.

5. Describe a crisis situation where he was involved and how they handled it?

I wasn't on the Select Board when the floods hit in 20 and 24- this was a time of crisis and he was front-and-center, in the middle of the response effort.

When we moved the Library out of the floodplain, across town, we had a very narrow time window to move to across a major traffic artery – 3-6 AM, and the library got caught on a building and couldn't get it moved (freed up) and we were not able to get it moving until after 3am. There was a big question whether we had to cancel the whole thing and move it back – try again another time – there was a LOT OF STRESS and TENSION – Thomas was the pillar of calm...kept seeing the path forward. Calm as could be. Made a big difference for the rest of us.

6. If you were in a hiring position today, would you hire him as your Town Administrator? Why or why not?

Oh my gosh, yes!!! He has been sooo good for this Town. He is ready for more. We are going to lose a great person, but I respect him enough to see that he is ready for new challenges. Haverhill will gain!!!

7. If the Town were to hire him, is there anything in their past that could become an embarrassment if it became public?

No, nothing that I am aware of and I think I would be.

8. Is there anything else that you would like to add?

He does know how to do the work and have a little creative fun while doing it. i.e.: We were all talking on the SB about the Town of Johnson, and it was Tom who came up with the discussion of a folklore piece about the Johnson Rolling Mill that was such a part of Johnson's history. IT has a new rejuvenation with its new owner. "Let's all go to the Tow meeting wearing something that comes from Johnson", made in Johnson. Ultimately, we all came up with the same Plaid shirt at the town meeting as a expression of Johnson Pride.

Interviewer Comments: *very thoughtful interview. He gave me no impression of holding back, reservations or concerns.*

**Reference #5: Michael Dunham, Johnson Selectboard for 8 years
802-730-6774 (former Marine)****1. What is/was your working relationship with this candidate? For about how long and when?**

I've been on the select board 6 years, took 2 years off, and another 2-year term (8 years total). We moved out of the village, left the then came back. Tom was hired in my absence. When I came back on the Board he was the new Town Manager.

2. Can you share with me 4-5 words that best describe him or his character?

- *People person*
- *Invested. Always interested in Johnson*
- *Has style – I like how he meets with people in the Town – I feel its all part of his job and he builds a good rapport with the people of the Town at large.*

3. What do you consider to be his greatest leadership/management strength? Are there any areas for improvement?

Stated previously.

4. The Town of Haverhill has not had a Town Administrator for more than 1 year and the has not had the guidance of a strategy, vision, updated technology and modern best practices. The relationship and communication between past Town Managers and the Select Board could be improved, and some performance measurement and accountability would help create a more efficient and effective local government.

Describe how successful he might be in creating a performance-driven organization and in bringing together the Township with a renewed approach to town administration.

He takes the bull by the horns – the library move – this goes without saying...if it wasn't for him, it wouldn't have happened. It was in disarray, and he got it done!!! He did it at a moments notice, the 11th hour. Not many people could have done this under such conditions. Would not have been done without Tom.

5. Describe a crisis situation where he was involved and how they handled it?

See above

6. If you were in a hiring position today, would you hire him as your Town Administrator? Why or why not?

Yes. His contract says 2 months, but we can let him go in 30 days.

7. If the Town were to hire him, is there anything in their past that could become an embarrassment if it became public?

(didn't ask)

8. Is there anything else that you would like to add?

I will actually miss him. I'm supportive of his desire to move. I was a Master Sergeant, and I was never going to stand in the way of someone advancing his career.

Tom has a vision. Some people don't like being proactive, they feel as if it is their power – they don't like other people getting ahead of them or thinking of something before them. They want YOU to do all the work and then take the credit.

*Some of the slowpokes on the Board
Having this vision is contagious and will bring other along. Tom empowers others.*

“for what we are paying him...we ought to be paying him more. “

Interviewer Comments: former military Master Sergeant – wasted no time sharing his appreciation for the effectiveness of Thomas. He is a leader, a teacher, empowers others.

KRW Associates LLC

looks forward to partnering with

The Town of Elizabeth

for the purpose of recruiting your next

Town Administrator



We respectfully submit the attached proposal and

Letter of Agreement

March 13, 2026

Table of Contents

Cover Letter	3
Proposal	4
Scope of Work.....	5
Schedule / Timeline.....	6
Project Cost Sheet	9
Summary & Signature Page.....	10
Attachment A- Consultant Biographies.....	11
Attachment B- References	13
Attachment C- Sample List of Previous Clients	14

March 13, 2026

Michelle M. Oeser
Town Clerk/Administrative Services Director
Town of Elizabeth
PO Box 159
Elizabeth, CO 80107

Submitted via email to: moeser@townofelizabeth.org

RE: Recruitment Services for Town Administrator

Dear Ms. Oeser, Mayor Ternus and Board of Trustees:

KRW Associates LLC appreciates the opportunity to convey our interest in assisting the Town of Elizabeth with the recruitment and successful placement of its next **Town Administrator**. Enclosed please find a proposal from KRW Associates LLC (KRW), that we believe meets the criteria to not only recruit highly qualified candidates, but to also succeed in the selection and placement of the very best candidate for your community.

Based on our professional experience as practitioners and executive search consultants, KRW has a reputation for delivering quality, reliable governmental executive recruitment services. In addition to being experienced executive search consultants for over 18 years, we have professional backgrounds as city managers and law enforcement executives. KRW has contacts and professional friendships with highly qualified municipal and county executives in Colorado, the intermountain region and throughout the country that is beneficial in reaching prospective candidates.

KRW has earned a reputation of being “values-based” with a strong commitment to our client’s interest and ensuring the search process results in a diverse pool of qualified applicants. Very few search firms have the combination of professional and consultant backgrounds of KRW.

Lastly and perhaps most importantly, we know Colorado and have a solid track record of recruiting for communities along the Colorado front range. Our firm’s roots are in Colorado and we maintain close relationships with local government administrators, elected officials and key stakeholders.

The attached proposal provides detailed information regarding our firm, the proposed process, project fee, warranty, and references. If you or your staff have any questions, they can contact me directly at (719) 310-8960 or by sending an email to chiefcos@aol.com. The KRW staff biographies assigned to the projects are included in Attachment A.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

PROPOSAL

Executive Search Services- Town of Elizabeth, CO – Town Administrator

Introduction- Firm Profile

KRW Associates, LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. (Mailing address: PO Box 2263, Littleton, CO 80161).

We are specialists in all aspects of public sector executive recruitment. KRW's Managing Partners are the principals of the firm with a long record of success working with government leaders in identifying, recruiting, and placing executives who possess outstanding credentials, proven histories of success, and the highest degree of professionalism and personal character.

Qualifications & Experience

KRW Associates has decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with the highest level of graduate public administration education of any search firm in the country, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and desires of the hiring authority.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for government leadership while retaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration by the Town of Elizabeth.

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by Town leadership with information and guidance about all applicants provided by KRW. This provides elected officials with the ability to select the candidate that is the best fit for your community.

The KRW team, comprised of the two managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience.

The principles of KRW Associates LLC have served a variety of cities, towns, and other entities with successful executive searches, including City/Town/County Administrators, Police Chiefs, Fire Chiefs, Public Works Directors, Planning Directors, Park and Recreation Directors, Community Development Directors, and Special District Managers.

Successful placements by KRW in the past few years that are similar to the Elizabeth project are:

City/County/Town Administrators

Ouray, CO - City Administrator; Glenwood Springs, CO - City Manager; Eagle, CO - Town Manager; Routt County CO - County Manager; Pitkin County, CO - Deputy County Manager; Akron, CO - City Manager; Cripple Creek, CO - City Manager; Cody, WY - City Administrator; Ogallala, NE - City Manager; Carbondale, CO-Town Manager; Yuma, CO - City Manager; Oak Creek, CO -Town Administrator; Basalt, CO - Town Manager; Rangely, CO - Town Administrator; Beaver Creek Metro District - Manager; Cedaredge, CO Deputy Town Administrator and Silverton, CO - Town Administrator.

Current Active Projects

Canon City Area Fire Protection District - Fire Chief; City of Littleton, CO-Chief of Police; and Town of Black Hawk, CO-Chief of Police

In addition to the above, KRW Associates LLC provides a variety of services including organizational audits, training solutions, strategic planning, and assessment centers. KRW brings the expertise of our partners to every project as well as the experience of other qualified subject matter experts, as necessary.

Lorne Kramer is a Managing Partner and will be directing the Elizabeth project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 18 years. KRW Senior Associate Mark Collins, a former Town/City/County Manager in Colorado, will be a co-director on the project. Mark is extremely familiar with the Colorado Front Range and mountain region and has conducted several successful recruitments and planning retreats in the area. Gina McGrail, KRW Senior Associate has 30+ years of experience working with public sector clients. She will assist with the development of the job posting brochure and applicant screening. Detailed biographies of the project consultants and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients are also included.

Scope of Work

1. Mission Statement:

KRW relies heavily on establishing the most productive, trusting, and cooperative relationship with our clients as possible. Relationships are an important value for the firm. We do not believe in long, drawn-out processes and work diligently to ensure the timeline and established process protocols are met. We have a reputation as knowledgeable professionals, delivering quality, reliable service and cost our proposals with the appreciation for budget challenges and affordability.

2. Recruitment Philosophy:

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and Town staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other important stakeholders identified by the Town of Elizabeth may also be interviewed and/or surveyed.

3. Recruitment Process

KRW is familiar with conducting high level recruitment efforts and has an established recruitment protocol which has been very successful for many years. Working in collaboration with the **Mayor, Town Board of Trustees, and key staff members**, ("**Working Group**") KRW would follow this process:

- a. Conduct meetings with the Working Group to discuss and compile input/information relative to the skills, abilities, attributes desired in the Town Administrator and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with Department Heads and key staff members to obtain their insight into the ideal qualities of the new Town Administrator.
- c. Based on this information, KRW will draft the Town Administrator position announcement, submit it to the Working Group for approval, and post the announcement for a minimum of 30 days.

Please Note: KRW acknowledges that a robust national recruitment will be undertaken in addition to a regional focus to ensure a diverse and qualified candidate pool.

- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the resumes in four “Tiers” (e.g., Tier A, Tier A/B, Tier B and Tier C), based on credentials and qualifications for the Working Group to review. KRW will confer with the Working Group to select the top candidates as semi-finalists to move to the next phase of the process.
- g. KRW will conduct an extensive due diligence process, including virtual recorded interviews, a national media check on the top candidates and a detailed report to the Working Group for its review and consider before selecting the finalists.

Additional screening tools may be incorporated into the process (e.g. writing samples, questionnaires, etc.) if warranted and appropriate.

- h. KRW will meet with the Working Group to discuss candidates and offer input as they select finalists.
- i. KRW will perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for review by the Working Group.
- j. KRW will work with the Working Group in designing the assessment/interview process. KRW will assist the Working Group in organizing candidate visits. The specific process will be discussed with the Working Group but may include field tours, staff luncheon, community reception (Meet & Greet for community engagement) and panel interviews.
- k. KRW will administer the assessment/interview process in Elizabeth and assist with final candidate deliberations.

Potential candidates: Our firm has a database of assistant town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives who call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. We are in constant contact with “sitting” managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. As mentioned previously, KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality and credibility. We understand the job, the public sector, and the needs of the hiring authority and the community!

Schedule / Timeline

The project start date will coincide with the award of the contract and execution of the agreement. This timeline is assuming a contract is awarded in the early-April 2026 timeframe.

1. **April 2026** – Finalize Service Agreement

2. **April 2026** – Meet with the Working Group (typically the Mayor, Board of Trustees and key staff members) to develop a clear, detailed set of preferred qualifications which will include the special consideration given to experience and knowledge.

Design an advertising/communication/marketing campaign for the position to include:

- a. Developing a profile of the Town, highlighting Elizabeth’s unique character and needs, and outlining the job description, qualifications, and preferred experience and education of the ideal candidates.
 - b. Contacting professional associations.
 - c. Advertising in professional and industry journals, job boards and publications. If agreed upon by the Working Group, the opportunity will be posted on sites with high visibility both regionally and nationally (e.g., ICMA, CML, CCCMA and other specific sites designed to attract a diverse candidate pool).
 - d. Posting on the KRW Associates website.
 - e. Providing recruitment information to the Town for posting on the Town of Elizabeth’s website and social media platforms.
 - f. Identifying and aggressively marketing the position to potential candidates in the field, using KRW’s established database and professional contacts.
 - g. Additional methodologies may be included after the needs and desires of the Town are more fully identified.
3. **April-May 2026** – Upon approval by the Town Board of Trustees, KRW will initially post the Town Administrator advertisement for a minimum of 30 days. All applications will be submitted to KRW electronically. Applications will consist of 1.) a cover letter, 2.) a current resume, and 3.) six professional references.

KRW will receive and initially screen applications and resumes for minimum requirements, using the Town-approved criteria. A periodic status of the search progress will be provided to the Town. KRW will manage ongoing administrative details such as correspondence with candidates and inquiries about their candidacy.

4. **May-June 2026** – Review and rank resumes and facilitate a process whereby the Working Group can develop a group of semi-finalists. This will essentially be a review of the KRW tiering of qualified applicants and narrowing the applicant group down to a number manageable for the next step. KRW will conduct recorded virtual interviews of the semi-finalists. Those interviews will be provided to the Working Group for their review and consideration in selecting finalists. KRW will meet with the Working Group during this phase and provide input on the candidates.
Note: To expedite the process, it is recommended that this conference with the Working Group be either a conference call or a Zoom session.
5. **June-July 2026** – KRW will conduct further due diligence on finalists including reference checks, social media and national criminal background inquiries. A detailed report will be prepared and provided to the Working Group for review.
6. **July 2026**– Design interview and assessment materials including sample interview questions and/or assessment exercises, a “suitability” rating template, as well as note-taking sheets. Administer the interview process on-site in Elizabeth for final candidates. The specific process will be discussed with the Working Group. Suggested formats may include field tours, staff meetings, a community reception (Meet & Greet) and two separate interview panels (one being the Town Board of Trustees and a second Professional/Staff panel). KRW will prepare materials, including appropriate questions for the panels and fully facilitate the interviews.

7. **August 2026** – Assist the Town with a job offer to the selected candidate and any on-boarding elements.

Methods used to communicate and to work with the Town of Elizabeth:

As stated in this Proposal the KRW team will communicate frequently by email, phone calls and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to all contacts/liaisons of the Town whenever the need arises to answer questions or concerns or to provide clarification. We provide excellence in customer service and put our clients first and that is evident in all our dealings with our clients.

Major challenges to the search—anticipated potential recruitment issues

1. Attracting qualified candidates - KRW strives to be good stewards of a client’s requirements and instructions. KRW agrees that a broad recruitment strategy is appropriate to ensure a diverse, experienced candidate pool.

KRW is committed to diversity in the recruiting strategy. For KRW, diversity recruiting is the practice that is free from biases of any kind. It is merit-based recruitment and although an aggressive outreach is conducted to attract a diverse pool of candidates it is structured to give all applicants, regardless of background, an equal opportunity.

2. Ensuring continual, responsive communication between KRW and the Town - Certain “decision points” are critical to the process of maintaining the proposed schedule. To ensure critical information is communicated in a timely, effective manner, the Board of Trustees will appoint a “primary contact” and KRW will ensure that we establish excellent relationships with our contacts from the Town so that the recruitment process is efficient and smooth. We are dedicated to delivering the highest levels of customer service and will be available to respond to the needs of the Town throughout the entire selection process.
3. Ensuring an excellent candidate experience - KRW will ensure that all interactions involving direct contact with the candidates are confidential, objective, and timely. All contacts will be conducted with the utmost professionalism, ensuring a positive experience with both KRW and the Town of Elizabeth.

Project Cost Sheet

**Town Administrator Recruitment & Selection Process
Town of Elizabeth, CO – 2026**

- 1. **Oversight and administration of executive search process \$26,500.00.**
Includes overall project administration; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to the Mayor/Board of Trustees regarding both semi-finalists and finalist candidates.

- 2. **Assessment System\$2,000.00**
Includes use of all custom written materials, research support materials, training, and process administration of exercises related to Town Administrator candidates/finalists. Exercises may include structured interviews with the Working Group, professional staff, and community members as well as presentation exercises.

- 3. **Assessor training, included in set fee. No charge**
- 4. **Final Candidate orientation, included in set fee No charge**
- 5. **Travel\$3,000.00**
- 6. **National Criminal Background/Social Media Investigation*\$1,000.00**
- 7. **Meals No charge**
- 8. **Development, copying and printing of Assessment Materials No charge**

- * ESTIMATED CONSULTANT COSTS FOR PROJECT..... \$32,500.00**

There are no hourly charges or consultant per-diem costs. Initial costs of advertisements in professional publications or websites and a National Background/Social Media investigation will be paid by KRW Associates and invoiced for reimbursement to the Town of Elizabeth.

**National Criminal Background/Social Media Investigation* cost shown is based on five finalists, this may be adjusted with the final project invoice. Other expenses related to candidates will be the responsibility of the Town of Elizabeth. In addition, the Town of Elizabeth would bear the cost of candidate travel, lodging and associated expenses.

Process of Payment:

- 1. Upon execution of the service agreement, KRW will invoice the Town for 30% (\$9,750.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the Town such administration and advertising.

- 2. A second payment on of 30% (\$9,750.00) will be invoiced following the due-diligence process on semi-finalists.

- 3. Final payment of 40% (\$13,000.00) will be invoiced upon successful completion of the project.

WARRANTY: KRW Associates has developed a very positive reputation with previous clients. Our placement record is particularly strong due to our professional contacts and commitment to excellence. It is our responsibility and commitment to recruit quality candidates for consideration by the hiring authority/client. The client has a responsibility to select the right person for their needs and to negotiate terms of employment in good faith. In the rare event a selected candidate does not complete a full year and is dismissed for performance related issues, KRW Associates will confer with the client to discuss all alternatives—including conducting an additional search charging only for travel, related expenses and advertising.

Summary

In summary, the scope of work for *KRW Associates LLC* includes conferring with the Mayor/Town Board of Trustees, and key staff to develop a candidate profile, completing the advertisement, receiving, and reviewing candidate application materials, resume evaluation, screening, and ranking, due diligence as outlined above, and the on-site administration of an assessment (interview) process.

Thank you for your consideration of our proposal and potential working agreement by use of this Letter of Agreement.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

Agreement

Town Administrator - Recruitment & Selection Process for the Town of Elizabeth, CO

Signed:

Angela Ternus, Date
Mayor of Elizabeth, CO

Lorne C. Kramer Date
Managing Partner, KRW Associates, LLC

Attachment A

Consultant Biographies

Lorne C. Kramer, MPA

Managing Partner, KRW Associates, LLC
(Co-Founder)

Police Chief/City Manager (Retired)
Former President, Police Executive Research Forum (PERF)
and Colorado Association of Chiefs of Police

Lorne Kramer served as the City Manager of Colorado Springs, Colorado from 2002 to 2007, a municipality of over 500,000 people. Prior to this appointment, he was the Deputy City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process. While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems



Board.

His academic accomplishments include a master's degree in public administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute, and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

Mark Collins, MPA
KRW Senior Associate

Mark Collins is a KRW Senior Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most recently served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan, WY. Previously he served as the City Manager in Gunnison Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served ten years as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in Human Resources and Strategic Management and facilitates numerous strategic planning retreats for local communities in the intermountain area.



Gina McGrail, CEBS
KRW Senior Associate

Gina McGrail has over 32 years working with public sector clients, including 10+ years in executive management, serving as the Chief Benefits Officer at the Fire and Police Pension Association of Colorado. Through her experience working with the public pension plan and her years of service with KRW Associates, Gina has gained expertise in recruiting, strategic planning, meeting facilitation, benefit administration and administrative oversight. Gina earned a bachelor's degree in speech communication, and associate's degrees in marketing and management. She also earned the Certified Employee Benefits Specialist (CEBS) designation from the International Foundation of Employee Benefit Specialists and the Wharton School, University of Pennsylvania.



Attachment B

References

Town of Basalt, CO

Executive Search: Town Manager (Successful Appointment August 2025)

Gloria Kaasch-Buerger, Town Manager

(970) 279-4396

gloria.kb@basalt.net

Town of Carbondale, CO

Executive Search: Town Manager (Successful Appointment June 2025)

Ben Bohmfalk, Mayor

(970) 319-4332

bbohmfalk@carbondaleco.net

City of Englewood, CO

Executive Search: Chief of Police (Successful Appointment November 2024)

Shawn Lewis, City Manager

(303) 762-2310

slewis@englewoodco.gov

Town of Johnstown, CO

Executive Search: Chief of Police (Successful Appointment in March 2024)

Matt LeCerf, Town Manager

(970) 587-4664

MLeCerf@johnstownco.gov

Town of Minturn, CO

Executive Search: Town Manager (Successful Appointment May 2025)

Earle Bidez, Mayor

(970) 445-7579

ebidez@minturn.org

Pitkin County, CO

Executive Search: Deputy County Manager (Successful Appointment April 2025)

Kara Silbernagel, Interim County Manager

(970) 429-2815

kara.silbernagel@pitkincounty.com

City of Yuma, CO

Executive Search: City Manager (Successful Appointment June 2025)

Tim McClung, Mayor

(720) 560-3205

t.mcclung@yumacolo.org

Attachment C

Sample List of Previous Clients

EXECUTIVE SEARCH, ORGANIZATIONAL ASSESSMENTS, AND TRAINING LOCATIONS

Town of Akron, CO	Town of Fairplay, CO	Town of Minturn, CO
Alamo Colleges Dist., TX	City of Ferndale, MI	City of Monte Vista, CO
City of Alamosa, CO	Town of Frisco, CO	City and County of
City of Amarillo, TX	City of Fort Collins, CO	Montrose, CO
	City of Fort Lupton, CO	Town of Monument, CO
Town of Basalt, CO	City of Fort Morgan, CO	Town of Morrison, CO
Town of Bayfield, CO	Town of Fraser, CO	
Beaver Creek Metro	Town of Fredrick, CO	City of Ogallala, NE
District, CO	City of Frisco, CO	City of Ouray, CO
City of Blackhawk, CO		
City of Boulder, CO	Garfield County, CO	Pitkin County, CO
City of Breckenridge, CO	City of Georgetown, CO	City of Powell, WY
City of Brighton, CO	Gilpin County, CO	Pueblo County, CO
City and County of	City of Glenwood Springs,	
Broomfield, CO	CO	Town of Rangely, CO
	City of Golden, CO	City of Rifle, CO
City of Canon City, CO	Town of Granby, CO	Routt County, CO
Canon City Area FPD, CO	City of Grand Junction, CO	
Town of Carbondale, CO	City of Greeley, CO	City of Sheridan, WY
City of Castle Rock, CO	City of Greenwood Village,	City of Silverthorne, CO
Town of Cedaredge, CO	CO	Town of Silverton, CO
City of Cody, WY		South Metro Fire District,
Colorado School of Mines,	Town of Hayden, CO	CO
Golden, CO	Town of Hudson, CO	Summit County, CO
City of Commerce City,	Town of Hugo, CO	
CO		City of Telluride, CO
City of Craig, CO	City of Idaho Springs, CO	City of Torrington, WY
City of Cripple Creek, CO		City of Trinidad, CO
County Sheriffs of	City of Jackson, WY	
Colorado	Jefferson County, CO	University of Colorado-
	Town of Johnstown, CO	Boulder, CO
City of Delta, CO	Joint Powers Water Board,	University of Colorado-
City of Dillon, CO	WY	Denver, CO
City of Durango, CO		University of Northern
	City of Lamar, CO	Colorado-Greeley, CO
Town of Eagle, CO	City of Laramie, WY	
Town of Eaton, CO	City of Lonetree, CO	Town of Vail, CO
Town of Edgewater, CO	City of Louisville, CO	
El Paso County, CO		City of Walsenburg, CO
Town of Elizabeth, CO	City of Manitou Springs,	Town of Wellington, CO
City of Englewood, CO	CO	City of Wheat Ridge, CO
Town of Estes Park, CO	Town of Mead, CO	Town of Windsor, CO
City of Evans, CO	Town of Meeker, CO	
	Mesa County, CO	City of Yuma, CO
	City of Milliken, CO	



Unearthing Hidden Talent

A Smarter Way to Find the Best Candidates

Town of Elizabeth, Colorado

Town Administrator

Executive Recruitment Firm

(602) 861-5840 | DuffyGroup.com

4727 E. Union Hills Drive, Suite 200 • Phoenix, AZ 85050

Table of Contents

Cover Letter.....	2
Firm Profile.....	3
Project Team.....	4
Project Approach.....	6
Experience.....	8
Fee Proposal/References.....	11
Relevant Presentations with Melissa Barker	12



Let's Partner

Duffy Group, Inc.
4727 E. Union Hills Dr., Ste. 200
Phoenix, AZ 85050

Dear Mayor Ternus and Board of Trustees,

Thank you for the opportunity to introduce Duffy Group. We are leading an industry-wide shift in executive recruitment through our proprietary Duffy Recruitment Research™ model. It's a smarter and more cost-effective alternative to traditional recruitment models that lack our same depth of insights and matchmaking precision. Our clients can't imagine building their teams in any other way.

We understand that Elizabeth, Colorado, is seeking professional executive recruitment services for its Town Administrator position. Duffy Group submits this proposal for consideration to provide full-service executive recruitment support, working in partnership with the Board of Trustees to conduct a comprehensive national search to identify, evaluate, and secure the most qualified candidate.

Here's a look at what you can expect from a strategic partnership:

- **Industry Expertise:** Our practice leaders and recruiters have extensive knowledge and experience in public sector recruiting. They understand industry requirements, trends, and challenges, enabling them to identify top performers, especially in hard-to-fill positions.
- **Creative Sourcing & Rigorous Research:** Strategic sourcing and in-depth research guarantee we exclusively present engaged candidates to our clients. We employ rigorous screening techniques, leading to over 80% of our candidates securing interviews with clients.
- **Access to Passive Talent:** We actively pursue passive candidates — those not actively seeking new opportunities — to uncover talent that traditional recruiting models might miss.
- **Proven Track Record:** We have a strong reputation for delivering successful recruitment outcomes, with 76% of our clients coming from referrals and recommendations.

A strategic partnership brings many advantages. I am confident we can yield positive results and long-term success.

This proposal shall remain valid for a period of not less than 120 calendar days from the date of submittal.

Sincerely,



Melissa Barker
Chief Revenue Officer
mbarker@duffygroup.com
623-652-8637



Nicole Gruenhaupt
Practice Leader
ngruenhaupt@duffygroup.com
602-899-9294

Firm Profile

Company History, Background, and Experience

Duffy Group is headquartered in Phoenix, Arizona, and consists of a national team of 44 Recruiters, Practice Leaders, and back-office support. Nicole Gruenhaupt is our Denver-based Practice Leader.

Kathleen Duffy founded Duffy Group in 1991 to help companies find the right talent and to help people find joy in their work. From humble beginnings as a one-woman operation in Phoenix, Duffy Group has grown into one of the country's most respected and effective executive search firms. The team now assists organizations nationwide and internationally across more than a dozen specialized industries.

Our Government Sector practice group is led by Melissa Barker and Nicole Gruenhaupt, specialized leaders with deep industry expertise, ensuring the right candidate-client match and high satisfaction levels. We meld into our clients' teams and become an integral part of the internal process. Candidates don't realize they are interacting with a third party, enabling us to match them not only on skills but also on alignment with company values and culture — the unique "sizzle" that defines each organization.

Discover Duffy Recruitment Research™

An Informed Search Model for the Best Talent

At Duffy Group, we are redefining how organizations build teams. Our national network of recruiters uncovers passive talent typically overlooked by standard search models. We gather vital insights to create high-quality, long-term talent pipelines that support organizations' hiring needs for today and tomorrow. Our secret? Duffy Recruitment Research™.

In an industry dominated by contingent and retained search, Duffy Group pioneered a new model — informed search — built upon its proprietary Duffy Recruitment Research™ method. The insight-driven process enables organizations to uncover passive talent using a flexible hourly rate.

Duffy Group is an executive recruitment firm with special expertise in identifying "passive" talent. Duffy Group is a certified woman-owned business that has redefined traditional recruitment to offer our clients a customized approach to search for key roles, whether at the executive or middle management levels.

Our deep and long-lasting recruiting experience, spanning over 30 years, includes individual contributor roles to the C-Suite. Nicole Gruenhaupt, Practice Leader, would be the town's primary contact to recruit, interview, and negotiate with the final candidate(s).

The engine behind our Chief Revenue Officer is a team of well-trained, passionate recruiters familiar with public sector recruiting who conduct research and initial candidate outreach. Our Recruiters know how to locate candidates in new, unusual, and non-traditional places. They provide the insulation and confidentiality needed to reduce the number of unqualified or unsolicited inquiries to our clients. Their expertise enables them to establish relationships with candidates quickly and extract accurate information, ensuring the focus of the search is on the most qualified candidates.

Project Team

Below is a list of our staff members whose expertise was utilized in filling town administrator positions and other government-sector search work listed below.

These staff members may assist in sourcing, assessments, and marketing aspects of searches for the Town of Elizabeth, Colorado. The degree of their assistance will vary depending on the specific needs of each search. Each of these individuals are trained in all aspects of our processes and methodologies.



Melissa Barker | Chief Revenue Officer

Melissa Barker's extensive experience in multiple facets of organizational management makes her an invaluable asset to Duffy Group. With more than 20 years of experience managing teams, directing operations, and creating strategies for multiple organizations, she understands the value of finding just the right candidate.

Skilled at creative sourcing and attracting passive candidates, she places a wide range of candidates, from high-level executives to supervisors, across various industries. Since joining Duffy Group,

Melissa has built a strong foundation within the government sector. She understands that connecting candidates with a passion for public service is as crucial as her clients' specified requirements. Her relationships with top-tier talent in government are the framework for her success.

Melissa previously worked for the State of New Mexico and was a founding member of the New Mexico Children's Foundation, a visionary, grassroots organization funding small, nonprofit children's organizations throughout the state.

She has since served on several professional, nonprofit and community boards. Currently, she is on the McDowell Sonoran Conservancy Board of Directors and serves as Chair of the Governance Committee. She holds a bachelor's degree in Political Science from the University of New Mexico.

Her heart for philanthropy and public service is part of her DNA. Raised in a family that believed in giving to others, Melissa learned that such generosity is expected from those who are able. That philosophy, and watching her parents and brother selflessly share their talents in public service careers, inspired her to give back in similar ways.

When she has a break in the whirlwind of activity, Melissa loves traveling and hiking, and has recently found a love of kayaking. As a mother of two boys, she is involved in numerous activities, and they all participate in Boy Scouts of America.



Nicole Gruenhaupt | Practice Leader

[Nicole's LinkedIn Profile](#)

As a Practice Leader for Duffy Group, Nicole Gruenhaupt leads strategic search initiatives and business development efforts that support client growth and organizational success. Since joining the firm in 2021 as an Executive Recruiter, she has quickly advanced into leadership roles, managing recruiters on a project basis, overseeing a growing portfolio of client relationships, and guiding the full search process from intake through placement.

Nicole partners closely with hiring leaders to understand organizational needs and develop thoughtful strategies to attract key talent. She leads high-level client engagements and mentors recruiting team members. She ensures each search is executed with quality, efficiency, and professionalism. Her work emphasizes strong relationships, operational excellence, and continuous improvement throughout the recruiting process.

Nicole primarily works with organizations in local government and the nonprofit sector, industries she is passionate about because of their commitment to service and community impact.

Nicole holds a Bachelor of Science in Dance Management with a minor in Business Entrepreneurship from Oklahoma City University. Outside of work, she enjoys staying connected to dance through teaching, performing, and attending live shows. Originally from Overland Park, Kansas, Nicole now resides in Denver, Colorado, and enjoys spending time with family and friends.

Bridget Querciagrossa | Senior Executive Recruiter

[Bridget's LinkedIn Profile](#)

With 25 years of experience in non-profit and government, Bridget leads recruitment projects at Duffy Group. She holds a BA in Humanities and an MA from DePaul University. Bridget leads recruitment searches and manages the full recruitment process at Duffy Group.

Vickie Dagit | Senior Executive Recruiter

[Vicki's LinkedIn Profile](#)

With over 30 years of experience, Vickie specializes in recruiting for non-profits and government organizations. She holds a bachelor's degree from North Carolina Wesleyan University. Vickie leads recruitment searches and manages the full recruitment process at Duffy Group.

Project Approach

Duffy Group Methodology

Duffy Group will create a customized recruiting strategy to address the multiple steps associated with this critical search. We partner with our clients every step of the way. Our clients can choose among a set of services best for their organization. We customize the process and believe a more targeted approach will result in the strongest slate of candidates, save countless time and money, and offer the best results.

Our process will include:

1. **Intake/Strategy Meeting:** We will meet with the Town's hiring team in person to learn their priorities for each position. During the intake, we ask any questions that need clarification, uncovering the ideal candidate's experience, cultural fit and attributes, scope of the department compensation, geographical targets, challenges, etc. We will gather the Town's selling points from them – uncovering why someone would want to work for and relocate to the Town of Elizabeth. We will also discuss Duffy Group's overall strategy and process, including anticipated timelines.
2. **Draft Position Specification and Brochure:** We will finalize the position specification and brochure on behalf of the Town and send for final approval. The information gathered during our intake and strategy meeting will be integrated into the brochure to ensure a comprehensive overview of the position and community.
3. **Identification of Prospective Candidates:** To find a diverse set of candidates best suited for the position, we will use various resources, drawing upon our internal research capabilities, online resources, and phone calls. We will source passive candidates through our research finding like-to-like communities. We will post the position in industry publications and social media outlets. We will ensure we reach a regional and national candidate pool. We will vet all candidates the same, regardless of how they come to us.
4. **Candidate Outreach:** Duffy Group will contact the candidates identified to tell your unique story. We personalize our calls by leveraging our expert recruiting team's ability to connect with people. As we connect with candidates, we will do the preliminary vetting necessary to scout those individuals who are best aligned with your culture. We will also be speaking with candidates to obtain market intelligence that you will own and can use for future searches.
5. **Candidate Screening:** Duffy Group will use the criteria outlined during the Intake process to screen the candidates to ensure they meet the minimum qualifications. During this screen, Duffy Group will obtain their interest level for the role and ensure they clearly understand the position. These in-depth interviews will be conducted via video to determine the candidate's presence.
6. **Introduction of Candidate Slate:** Duffy Group will submit a slate of candidates, including detailed candidate profiles, resumes, and cover letters. As we progress, we will keep candidates informed and connected to ensure candidates do not lose interest in the opportunity. We can also present a candidate comparison matrix comparing key attributes of each candidate on the slate. Duffy Group will present the preliminary slate of top prospects to the Board for further evaluation. This is typically done in person.

7. **Status Reporting:** Communication is critical to the success of any search. At Duffy Group, we are transparent about the work conducted. A weekly status report will be sent to the stakeholders to share the progress of the search. The objective is to stay in close contact with the hiring leader to refine the process and take action as needed. These reports will include hours worked on the search to date, highlight each stage of the process, and provide details on the candidate slate.
8. **Interview Process, Offer:** As part of the recruitment process for this important role, Duffy Group will be by your team's side as long as they like us there. We can prepare interview questions for the interview process, sit in on the interviews, run background checks, conduct reference checks and social media scrubs, help present offers, negotiate offers, and offer best practice suggestions regarding the process itself. We act as an extension of your team and will provide all of these services, some of these services, or turn this part of the process over to your internal team as bandwidth allows.
9. **Expectations of the Town:** Searches can only be successful with a strong partnership and commitment to the process on both ends. Duffy Group will calibrate with your team regularly, resulting in an improved candidate pool. The hiring leader should review the weekly status report and let Duffy Group know of any concerns as soon as possible to ensure adjustments get handled quickly.

Guarantee

Duffy Group will not approach the selected candidate for any other position as long as they are an employee of the Town of Elizabeth. We also will not solicit any other Town of Elizabeth employee for any other position as long as the city remains a client. We will abide by the tenets of the ICMA Code of Ethics.

Timeframes and Deliverables

April 2026	April - May 2026	May - June 2026	June 2026
Contract awarded	Sourcing & recruitment continues	Candidate Slate presented	Candidate selection & background checks conducted if requested
Intake meeting	Development of Candidate Slate	Scheduling Interviews with top candidates	Offer negotiation
Search Strategy developed	Weekly reporting on candidates & hours	Search Committee interviews conducted	The candidate begins new role
Sourcing & recruitment begins	Regular contact with the search committee	Behavior assessments conducted if requested	Onboarding

Relevant Experience

Examples of relevant executive searches in the Government sector include (but are not limited to):

Company	Position
Arizona Corporation Commission	Securities Attorney
City of Bisbee, AZ	City Manager
City of Boerne, TX	Utilities Director
City of Cottonwood, AZ	City Manager
Contra Costa County, CA	Deputy Director of Health Services, Controller
Contra Costa County, CA	Director of Facilities and Planning
Contra Costa County, CA	CEO, Health Plan
City of Cottonwood, AZ	City Manager
City of Durango, CO	City Engineer
City of Flagstaff, AZ	City Engineer
City of Flagstaff, AZ	City Prosecutor
City of Flagstaff, AZ	City Manager
City of Flagstaff, AZ	Deputy City Manager
City of Flagstaff, AZ	Purchasing Manager
City of Fountain, CO	Director of Planning and Community Development
City of Fountain, CO	Senior Planner
City of Fountain, CO	Assistant City Attorney
City of Fountain, CO	City Attorney
City of Fountain, CO	Planning Technician
City of Fountain, CO	Technology Services Director
City of Gunnison, CO	Procurement, Contracts, & Grants Manager
City of Gunnison, CO	Utilities Manager
City of Gunnison, CO	Construction Project Manager

City of Gunnison, CO	Chief Building Officer
City of Littleton, CO	Public Works Director
City of Littleton, CO	Director of Community Development
City of Littleton, CO	Finance Director
City of Littleton, CO	Chief Building Official
City of Marina, CA	City Engineer
City of Marina, CA	Public Works Director
City of Nogales, AZ	City Manager
City of Ouray, CO	Tourism & City Media Manager
City of Ouray, CO	Director of Finance & Administration
City of Page, AZ	Assistant City Attorney
City of Page, AZ	Airport Director
City of Page, AZ	City Manager
City of Page, AZ	Planning & Zoning Director
City of Page, AZ	Public Works Director
City of Prescott, AZ	City Engineer
City of Prescott, AZ	Community Development Director
City of Prescott, AZ	Utilities Director
City of Prescott, AZ	Finance Director
City of Sedona, AZ	Chief Building Official
City of Sedona, AZ	City Manager
City of Sedona, AZ	Deputy City Manager
City of Sedona, AZ	Finance Director
City of Sedona, AZ	Community Development Director
City of Tempe, AZ	City Clerk
City of Ouray, CO	Tourism & City Media Manager

City of Ouray, CO	Director of Finance and Administration
Maricopa County, AZ	Animal Care & Control Director
Port of Hood River, OR	CFO
Port of Hood River, OR	CFO
Port of Hood River, OR	Development & Property Manager
Santa Clara County, CA	IT Manager
Santa Clara County, CA	Chief Compliance Officer
Santa Clara County, CA	CFO
Santa Clara County, CA	Chief Medical Officer
Santa Clara County, CA	Accounting Manager
Santa Clara County, CA	Medical Director
Town of Carefree, AZ	City Engineer
Town of Paradise Valley, AZ	City Engineer
Town of Paradise Valley, AZ	HR Director
Town of Paradise Valley, AZ	Town Manager
Town of Paradise Valley, AZ	Victim Advocate
Town of Payson, AZ	Principal Engineer, Development Services
Town of Payson, AZ	Chief Building Official
Town of Payson, AZ	Town Engineer/Deputy Public Works Director
Town of Payson, AZ	Engineer
Town of Telluride, CO	Historic Preservation & Planning Director
Town of Telluride, CO	Senior Historic Preservation Planner
Town of Tusayan, AZ	Town Manager
Town of Vail, CO	Streets and Parks Superintendent
Town of Vail, CO	Public Works Director
Town of Wickenburg, AZ	Town Manager

Fee Proposal

Our pricing model is all-inclusive, with the exception of travel time and costs.

We bill on an hourly basis at a rate of \$150. Our fee for Town Administrator search work is \$30,000 on average, which includes direct labor hours for any contributing team members.

Travel time and costs would be billed separately as pass-through costs compliant with IRS standard rates. Cost of travel associated with required in-person presentations for the search is estimated at \$1,000 per person.

We provide background checks and/or social media scrubs as pass-through costs. Fees are not expected to exceed \$150 per finalist.

References

Mayor Clarinda Vail

City of Tusayan, AZ

Pop: 600

Clarinda.Vail@tusayan-az.gov

Mayor Steve Kidman

City of Page, AZ

Pop: 7,500

skidman@pageaz.gov

(928) 645-4222

Amanda Wilson

City Manager

City of Gunnison, CO

Pop: 6,800

awilson@gunnisonco.gov

(970) 641-8171

Michael Penny

City Manager

City of Castle Pines, CO

Pop: 17,000

michael.penny@castlepinesco.gov

(303) 705-0206

John Garrett

Human Resources Director

City of Fountain, CO

Pop: 30,000

jgarrett@fountaincolorado.org

(719) 649-8441

Tracy Hooker

Human Resources Director

City of Littleton, CO

Pop: 46,000

thooker@littletongov.org

(303) 795-3902

Industry Insights

Relevant Presentations with Melissa Barker

- Negotiating Your Employment Agreement (Speaker), International City/County Management Association Annual Conference, October 2026
- Mock City Manager Interviews (Panelist), Colorado City & County Management Association Emerging Managers Summer Camp, July 2025
- Enhancing Government Efficiency in Recruiting & Retention (Speaker), Colorado Municipal League, June 2025
- Empowering New Managers with Effective Techniques to Attract, Build, and Retain Strong Teams (Speaker), Colorado City & County Management Association Annual Conference, April 2025
- Recruitment and Retention (Speaker), Arizona City/County Management Association, July 2023

Relevant Podcasts and Articles with Melissa Barker

- [Why Arizona's Government Hiring Outpaces Private Sector Growth, Phoenix Business Journal](#)
- [Talking Turnover at the Top with Melissa Barker, PSHRA Public Eye Podcast](#)
- [Sizing Up Public Sector Hiring Processes with Melissa Barker, PSHRA Public Eye Podcast](#)
- [Staying Focused on Effective Recruitment and Hiring Practices, Public Eye Magazine](#)
- [Why Younger People Entering the Workforce Lean Into Public Sector Jobs, Phoenix Business Journal](#)
- [Companies Turn to Skills-Based Hiring to Find Qualified Candidates, WorldatWork](#)
- [How Local Government Can Recruit and Retain the Gen Z Workforce, Governing.com](#)
- [Skills-Based Hiring: How the Public Sector Can Use It to Their Advantage, Route Fifty](#)
- [Flexible Work Options Keep the Public Sector Competitive in These Post-Pandemic Times, Route Fifty](#)
- [Experts Call for More Skills-Based Hiring to Strengthen the Cyber Pipeline, PSHRA](#)

Accolades

True Connections Are in Our DNA

Revolutionizing professional recruitment, Duffy Group helps organizations realize their growth goals through a proprietary research-based model enabling us to uncover passive talent. We serve as an extension of your HR team to deliver the highest value, in all ways.

Founded in 1991, we are lauded for our approach, ingenuity, industry expertise and exceptional workplace – we walk the talk with an incredible team who are experts at finding the needle.



Proposal to provide Professional Executive Search Services for the Position of Town Administrator for Elizabeth, Colorado

MARCH 19, 2026

Provided to Michelle Oeser, Town Clerk/Administrative Services Director of the Town of Elizabeth, CO, by Government Professional Solutions (GPS)



Table of Contents

Approach	4
Experience.....	9
Demonstrated ability to complete a thorough and detailed report	11
References.....	12
Agreement to use Elizabeth’s contract.....	19
Agreement to complete project according to project schedule	20
Overall cost and value of project	21
Appendix	22

March 19, 2026

Michelle Oeser, Town Clerk/Administrative Services Director
151 S. Banner Street
P.O. Box 159
Elizabeth, CO 80107






Dear Michelle Oeser,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit our proposal for executive search services to help the Town of Elizabeth find and hire the best candidate to serve as its next Town Administrator.

GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful in the Public Sector.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Bret Bauer, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Bret Bauer prepared this submittal and can be reached by email or phone (info below).

Thank you very much for your consideration of our firm and proposal.

Sincerely,

Bret Bauer, Partner and Co-Founder
143 LBJ Ranch Rd.
Trinidad, TX 75163
(316) 207-0688
bbauer@governmentpros.com

Chris Lowe, Partner and Co-Founder
18605 Arrowwood Dr.
Monument, CO 80132
(785) 766-9104
clowe@governmentpros.com



Approach

Government Professional Solutions (GPS) does not operate like most national search firms. Our approach is collaborative, customized, personal, and **relationship based**. As former city managers who have served full-service cities and their elected officials, we understand first-hand how the executive search function must fit within the larger mission of the local government and the community. We are passionate about public service and we know at the core, that means our focus is about getting to know people - those in your community, and those wishing to serve your community.

City managers who know how to hire managers

As former city managers, we know how to get in front of top candidates. We are connected to modern, accomplished candidates, both directly and indirectly through our extensive network of public officials. We have worked with many of them as colleagues and have personally networked with them at industry association and other events. We have served with them on boards and held leadership positions in the same organizations. We are connected to them through the university MPA programs. Most importantly, we know both the seasoned veterans AND the young up-and-coming professionals who are highly sought after by cities.

We also know the newsletters, publications, and websites these professional candidates subscribe to because we subscribe to them ourselves, and we understand which sources are trusted most.

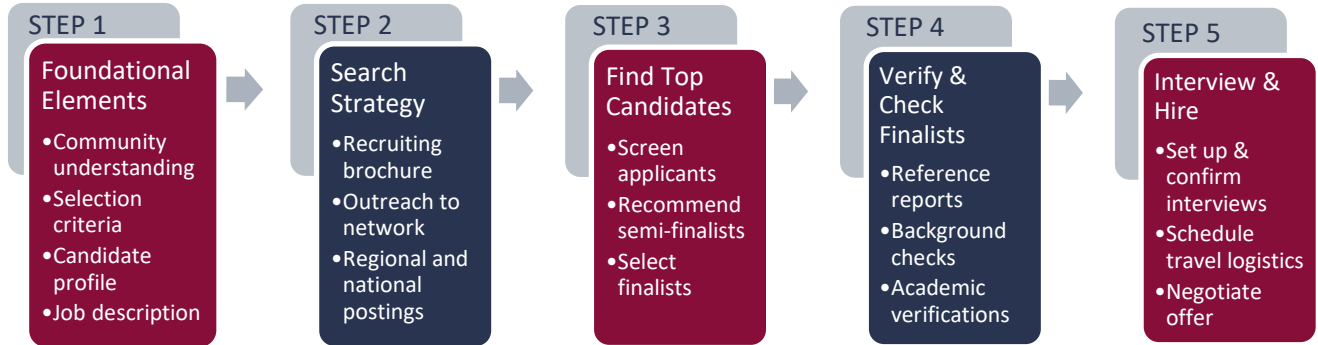
Finally, because of our lengthy and direct experience in the public sector, we are also able to screen candidates quickly and efficiently. An initial conversation by one of our senior level partners quickly yields an accurate assessment of capability and fit. This enables us to focus the majority of our energy and resources on those candidates who have the highest probability of becoming semi-finalists in the search.

A single dedicated senior level consultant by your side

Because our recruitment searches are conducted start to finish by one of our partners, you get an extremely efficient process. A single senior level person dedicated to every step of your project means no gaps or delays in information transfer among multiple staff members and consultants. It means that both you and the candidates get a very direct and responsive line of communication. And, it means you get a level of experience and personal service you know you can count on.

GPS Partner, Bret Bauer, will be the consultant on this project.

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent for your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you, City Council members, and/or designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next Town Administrator.

We then meet on-site with you, the City Council, and/or designated staff to discuss the required background, professional experience, management and leadership characteristics, and salary range for your position. We work with you to thoroughly understand (or help identify) the position’s requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position (if needed), and a candidate profile, all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

Timeframe:

1 week

Deliverables:

- Community understanding
- Selection criteria surveys
- Job position
- Candidate profile

STEP 2: DESIGN A CUSTOM SEARCH STRATEGY

We work collaboratively with you to develop a comprehensive outreach strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. We will recommend a strategy that includes national, state, regional, and local elements.

Leveraging our network

Central to that strategy is to leverage our extensive network of public officials. Often, we know qualified candidates who are not actively seeking new employment and will not necessarily respond to an advertisement.

One of the tools we leverage is a comprehensive recruitment brochure that can accompany all networking and outreach efforts. This brochure typically includes the candidate profile defined in Step 1, a summary of challenges and priorities, and information that positions your location as a highly attractive place to live and work. *(Please see example provided in the Appendix)*

Leveraging the ICMA & other professional organizations

From our decades in city leadership and as candidates ourselves, we depend on the International City/County Management Association (ICMA), as do the type of candidates you want for this position. Most managers are members, and it is the first stop for anyone in the industry looking for a new job.

We use our extensive networks at the state level to ensure we are adequately marketing to in-state candidates through the Colorado Municipal League (CML).

We value diversity and our recruitment process reflects that. We work with the National Forum for Black Public Administrators (NFBPA), Women Leading Government, and the Local Government Hispanic Network (an affiliate of ICMA).

Timeframe:

1-2 weeks

Deliverables:

Timeline

Recruitment brochure

Advertisement

STEP 3: FIND TOP CANDIDATES

Upon approval of the custom search strategy and marketing tools, we promptly begin the search process, starting first and foremost with our network.

Application packets will be received and categorized according to the rating criteria established by you and your team to ensure that the candidate pool has the matching skills and background. You will receive weekly updates on the development of the candidate pool. Information on all applicants will be retained and organized for recordkeeping purposes and will be transmitted to you upon completion.

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process,

Timeframe:

5-6 weeks

Deliverables:

Custom questionnaires

10-15 semi-finalist recommendations

communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (*please see examples of each in the appendix*). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.

We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their professional journey. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and videos for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

Timely and regular communications to candidates

Regular updates to you and your team

Semi-finalist report

STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Civil Litigation



Federal District Criminal



City/County/State Civil Litigation



Employment Verification



Motor Vehicle Driving Record



Reference Verification



Educational Verification

Timeframe:

2 weeks

Deliverables:

Reference check results

Background check results

Academic verification results

STEP 5: INTERVIEW AND HIRE

Upon completing the candidate verifications and checks, we will work collaboratively with you to develop the final interview process.

We will provide you with a Final Candidate Report prior to commencement of interviews. This report will include a copy of the recruitment brochure and interview schedule, as well as cover letter, resume, completed questionnaires, and reference/background results for each finalist to be interviewed. It will also include our individual analysis of each candidate compared to the ideal candidate profile developed with you (e.g., our evaluation of minimum professional qualifications, responses to questionnaires, etc.). *Note: A minimum of one week is required to develop the packet of information for your review once finalists have been identified.*

Accompanying the final report will be guidelines for interviewing the finalists, suggested interview questions, and a customized interview grading tool for your interview panel(s). We will attend finalist interviews to support continuity of the process.

We will work with you to develop an interview process that is thorough and inclusive of your organization and community. Successful options we have used in the past include: a community meet and greet (this allows community members, elected officials, and staff to meet and visit with the finalists), community interview panel to serve as one of the events for finalists during the in-person interview process, and/or a community dialogue event.

*Additional options available to you are:



Participation in deliberation of candidates.



Assistance with developing a compensation package and related employment considerations.



Assistance with employment agreement negotiation.

Finally, we will notify candidates of the final decision and will confirm final process close out items with you.

Timeframe:

2-3 weeks

Deliverables:

Interview and travel itinerary schedules

Final Candidate Report

Interview guidelines

Suggested interview questions

Interview grading tool

Candidate notifications



Experience

30+ years combined experience in city management

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country, including Colorado.

Resumes of Partners, Chris Lowe and Bret Bauer, are included in the appendix. Bret Bauer will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

20 years of successful recruiting history

RECENT RECRUITMENTS

City Administrator-Siloam Springs, AR
City Manager-Sidney, NE
City Manager-Alliance, NE
City Manager-Salina, KS
City Manager-Junction City, KS
City Manager-Charles Town, WV
City Manager-DeSoto, TX
City Manager-Lochbuie, CO
City Administrator-Grand Island, NE
Town Manager-Prosper, TX
City Manager-Janesville, WI

At GPS, we have been conducting executive level recruitments for 20 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of combined experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.

More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

Our breadth of services includes:

- Executive Search
- Budgeting
- Human Resources (Class & Comp. Studies)
- Leadership Development
- Strategic Planning
- Project Management (Interim Services)

The compass in our logo depicts our goal of providing guiding direction to our public clients and we strive to be a steady partner throughout that journey. We firmly believe in the value of **trusted relationships**, and want to be your **trusted partner**, not just another vendor.

The GPS Guarantee

While others in the industry may offer a 1-year guarantee, we are confident in our process, and offer a 24-month guarantee against resignation or termination for any reason. Any subsequent search will be done for actual cost.

*“GPS did a great job throughout our search for a new city manager. Their timeline was clearly laid out. They wanted our input for the type of qualified leader we were looking for and carefully screened the candidates with a nationwide search. Bret provided consistent and clear communication of the steps throughout the process. Additionally, GPS helped us find an interim city manager until our position was filled. The candidates were also pleased with how they were treated during the interviews. GPS was always available to assist with any questions or concerns. **I would highly recommend GPS!**” – Pat Landes, Mayor of Junction City, Kansas*








Demonstrated ability to complete a thorough and detailed report






We hope the steps outlined in the Approach section of this proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Bret Bauer, have demonstrated the accountability and integrity we bring to this important effort.

Likewise, we are confident the final candidate report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

Information on each finalist:

-  Cover letter and resume
-  Completed questionnaires
-  Reference/background results
-  GPS analysis/evaluation
-  Video Storytelling (if used)

Additional supporting information:

-  Recruitment brochure
-  Interview schedule
-  Interview guidelines
-  Suggested interview questions
-  Customized interview grading tool

References

Owner/address/telephone contact	City of Salina, KS /Greg Lenkiewicz, Mayor 300 W. Ash St., Salina, KS 67401 (785) 342-6049, commishlenk@gmail.com Pop. 50,000, Annual Budget \$151M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Salina’s Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Charles Town, WV /Micheal George, Mayor 101 E. Washington St., Charles Town, WV 25414 (304) 725-2311, mgeorge@charlestownwv.us Pop. 7,500, Annual Budget \$10M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Charles Town’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Sterling, CO /Matthew Foos, Mayor 421 N. 4 th St., P.O. Box 4000, Sterling, CO 80751 (970) 520-6330, mfoos@sterlingcolo.com Pop. 14,000, Annual Budget \$40M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Sterling’s Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Brentwood, TN /Nelson Andrews, Mayor 5211 Maryland Way, Brentwood, TN 37027
---------------------------------	---

	(615) 917-1384, nelson.andrews@brentwoodtn.gov Pop. 47,000, Annual Budget \$108.3M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Brentwood's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Junction City, KS /Pat Landes, Mayor 700 N. Jefferson, Junction City, KS 66441 (785) 223-6091, pat.landes@jcks.com Pop. 25,000, Annual Budget \$141.9M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Junction City's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Alliance, NE /Seth Sorensen, City Manager 324 Laramie Avenue, P.O. Box D, Alliance, NE 69301 (308) 762-5400, ssorensen@cityofalliance.net Pop. 9,000, Annual Budget \$3.75M
Project name	Executive recruitment for Chief of Police
Project description	Performed national executive recruitment services to recruit for a Chief of Police to be a part of Alliance's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX /Mayor Rachel Proctor 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 274-2489, rproctor@desototexas.gov Pop. 56,583, Annual Budget \$181M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of DeSoto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Duncanville, TX /Todd Siegel, Director of Human Resources 203 E. Wheatland Road, Duncanville, TX 75116 (972) 780-5095, todd.siegel@duncanvilletx.gov Pop. 40,706, Annual Budget \$94M
Project name	Executive recruitment for Director of Finance
Project description	Performed national executive recruitment services to recruit for a Director of Finance to be a part of Duncanville's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE /Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com Pop. 52,335, Annual Budget \$273M
Project name	Executive recruitment for Public Utilities Director
Project description	Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE /Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com Pop. 52,335, Annual Budget \$273M
Project name	Executive recruitment for City Administrator
Project description	Performed national executive recruitment services to recruit for a City Administrator to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Prosper, TX / David Bristol, Mayor 250 W. First Street, Prosper, TX 75078 (972) 965-0446, dbristol@prospertx.gov Pop. 37,746, Annual Budget \$102M
Project name	Executive recruitment for Town Manager
Project description	Performed national executive recruitment services to recruit for a Town Manager to be a part of Prosper's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment

Related litigation, administrative proceedings, or claims	None
---	------

Owner/address/telephone contact	City of Janesville, WI / Paul Benson, Council President 18 N. Jackson Street, Janesville, WI 53548 (608) 352-8010, bensonp@ci.janesville.wi.us Pop. 65,942, Annual Budget \$128M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Janesville's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of La Grange, TX / Jan Dockery, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (979) 968-5805, citysecretary@cityoflg.com Pop. 15,978, Annual Budget \$18M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of La Grange's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX / Brandon Wright, City Manager 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9644, bwright@desototexas.gov Pop. 55,913, Annual Budget \$129M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of DeSoto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX / Brandon Wright, City Manager 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9644, bwright@desototexas.gov Pop. 55,913, Annual Budget \$129M
Project name	Executive recruitment for Library Director
Project description	Performed national executive recruitment services to recruit for a Library Director to be a part of DeSoto's Executive Team.

Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Elizabeth, Colorado / Megan Vasquez, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (303) 646-4166, megan.vasquez@townofelizabeth.org Pop. 2,500, Annual Budget \$16M
Project name	Executive recruitment for Town Administrator
Project description	Performed national executive recruitment services to recruit for a Town Administrator to be a part of Elizabeth’s Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Testimonials

*“GPS did a great job throughout our search for a new city manager. Their timeline was clearly laid out. They wanted our input for the type of qualified leader we were looking for and carefully screened the candidates with a nationwide search. Bret provided consistent and clear communication of the steps throughout the process. Additionally, GPS helped us find an interim city manager until our position was filled. The candidates were also pleased with how they were treated during the interviews. GPS was always available to assist with any questions or concerns. **I would highly recommend GPS!**” – Pat Landes, Mayor of Junction City, Kansas*

*“When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. **I give Chirs and GPS the absolute highest recommendation.**” - Paul Benson, Council President of Janesville, Wisconsin*

*“Government Professional Solutions (GPS) and specifically Bret Bauer exceeded my expectations during our search for a new Town Manager. Bret brought years of experience in municipal government as well as a vast network of potential candidates to the search. Not only did he accomplish the task, he did it in a professional, expeditious and cost effective method. His attention to detail and clear sense of the urgency of the need was critical to our council and to the candidates. **I strongly recommend GPS and will utilize them if needed in the future.**” - David Bristol, Mayor of Prosper, Texas*

*“As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS’ services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**” - Tammy Payne, Trustee of Town of Elizabeth, Colorado*

*“Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board.” - Megan Vasquez, Mayor of Town of Elizabeth, Colorado*

*“I’m writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions (“GPS”) who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating and extending the offer. **Bret’s experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or***

Government entity looking to recruit for executive-level positions.” - Warren Hutmacher, City Manager of Hutto, Texas

*“As the former mayor of Gun Barrel City, Texas, it was my pleasure to work with Bret Bauer, our city manager, for over four years. Bret had the experience and background to immediately work on and solve problem areas within our city infrastructure. It took no time at all for Bret to gain the trust and admiration of the city employees. **Cities are faced daily with problems that require outside professional help. These professional(s) must have firsthand knowledge of how municipalities operate. Mr. Bauer and Mr. Lowe have that knowledge from their years of working for and with cities. GPS is the company any city can depend on for help when help is needed.**”* - Jim Braswell, Former Mayor of Gun Barrel City, Texas

*“In government, there are two types of leaders; those that are interested in getting the job done, and those afraid to tackle the tough problems. In my twenty plus years of work with governmental entities, I can say that Chris Lowe was among the best and most committed to getting the job done. Chris has a keen ability to find the right tool and the right path to solve a variety of problems, whether negotiation with an employee group, transition of the City to an updated or automated process or responding to a politically charged community issue. Strength of character and integrity are hallmarks of how Chris approaches his work. His research and presentations to elected officials are thorough, data driven, and effective. I have watched him build consensus around difficult problems and implement solutions that have carried his communities forward through tough challenges. **If your community has a problem in search of a solution, Chris Lowe can navigate those waters with your organization and help you find your port in a storm.**”* - Douglas B. Harris, City Attorney, Harris, & Sommer, LLC

“I had the pleasure to offer Chris Lowe the position as City Administrator for Baldwin City, Kansas early on in my term as Mayor. I felt that the experiences and energy that he could bring to our community would be extremely impactful, but I had no idea on how impactful it would ultimately be. Chris was so eager to learn so much about our community. He jumped into our utility enterprise, which included electrical generation as well as water and wastewater treatment. He handled all the challenges that those entities bring to City Management, very effectively. He developed personal relationships that last to this day. He built and developed a great team of professionals that carried out the combined vision that he and the City Council had for the community. One can drive around our community and in a very short distance, can see the enormity of the projects that have Chris’s imprint. When you communicate the vision to Chris, you can be assured that he will bring that vision to life. He also is a consensus builder and works effectively to build relationships with other governmental agencies. I am proud that we had Chris in our community and so proud of the work he led to make our community even better.” - Ken Wagner, Former Mayor of Baldwin City, Kansas

*“Chris Lowe has the unique ability to identify and attract key individuals in any organization and knows how to best utilize their skills to achieve the best results possible. His outstanding leadership abilities are very well-suited for any team environment, and he is a proven leader in all areas of municipal government. **I highly recommend Chris and his team to lead and guide any community forward through the unique problems that constantly present themselves.**”* - Jeff Kaiser, Former Mayor & Trustee, Town of Monument

Agreement to use Elizabeth's contract

GPS is happy to execute a standard contract form provided by the Town or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.

Agreement to complete project according to project schedule

The timeline at right provides a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

SUGGESTED TIMELINE

Town of Elizabeth, CO Town Administrator Executive Search

The Town will be asked to approve a final timeline before any recruitment begins, the timeline may be lengthened, if so desired





Overall cost and value of project

GPS offers a firm, fixed fee of \$21,500 to conduct each professional executive search, ***which includes all our expenses and costs.***

In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

We will bill the fee as the phases are completed and according to the following schedule:

- \$10,500 upon execution of contract
- \$7,000 upon selection of group of semi-finalists
- \$4,000 upon completion of negotiations with final candidate



Appendix includes:

Sample City Manager search report (Final Candidate Report)

Sample recruitment brochure

Sample questionnaire (candidate and due diligence)

Resumes (Chris Lowe & Bret Bauer)

Certificate of insurance

Final Candidate Report for



Below are the documents in this Final Candidate Report:

- Ideal Candidate Profile
- Recruitment Brochure
- Marketing Media (Job Advertisement)
- Master Applicant List (Selection Grading Criteria Matrix)
- Interview Schedule
- Cover Letter
- Resume
- Candidate Questionnaire
- Due Diligence Questionnaire
- Zoom Video Recording (already provided)
- Background Summary
- Internet Research
- YouTube Research
- Email Correspondence

Town of Prosper, Town Manager Candidate Profile

The Town Manager shall be someone with confidence borne from expertise and experience in Texas, possessing a calm and approachable demeanor. He/she will have outstanding leadership skills, a management style who can work as an active part of a team, be a strategic thinker and listener, is trustworthy, and dependable. He/she will be a servant leader and always demonstrate honesty, integrity, fairness, and diplomacy. The Town Manager will be friendly, humble, calm and collected, even during chaos, and will desire to immerse themselves in and be a part of this community. Someone who is an expert in being a good person.

The Town Manager will be a motivator who will work collaboratively with staff and empower them. This person will possess a positive and supportive management style who can build staff up. He/she will be the voice for staff with Council and the public. He/she will be respectful of all, mentor, set priorities, provide resources, have high expectations and ensure accountability. This person will encourage teamwork and is comfortable getting in the trenches to get the job done. While this person will be a leader of the staff he/she will also be a hands on project manager.

He/she will be professional, but also friendly and outgoing with a sense of humor. This person must have outstanding communication skills, both verbal and written. Will be gifted in making clear and concise presentations to the Town Council and public. The Town Manager must be able to lead and guide the Council without taking sides or playing politics, always providing their best professional recommendations. He/she will have a strong financial and budgeting background and will ensure the financial data is accurate every time, all the time. Experience managing a growth environment in residential and commercial development. Including planning, growing, and meeting infrastructure needs. He/she must have the skills to, in coordination with the economic development, develop, negotiate and implement incentive and development agreements.

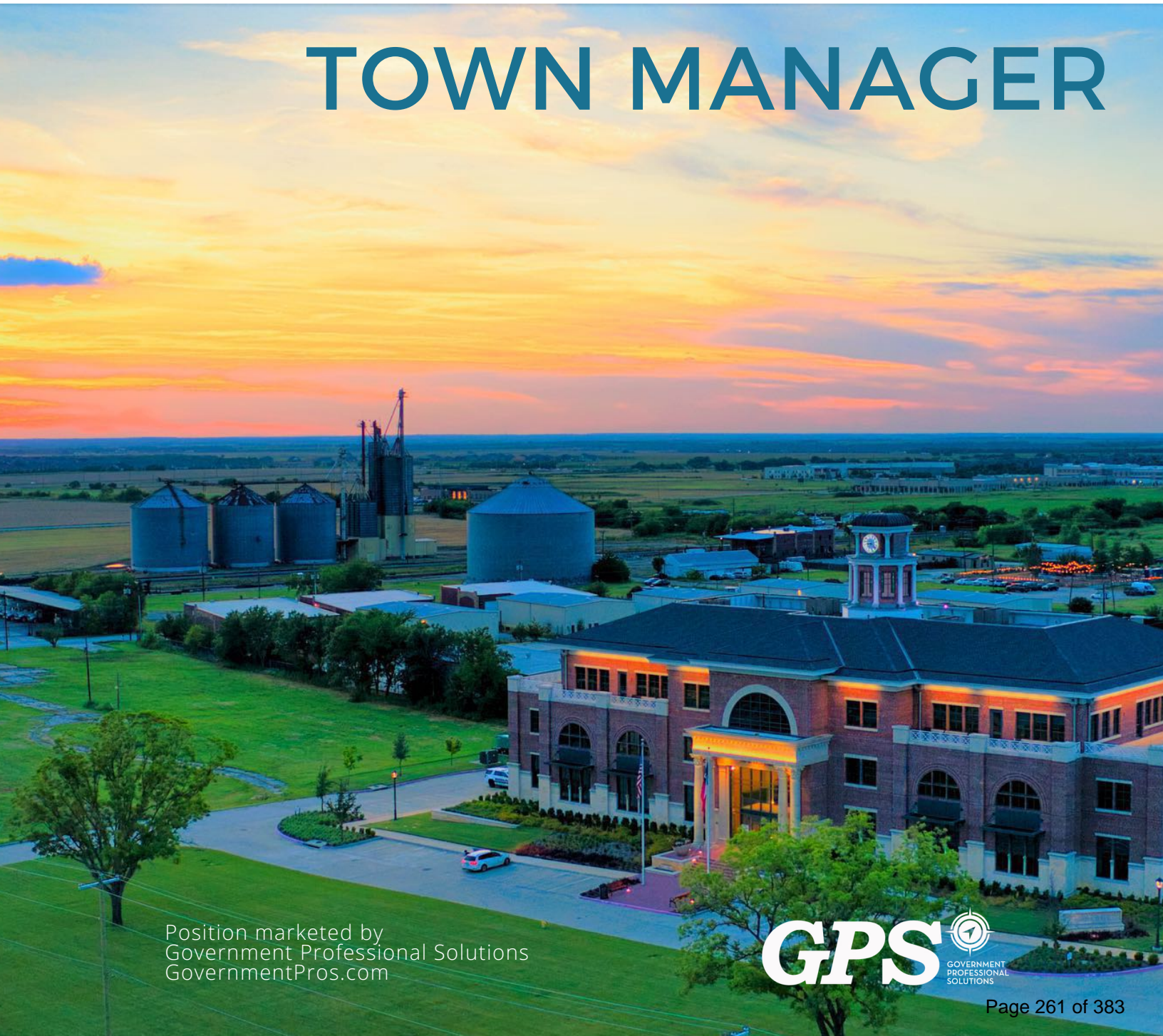
The Town Manager will have a Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy, or related field and a minimum of 7 years of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base or as an Assistant or Deputy in a larger community. A Master's degree in Public Administration or Business Administration or related field is preferred. Current member of ICMA and TCMA in good standing.



TOWN OF PROSPER

The Town of Prosper, Texas is hiring a

TOWN MANAGER



Position marketed by
Government Professional Solutions
GovernmentPros.com



WELCOME TO THE TOWN OF PROSPER, TEXAS

Community

The Town of Prosper is a fast growing community offering a high quality of life, where neighbors know each other and kids can play in a safe, friendly community.





With its proximity to the Dallas/Fort Worth area, the Town of Prosper has been an especially attractive place to put down family roots for CEOs and executives, and top tech and medical talent. The Town's annual growth rate has been between 9% and 13% for the past five years.

Location

North of Dallas, Prosper is located less than 30 minutes from 2 major airports: Dallas Love Field and Dallas/Fort Worth International. The Town is just 35 miles from Downtown Dallas and 55 miles from Fort Worth. Prosper's land area is 27 square miles.

Demographics

Population: 35,430, with a total buildout projection of 70,000 residents by 2040

	Median Household Income	\$153,777
	Median Earnings/Worker	\$85,560
	Median Housing Value	\$436,600
	Median Monthly Owner Cost with Mortgages	\$2,921/month
	Median Monthly Rent	\$1,482/month
	Owner-Occupied Housing	86.5%
	Prosper Residents with Health Insurance	95.4%

History

The Town of Prosper began as a farming community in Collin County in the early 1900s. In its early years, the town was also a central stop for the railroad between Dallas and Sherman. Prosper was incorporated in 1914 with a population of 500.

Entertainment and recreation

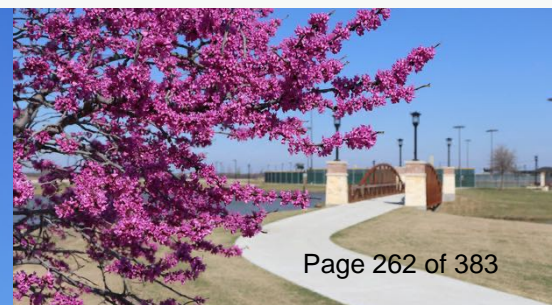
Prosper prides itself on having parks and recreation facilities that promote healthy lifestyles for all ages and enhance property values.

The Town is home to more than 350 acres of park, including open spaces, recreational venues, athletic facilities, and tennis courts. More than 30 miles of hike and bike trails weave throughout Prosper with plans for additional trails.

Frontier Community Park features a major sports complex with lighted natural and turf fields for a variety of sports. Other features include trails, pavilion, concessions, catch and release pond, splash pad, and Windmill Playground.

With Prosper's signature, historical grain silos adjacent to an impressive Town hall, inviting Food Truck Park, and welcoming outdoor space, Downtown Prosper is home to one-of-a-kind boutique stores, restaurants, and services. Downtown Masterplan was recently adopted and is currently being implemented.

Prosper also offers a wide array of nationally recognized retail stores and restaurants.



Business and Commerce

The Town of Prosper is a fast growing community with a strong pro-business mindset. The area's top employers are:

- Prosper ISD
- Lowe's
- Kroger
- Cook Children's
- Town of Prosper
- Dick's S.G./Field & Stream
- Walmart
- Longo Toyota
- Chick-fil-A
- Texas Health Resources

Education

Among Prosper residents 25 and older, 58% have earned a Bachelor's degree or higher level of education. Another 27% of the 25+ population have an Associate's degree or at least some college, and 98% are high school graduates.

Most of Prosper's geographic area is located in the boundaries of the Prosper Independent School District (PISD). Prosper ISD is located in both Collin and Denton Counties and serves students living in Prosper, Celina, McKinney, Frisco, and Aubrey.

Prosper ISD is a top rated public school system, ranking #10 on *Niche.com's* 2023 Best School Districts in Texas. As an accredited district, PISD develops and graduates motivated, academically prepared individuals with the strength of character to make contributions to a rapidly-changing society through an educational system that maintains high expectations, provides quality instruction, and establishes a safe, orderly learning environment.

Prosper ISD continues to be one of the fastest-growing school districts in Texas. In 2021-2022, the district had more than 22,000 students and more than 2,600 staff members serving 14 elementary schools, 4 middle schools, and 2 high schools. By buildout, the district is expected to have 28-30 elementary campuses, 9-10 middle schools, and 4-5 high school campuses.

Support for Prosper ISD is strong. A school bond election in May 2019 was approved by 85% of those who voted. The majority of the \$1.337 billion bond – specifically 84% – funds the building of new school facilities.

Prosper ISD is among only 250 school districts in the United States and Canada, and only 17 school districts in the State of Texas named to the College Board AP District Honor Roll. 29 Advanced Placement (AP) courses, 20 Pre-AP courses, and 10 dual credit courses are offered at the high school level.

Prosper is home to championship teams, and to Children's Health Stadium. Opened in August 2019, the \$52 million facility houses the football stadium, natatorium, and meeting facilities.



Government

The Town of Prosper is a home rule town with a mayor and six council members who are elected at large for three-year terms. The Town Manager serves as Chief Administrative Officer to Prosper and is responsible to the council.

“Prosper is a place where everyone matters.” The Town of Prosper strives to be a place where every resident has a voice, where decisions are made in the best interest of everyone, and where government is open and transparent. The municipal departments each play a role enriching the Town and supporting the residents.

Prosper Community Vision

Prosper is a community committed to excellence. It is a high-quality, family-oriented community maintaining a visually aesthetic open feel with job-producing, economically sustainable commercial development directed to the Town’s major transportation corridors, all while maintaining strong fiscal responsibility, and meeting the infrastructure needs of the Town.

Prosper Strategic Vision 2036

- Prosper 2036 has a small town relationship/feeling that is a family-friendly community.
- Prosper 2036 is a beautiful and safe community.
- Prosper 2036 is a high-value residential community with a quaint and cool downtown and a dynamic tollway corridor.
- Prosper 2036 has leisure experiences for all.

Fiscal Year 2021-2022 Budget Highlights

- First year accelerated implementation of \$210 million bond program (\$40 million versus \$21 million)
- \$0.01 decrease in property tax rate
- No increase in utility rates for Town customers
- Continued growth in property tax and sales tax
- Continued staff additions to public safety

Fiscal Year 2022-2023 Appropriations Highlights

- Total Appropriations-Operating Budget: \$95,616,751
- General Fund: \$51,833,412
- Debt Service Fund: \$12,911,163
- Water & Sewer Fund: \$28,112,759
- Drainage Utility Fund: \$2,500,000
- Capital Improvement Fund: \$58,295,000
- Capital Dedication Levy: \$6,700,000

Current Project Highlights

- Many road projects
- Water and sewer infrastructure
- New fire stations
- Downtown Masterplan implementation
- Raymond Community Park and other park projects
- Implementing town-wide ERP systems
- Updating Comprehensive Plan



Under the direction of the Town Council, the Town Manager serves as Chief Administrative Officer of the Town and oversees the daily operations of the Town. The Town Manager is responsible to the Town Council for administration of all the affairs of the Town, with only those exceptions that are named in the Town Charter. Example duties include:

Town Council

- Attend all Town Council meetings, with the right to take part in discussion.
- Keep Town Council fully advised as to financial conditions and future needs, and make recommendations.
- Prepare agenda items for, and give presentations to Town Council and Boards and Commissions.
- Inform Town Council of all work-related activities.

Administration

- Direct and supervise administration of 347 total number of town employees, all departments, offices, and agencies, except as otherwise provided by law or the Town Charter.
- Consult and direct all Town employees in solving administrative and operational problems, and developing and implementing changes in organizational structure, policies, or procedures to meet operational and fiscal goals.
- Make reports concerning the operations of Town departments, offices, or agencies.

Economic Development

- Develop and negotiate Town economic development agreements as needed in coordination with the Prosper Economic Development Corporation.
- Oversee, through various departments, construction projects designed to enhance Town infrastructure effectiveness and support economic development projects.
- Promote Town programs, activities, services, and business opportunities.

Financial

- Oversee preparation of and recommend the annual budget and capital program, and administer the budget as adopted.
- Administer operating and capital budget duties, including establishing policies for carrying out budget directives and reviewing operating and capital budgets periodically to analyze trends.

- Assure Town operations are performed within budget; prepare cost control activities; monitor revenues and expenditures to assure sound fiscal control; and ensure efficient use of Town budget funds, personnel, materials, facilities, technology, and time.

Human Resources

- Appoint, suspend, and remove all Town employees and appointive administrative officers, except as otherwise provided by law.
- Provide guidance and support to all departments regarding employee development and furthering the organizational culture of the Town.

Planning

- Develop long and short-range plans for all Town operations.
- Identify more efficient and effective ways of accomplishing Town service delivery.
- Plan, coordinate, and direct the work of Town departments through delegation of authority and responsibility to department executive directors and directors.

Policy and Procedure

- See that all state laws and Town ordinances are effectively enforced.
- Review applicable federal, state, and local laws, ordinances, and regulations for compliance and make recommendations.
- Administer policies and procedures within the Town and ensure that appropriate linkages exist between budget goals, purchasing procedures, and funding limitations and service levels adopted to meet specific departmental and Town Council goals.
- Adhere to personnel, safety, and other policies and procedures.

Public Relations

- Develop positive relationships and coordinate Town affairs with federal, state, and local entities and agencies, civic and private groups, and residents.
- Working with staff, respond to and resolve resident and development inquiries and concerns and negotiate and resolve controversial issues.

- Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy, or related field required (Master's degree preferred).
- Minimum seven years experience of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base, or as an Assistant or Deputy in a larger community.
- Current member of International City/County Management Association (ICMA) and Texas City Management Association (TCMA) in good standing.
- Strong financial and budgeting background with ability to ensure financial data is accurate every time, all the time.
- Strategic thinker.
- Experience managing a growth environment in residential and commercial development, including planning, growing, and meeting infrastructure needs.
- Skills to develop, negotiate, and implement incentive and development agreements (in coordination with economic development).
- Gifted at making clear and concise presentations to Town Council and the public.
- Outstanding communication skills, both verbal and written.
- Outstanding leadership skills.
- Servant leader who always demonstrates honesty, integrity, fairness, and diplomacy.
- Motivator who works collaboratively with and empowers staff.
- Positive and supportive management style that builds staff up, is respectful of all, provides mentoring, sets priorities, provides resources, has high expectations, and ensures accountability.
- Hands-on project manager who encourages teamwork and can work as an active part of a team.
- Able to lead and guide Town Council by providing options and building consensus; always providing the best professional recommendations.
- Calm and approachable demeanor, active listener, and remains cool and collected.
- Trustworthy and dependable.
- Professional, while also friendly and outgoing with a sense of humor.
- Desire to immerse oneself in and be a part of the community.

HOW TO APPLY

Compensation: Annual base salary will depend on qualifications but is expected to be in the range of \$230,000 to \$260,000. Position also includes a car allowance, TMRS with a 2 to 1 match as well as a generous contribution to a health, dental, vision, and life insurance package.

To apply, please email your cover letter and resume in .pdf format by Friday, November 18, 2022, 5 pm CST, to bbauer@governmentpros.com. Position is open until filled. Faxed and mailed submissions will not be considered. Direct questions to Bret Bauer at 316-207-0688 or bbauer@governmentpros.com.

The Town of Prosper is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or any other status protected by law or regulation. It is the Town's intention that all qualified applicants be given equal opportunity and that selection decisions are based on job-related factors.

For additional information about the Town of Prosper, please visit:

ProsperTX.gov

Facebook.com/prosperTX

ProsperEDC.com

Prosper-isd.net

Town of Prosper, Texas
Town Manager

The Town of Prosper is a fast growing community offering a high quality of life, where neighbors know each other and kids can play in a safe, friendly community.

With its proximity to the Dallas/Fort Worth area, the Town of Prosper has been an especially attractive place to put down family roots for CEOs and executives, and top tech and medical talent. The Town's annual growth rate has been between 9% and 13% for the past five years.

The Town Manager is responsible to the Prosper Town Council for maintaining and operating the Town in a professional manner and administration of all Town affairs. This position manages and directs the day-to-day operations of the Town based on the ordinances and policies established by the Town Council. The Town Manager oversees operation of the Town's departments, including Building Inspection, Communication & Community Engagement, Economic Development, Engineering, Finance, Fire, Health & Code Compliance, Human Resources, Library, Municipal Court, Parks & Recreation, Planning, Police, Public Works, Purchasing, Stormwater Management, Town Secretary, Utility Billing/Trash & Recycling, and Water Conservation. This position is responsible for a \$95.6M operating budget.

This position also works closely with community members, local school members, and is highly visible at community events.

Please use the following link to apply: [Please Click Here to Apply](#)

For more information about this position, please reach out to Bret Bauer, GPS Partner at bbauer@governmentpros.com
(316) 207-0688

Town of Prosper, Town Manager Candidate Selection Criteria (Matrix)

Evaluator: Bret Bauer

Scoring: 1-10 with 10 being the highest

Categories are weighted & equal 100

Experience: Relevance of previous management experience & success with a similar organization

Education: Relevant Education and/or Training

Philosophy & Approach: Candidate's ability to manage and implement Council objectives

Accomplishments: Previous accomplishments demonstrating leadership, teamwork, empowering staff & innovation

Versatility: Broad organizational knowledge (including budgeting, managing growth & economic development, strategic planning & leadership development)

Longevity: Candidate's previous record of serving an organization long-term

Presentation: Candidate's overall resume/application approach (organization, legibility, literacy)

	(25%)	(15%)	(20%)	(10%)	(20%)	(5%)	(5%)	TOTAL SCORE	Semi-Finalist	Finalist
	6.0	10.0	7.0	7.0	7.0	6.0	10.0	7.45		
	5.0	9.0	5.0	6.0	6.0	6.0	10.0	6.40		
	0.0	10.0	3.0	4.0	3.0	3.0	9.0	4.10		
	8.0	10.0	8.0	8.0	8.0	7.0	10.0	8.45		
	0.0	9.0	3.0	5.0	3.0	3.0	10.0	4.10		
	7.0	10.0	7.0	8.0	7.0	9.0	10.0	8.00		
	9.0	10.0	8.0	8.0	9.0	9.0	10.0	8.95	Yes	Yes
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	5.0	10.0	6.0	7.0	5.0	6.0	10.0	6.75		
	4.0	10.0	4.0	5.0	3.0	6.0	10.0	5.60		
	6.0	10.0	6.0	6.0	6.0	5.0	10.0	6.95		
	6.0	9.0	4.0	4.0	4.0	9.0	9.0	6.00		
	8.0	10.0	7.0	8.0	5.0	10.0	10.0	8.00		
	6.0	9.0	6.0	7.0	6.0	7.0	9.0	6.95		
	5.0	10.0	5.0	6.0	5.0	6.0	10.0	6.45		
	0.0	9.0	3.0	4.0	3.0	5.0	10.0	4.05		
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	6.0	9.0	6.0	7.0	8.0	9.0	10.0	7.40		
	5.0	10.0	5.0	5.0	7.0	6.0	10.0	6.60		
	0.0	0.0	0.0	0.0	0.0	3.0	9.0	0.60		
	0.0	10.0	0.0	0.0	0.0	0.0	9.0	2.45		
	8.0	10.0	7.0	8.0	8.0	7.0	10.0	8.30		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	8.0	9.0	8.0	8.0	10.0	8.90		
	5.0	10.0	4.0	4.0	3.0	7.0	10.0	5.75		
	7.0	10.0	8.0	8.0	7.0	5.0	10.0	7.95		
	7.0	10.0	7.0	8.0	8.0	10.0	10.0	8.20		
	0.0	9.0	0.0	0.0	0.0	8.0	10.0	2.70		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	9.0	8.0	9.0	9.0	10.0	9.10		
	5.0	9.0	5.0	7.0	5.0	6.0	10.0	6.40		
	6.0	10.0	5.0	7.0	6.0	9.0	10.0	7.15		
	5.0	10.0	6.0	5.0	6.0	6.0	10.0	6.60		
	0.0	10.0	0.0	2.0	0.0	5.0	9.0	3.00		
	7.0	10.0	7.0	7.0	8.0	8.0	10.0	7.95		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10	Yes	No
	0.0	9.0	0.0	4.0	0.0	7.0	10.0	3.25		
	5.0	10.0	6.0	5.0	7.0	7.0	10.0	6.80		
	0.0	10.0	0.0	2.0	0.0	4.0	10.0	3.00		
	7.0	10.0	6.0	7.0	6.0	6.0	10.0	7.40		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	6.0	9.0	6.0	6.0	7.0	9.0	10.0	7.10		
	7.0	10.0	7.0	7.0	7.0	8.0	10.0	7.80		
	0.0	10.0	0.0	5.0	0.0	9.0	9.0	3.65		
	8.0	10.0	8.0	7.0	7.0	8.0	10.0	8.20		
	0.0	10.0	0.0	4.0	0.0	6.0	10.0	3.40		
	0.0	10.0	0.0	4.0	0.0	7.0	9.0	3.40		
	0.0	10.0	0.0	3.0	0.0	5.0	10.0	3.20		
	9.0	10.0	9.0	8.0	8.0	8.0	10.0	8.90	Yes	Yes
	0.0	10.0	0.0	4.0	0.0	6.0	9.0	3.35		
	0.0	10.0	0.0	3.0	0.0	4.0	10.0	3.15		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	0.0	0.0	0.0	4.0	4.0	3.0	9.0	1.80		
	9.0	10.0	7.0	8.0	8.0	8.0	10.0	8.60		
	7.0	10.0	7.0	7.0	7.0	5.0	10.0	7.65		
	7.0	9.0	6.0	7.0	7.0	7.0	10.0	7.40	Yes	No
	5.0	10.0	5.0	7.0	6.0	6.0	10.0	6.75		
	6.0	10.0	0.0	7.0	5.0	6.0	10.0	6.10		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	7.0	7.0	7.0	10.0	10.0	8.15		
	9.0	10.0	9.0	8.0	9.0	8.0	10.0	9.05	Yes	Yes
	7.0	9.0	7.0	6.0	7.0	5.0	10.0	7.30	Yes	Yes
	5.0	9.0	0.0	6.0	3.0	6.0	10.0	5.20		
	7.0	10.0	8.0	6.0	7.0	7.0	10.0	7.75		
	5.0	10.0	4.0	5.0	4.0	5.0	10.0	5.95		
	6.0	10.0	5.0	5.0	5.0	6.0	10.0	6.55		
	0.0	10.0	0.0	2.0	0.0	5.0	10.0	3.05		
	7.0	10.0	8.0	8.0	8.0	7.0	10.0	8.20		
	9.0	9.0	9.0	8.0	8.0	8.0	10.0	8.70		
	6.0	9.0	7.0	7.0	6.0	7.0	10.0	7.15	Yes	Yes
	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.50		
	6.0	10.0	6.0	5.0	5.0	6.0	10.0	6.70		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10		
	3.0	9.0	0.0	2.0	0.0	5.0	10.0	3.60		
	7.0	10.0	6.0	6.0	5.0	6.0	10.0	7.10		
	6.0	10.0	5.0	4.0	5.0	6.0	10.0	6.40		

Town of Prosper, TX

Town Manager Interview Schedule

Friday, January 6, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:30 a.m.

Time	*Town Tour/w Designated Town Staff (Meet @ Town Hall)	**Candidates Lunch/w Town Staff (PD Multi-Purpose Room)	***Presentation Exercise (Town Hall Council Chambers)	Town Council & Staff Presentation Debrief (Town Hall Council Chambers)	****Community Meet & Greet (Town Hall Lobby & Chambers)	*****Council End of Day Debrief (Town Hall Executive Conference Room)
9:00 a.m. - 11:15 a.m.	All Finalists					
11:15 a.m. - 11:30 a.m. Break						
11:30 a.m. - 12:30 p.m.		All Finalists				
12:30 p.m. - 1:00 p.m. Break						
1:00 p.m. - 2:00 p.m.			Finalist A			
2:15 p.m. - 3:15 p.m.			Finalist B			
3:15 p.m. - 3:30 p.m. Break						
3:30 p.m. - 4:30 p.m.			Finalist C			
4:45 p.m. - 5:45 p.m.			Finalist D			
5:45 p.m. - 6:15 p.m.				Staff, GPS		
6:30 p.m. - 8:00 p.m.					All Finalists	
8:00 p.m. - 8:30 p.m.						TC, GPS, ITM

- NOTES:** * Tour bus and routing planned by Robyn and team; Staff tour guides will be Stuart, Robyn and Hulon. (Bob to do a ride along only)
- ** Lunch provider / menu...**TBD**; Robyn has lead on coordination.
- *** Presentation is to be 20 minutes plus Q&A time; Subject - "Describe the tools, actions and infrastructure required on the part of the Town to prepare the DNT commercial corridor for development."
- ***Presentations to be recorded by Leigh and posted with to TC SharePoint Site within each candidates folder; post not later than 6:00 p.m.
- **** Invitation only; invitees list by TC; e-mail invite to be desinged by Communications team; **e-mail invite to go out NLT December 21st**; candidate spouses invited; use 4 hight top tables in lobby (2) and chambers (2) for the candidates and let invitees move to each area to meet candidates.
- *****Michelle - Post meeting with executive session for Town Manager search.
- Hotel - OMNI @ The Star; Ron has called Marla for rate / reservation assistance.

Saturday, January 7, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:00 a.m.

Time	Meet/w Town Council (Town Hall Executive Conference Room)	Meet/w Interim Town Manager (Town Manager's Office)	*Candidates Lunch/w Town Council (Town Hall - Community Room)	**Council Interview Debrief (Town Hall Executive Conference Room)
8:30 a.m. - 9:30 a.m.	Finalist A	Finalist D		
9:45 a.m. - 10:45 a.m.	Finalist B	Finalist A		
11:00 a.m. - 12:15 p.m.	Finalist C	Finalist B		
12:30 p.m. - 1:30 p.m.			All Finalists	
2:00 p.m. - 3:00 p.m.	Finalist D	Finalist C		
3:00 p.m. - 4:00 p.m.				TC, GPS, ITM

- NOTES:** * Lunch provider / menu...**TBD**; Robyn has lead on lead on coordination.
- **Michelle - Post meeting with executive session for Town Manager search.

Tuesday, January 10, 2023

Town Council Meeting - Selection of Town Manager

- NOTES:** Michelle - Post regular meeting with executive session for Town Manager search.
- Have employment contract ready for review.

[REDACTED]

November 15, 2022

Mr. Bret Bauer
Co-Founder
Government Professional Solutions

Dear Mr. Bauer:

I am providing this letter and enclosed resume to show my interest in becoming the Town of Prosper Town Manager. I have over twenty-six years of progressive experience in city management, and I believe my background would be a positive fit for the Town of Prosper.

Currently, I am serving as the Nacogdoches City Manager and previously served for over three years as the Deputy City Manager in Denton, Texas and then over eight years as Deputy City Manager for the City of Coppell, Texas. From 2003 to 2009, I worked for the Town of Addison as the Assistant to the City Manager and then Assistant City Manager.

The following are excerpts of why I would be a good fit for Prosper:

- I currently serve as the City Manager in a diverse, full-service city of 33,000 residents that is the County seat and home to Stephen F. Austin State University (SFASU).
- The city budget is \$77 million, with 325 employees. Nacogdoches provides all city services including water, wastewater, and solid waste utilities and a general aviation airport with a flight school for SFASU.
- Prior to Nacogdoches, I served for 24 years in cities located in Dallas-Fort Worth. The most recent was with the City of Denton, which is a fast-growing, full-service, municipality of over 136,000 residents, 1700 employees, and \$1.2 billion operating and capital budget.
- My experience with economic development in fast-growing DFW and delivering excellent city services to a sophisticated and demanding citizenry.
- Years of experience working to bring reinvestment and activities to historic downtowns and working with Main Street and CVB groups.
- My expertise in capital planning and delivery with strategic planning for future growth.
- Working with several Mayors and City Councils over the years and having fostered a cohesive and positive Council-Manager-Staff rapport.
- My resourcefulness and collaboration with the business community, other cities, counties, school districts, universities, non-profits, Councils of Governments, transit authorities, and state agencies.
- Having an enjoyment and personal yearning for civic involvement and volunteerism.
- I deliver organizational excellence by building a city staff that responds with a sense of urgency, is solutions-oriented, is responsive to the City Council and resident's needs.

My philosophy is that municipal service delivery is customer-centric, while promoting a positive organizational culture that cares for each other and fosters professional and personal development.

The challenges cities face is enormous, the high-service demands, economic development growth, and infrastructure needs all with limited resources. I believe that my background working in close knit communities, my personality and work ethic, has prepared me to lead the Town of Prosper into the future.

Enclosed, you will find my resume so that you and the City Council can learn more about my background, work experiences, and qualifications. I welcome the opportunity to discuss further the Prosper Town Manager's position. Please do not hesitate to contact me at [REDACTED]. Thank you for your time and consideration.

[REDACTED]

[REDACTED]

[REDACTED]

SUMMARY OF QUALIFICATIONS

- A purposeful leader with over 26 years of service in municipal government, with twenty-two years of executive/senior leadership.
- An approachable and community-centered person with an emphasis on customer responsiveness.
- An open communicator that has developed an excellent rapport with Mayors & City Council Members, other government policymakers, community, and business leaders.
- Municipal government experience serving in areas including:
 - Budget/Finance -Policy implementation -Public/Private/Non-profit partnerships
 - HR/Employment relations -Parks & Recreation -Public Safety -Communications
 - Organizational leadership -Economic development -Strategic planning
 - Town & Gown relations -Planning & Development -Public Works/Utilities/Engineering
- Exceptional in a collaborative environment with an emphasis on leadership development and mentoring.
- Enjoys spending time with family, physical fitness, a foodie, travel, and music, all with a sense of humor.

PROFESSIONAL EXPERIENCE

CITY MANAGER

AUGUST 2020 - PRESENT

CITY OF NACOGDOCHES, TX (POPULATION 33,000)

- Serving as the Chief Executive Officer for a diverse, full-service organization with 325 employees, \$77 million annual budget.
- One of two City Council appointed employees.
- Provides the direction and leadership for all operational aspects of a complex organization.
- A change agent that develops a culture of excellence for residents, customers, business, and fellow employees.
- The final negotiator for economic development recruitments and retention projects.
- Redirected organization and resources towards City Council priorities and initiatives.
- Advanced the strategic review for long-term development for the city and historic downtown.
- Established an emphasis towards community connectedness and collaboration.

Key accomplishments:

- Directed the concept of establishing organizational core values.
- A fully integrated executive team with positive chemistry and shared leadership model with the CMO.
- Maximized City's financial resources towards re-staffing of key positions in Police, HR, Finance, Engineering, and Planning to enhance operations.
- Refocused resources towards the prioritization for infrastructure investment, neighborhood services, public safety, and quality of life.
- Increased sense of urgency on transparency in staff reporting, delivery of projects, increased citizen responsiveness, and service delivery.
- Negotiated Chapter 380 agreements for a new flight school at the Airport, new housing subdivision, and water park amenities.
- Re-established and fostered positive relationships with community partners: Stephen Austin State University, Nacogdoches ISD, TXDOT, Nacogdoches County, United Way, and Chamber of Commerce.
- Established listening and speaking tours to share city initiatives with the community and city employees.
- Directed the formulation of the City's first Capital Improvement Plan.
- Directed the initiation process for a Comprehensive Land Use Plan and Downtown Master Plan.
- Encouraged the initiation for private investment of downtown buildings and directed the support for evening and weekend entertainment activities.
- Maximized opportunities to re-establish special events with an emphasis towards community spirit and fun.

DEPUTY CITY MANAGER
ASSISTANT CITY MANAGER

APRIL 2019 – AUGUST 2020
MAY 2017 – APRIL 2019

CITY OF DENTON, TX (POPULATION 136,000):

Core Responsibilities include the following:

- Second in charge of a large, fast-growing, full-service, and diverse organization with approximately 1,700 employees and a \$1.2 Billion annual budget.
- Collaborated closely with City Council. Maximized a flow of communication between City Council, CMO, and operating departments.
- Supervised the Water/Wastewater Utilities, Solid Waste, Public Works, Engineering/Capital Projects, Fleet Services, Airport, and Transportation.
- Directed and assisted in the management and oversight of all operational aspects within the city.
- Strategized organizational needs to develop action plans to change organizational culture, enhance service delivery, and correct customer service deficiencies.
- Participated in economic development recruitment and negotiation efforts for major commercial and residential projects within the city.
- Served as the Staff liaison to City Boards and City Council Committees

Key accomplishments:

- Served as a lead in the City's COVID-19 Pandemic response.
- Served as a key participant in the city's largest General Obligation bond program (\$221M) in November 2019.
- Contributed as a negotiator in the city's largest economic development deal: Hunter & Cole Ranch
- Formulated a culture of accountability, customer service, transparency, and a sense of urgency for the city.
- Re-established and fostered positive relationships with key partners: University of North Texas, Texas Woman's University, Denton ISD, North Central Texas Council of Governments, TXDOT, and Denton County.
- Reformatted the Capital Improvement Program into a communicative, understandable, and accountable format.
- Led the negotiations for the Civil Service Meet & Confer agreement between the city and the Denton Police Officers Association.
- Negotiated professional contracts for engineering, architectural services, and pre-construction services.
- Established a Mid-Level Management Development Series that was co-facilitated by City Department Directors.
- Restructured departments to better serve citizens, eliminated duplicative efforts and outdated practices.
- Utilized business-based principles to recommend the elimination of unsustainable programs in Solid Waste.
- Established better relations with downtown businesses and new service delivery models.

DEPUTY CITY MANAGER

JANUARY 2009 – MAY 2017

CITY OF COPPELL, TX (POPULATION 40,000)

- Served as second in command of a medium-sized, diverse organization that comprises approximately 425 employees and a \$110 Million annual budget.
- Directed all City Departments which included: Human Resources, Engineering/Public Works, Parks & Recreation, Information Services, Finance, Police, Fire, Library, and Planning until July 2012. From July 2012 until May 2017 directed half of the organization with the hiring of a second Deputy City Manager.
- Led and participated in several quality of life and private development projects and efforts within the city.

Key accomplishments:

- Implemented and communicated the Coppel 2030 Vision goals and objectives.
- Advanced the city's re-imaging campaign through the Bold Vision/Big Impact Initiative.
- Resolved citizen complaints and other service issues.
- Collaborated for the successful deployment of a combined public safety dispatch system that serves the Metrocrest cities (NTECC).

- Implemented and deployed several enterprise-wide technology systems.
- Recruited and mentored executive-level employees.
- Recommended and implemented policy directives towards all city operations.
- Collaborated in the sales tax re-authorization referendums.
- Re-engineered the City's Information Technology Department.
- Assisted in the formulation of a combined public safety radio system and fire training facility.
- Spearheaded the City's *Living Well in Coppell* wellness initiative.
- Managed the contract transit services for seniors and disabled citizens.
- Oversaw the successful implementation of city facility and infrastructure construction projects.
- Directed the City's Annual Employee Conference.

ASSISTANT CITY MANAGER/CITY SECRETARY

OCTOBER 2006 TO JANUARY 2009

ASSISTANT TO THE CITY MANAGER

SEPTEMBER 2003 TO SEPTEMBER 2006

TOWN OF ADDISON, TX (POPULATION 15,000)

- Managed the Parks & Recreation, Visitor Services, Conference Centre, and Municipal Court Departments including the Town's top-rated Internship Program.
- Managed municipal elections, council agenda postings, minutes, and public information requests.
- Coordinated the Addison Citizens Advisory Committee process.
- Developed and managed the Town Manager's and City Council operating budgets.
- Acted as the staff liaison to the Dallas Area Rapid Transit (DART).
- Performed all legislative affairs for the Town.
- Responsible for the bi-annual Citizen Academy program.
- Project manager for public affairs campaign to secure passenger rail service into Addison.

ASSISTANT DIRECTOR – COMMUNITY SERVICES

JUNE 1999 – SEPTEMBER 2003

CITY OF HURST, TX (POPULATION 35,000)

- Reported to the Deputy City Manager.
- Oversaw the day-to-day functions within the Department.
- Prepared all staff reports for City Council, Library, Historical, and Park Boards.
- Developed and monitored the Community Services Department annual budget.
- Oversaw the Community Development 4B sales tax and miscellaneous project funds.
- Conducted project and contract management for departmental projects.

MANAGEMENT ANALYST

FEBRUARY 1998 TO MAY 1999

INTERIM PURCHASING MANAGER

OCTOBER 1997 TO FEBRUARY 1998

FLEET ANALYST

MARCH 1996 TO OCTOBER 1997

CITY OF CARROLLTON, TX (POPULATION 105,000)

- Coordinated entire City budget process.
- Conducted reports related to cost accounting, water/sewer rates, and cost of service studies.
- Supervised Purchasing Division staff and operations.
- Developed and managed equipment replacement schedule and coordinated equipment bid specifications and procurement and administered Alternative Fuels Program for compliance.

ADMINISTRATIVE INTERN

JANUARY 1995 – SEPTEMBER 1995

CITY OF LUFKIN, TX

- Conducted special projects for the City Manager's Office and other departments.

[REDACTED]

EDUCATION

[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]

PROFESSIONAL AND COMMUNITY ACTIVITIES

Professional Memberships:

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- East Texas City Management Association (ETCMA)
- Texas Municipal League (TML)

Professional Activities:

- UMANT President (2002); Vice-President (2001); Treasurer (2000); Membership Co-Chair (1999)
- ICMA Workplace Diversity Conference Scholarship Recipient (2001)
- ICMA Emerging Leaders Task Force (2005)
- Graduate of the Senior Executive Institute (SEI) Program at the University of Virginia, July 2006
- ICMA Local Government Management Fellow, Board Member (2006-2019)
- Leadership ICMA Graduate, September 2007
- TCMA Committees: Public Relations, Membership, Mentoring, and Professional Development
- NTCMA At-Large Board Member (2005-07 and 2017-2019)
- 2012 Recipient of the UMANT Joy Sansom Mentor Award
- Participant in the Commandant's National Security Program at the US Army War College, July 2013
- Graduate of the North Texas Commission's Leadership North Texas Class VII
- 2016 Recipient of the Alumnus of the Year University of North Texas, Master of Public Administration

Community Involvement:

- Nacogdoches Rotary Club Member (2020-present)
- Nacogdoches Booster Club Member (2020-present)
- Nacogdoches Charitable Foundation (2021-present)
- Dallas ISD: Site-Based Committee: Anne Frank Elementary, DISD (2003-09)
- Coppell YMCA Board of Managers (2012 to 2017)
- Coppell Rotary Club Member (2010 to 2019)
 - Club Secretary (2012-13), President-Elect (2013-14), President (2014-15)
- Coppell ISD:
 - Mentor to students at Austin Elementary (2011 to 2017)
 - Facilities Visioning Committee: (2015)
 - School Bond Committee: (2015-2016)
 - Band Volunteer: (2016 to 2018)
 - Site-Based Committee: Coppell High School (2016-2018)
- University of North Texas
 - Public Administration Advisory Board (PAAB), Member (2010-2022)
 - Public Administration Advisory Board, Chair (2013-2016)
 - Latino Alumni Network Leadership Group (2019-present)

Candidate Questionnaire

Town Manager

Town of Prosper, Texas



Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone/Email Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Email: [REDACTED]

Please answer each of the following questions completely and thoroughly.

- How many employees and what size budget do you oversee?

There are 325 employees at the City of Nacogdoches.

The current budget size is a total of \$82,357,000.
(Operational funds: \$51,956,000; Capital \$30,401,000)
- Please explain why you left your last three positions.

I left Addison to become the Deputy City Manager in Coppell. I left Coppell to become the Assistant City Manager in Denton. I left Denton to become the City Manager in Nacogdoches.
- Are there any gaps in your employment history? *No, there are no gaps in my employment history.*

If so, please explain in detail. *N/A.*
- What is your proudest professional accomplishment?

Becoming a first-time City Manager in Nacogdoches which is also the community of my undergraduate alma mater and where I chose to get into the city management profession.
- Briefly describe your experience and skills in developing/maintaining community partnerships.

At every leadership position where I have worked, I have developed a good rapport with the local entities such as the school district, the County, the universities, and Chambers of Commerce. My approach is to learn who are the active groups to engage and reach out proactively to understand their mission, their names and faces, and stay connected. I join civic and business organizations, maintain active memberships, and serve in leadership roles. I serve on various community boards/committees, enjoy volunteering, and speak at events when called upon.
- Briefly describe your experience and skills in economic and community development.

In Coppell, Denton, and Nacogdoches I have played an influential role in economic development and community development. Each of these communities had different funding structures for these efforts.

Coppell: We relied on sales tax rebates, tax abatements, and land banking for incentivizing economic development. We created a robust tax base as Coppell landed several high-profile businesses in the city. This increased the tax base significantly which leveraged the use of the 4B sales tax for crime control, street maintenance, and parks & recreation amenities. Coppell through the use of land banking created Old Town Coppell which is their version of a small downtown setting with Charleston style homes, a performing art center, a farmer's market, city facilities, a central park, cottage style businesses, and successful restaurants. The 4B sales tax was expanded to allow the full renovation and expansion of the city's park system for active and passive recreation use. I worked directly with the Billingsley Company in the formation and operation of the Cypress Water Municipal Management District which is a 940-acre master planned community of multi-family, retail, office, a lake amenity, and DART rail stop.

Denton: In Denton, we relied on sales tax rebates, tax abatements, tax increment financing (TIF), and impact fee credits for economic development. Staff also incorporated an expedited development review process where developers paid extra fees for a quicker turnaround. We worked closely with UNT and TWU on small area plans to ensure that adjacent neighborhoods were enhanced and protected from student traffic and parking. We boosted historic downtown Denton through the promotion of weekend and evening activities with pubs, restaurants, and the music scene. We worked collaboratively with business owners and the County on a Downtown Master Plan to plan for the future while respecting the historic characteristics of the area and adjacent neighborhoods. A downtown TIF was created to bank revenues for future capital projects which could include a parking garage.

The continual construction on Denton streets and other major roadways such as I-35, SH 380 required staff to work with TXDOT to ensure proactive messaging was clear and timely. As a result, businesses and commuters affected by construction could be informed of travel disruptions. An entire communications plan and team was created just for informing the public and businesses regarding construction. We facilitated a bond committee that reviewed and recommended projects to the City Council. In November 2019, the citizens of Denton overwhelmingly approved a \$221M bond program for street repairs, public safety facilities, and parks.

The city also embarked on a large economic development project by the combining of the Hunter and Cole Ranches into a 6500-acre master planned community. This involved the formation of a municipal management district (MMD) to ultimately build 15,000 single family homes, 5,000 multi-family units, 400 acres of commercial, and 100 acres of industrial developments. We negotiated land banking for the future expansion of city facilities, cash commitments from the developer held in escrow for their pro-rata share of building city facilities, open and recreational space for the public, and guaranteed impact fee rates for utility expansions.

Nacogdoches: In Nacogdoches, the city relies on an economic development fund that has accumulated monies from contributions from the General, Utilities, and Solid Waste funds. The City's economic development efforts are served by the Nacogdoches Economic Development Corporation (NEDCO). NEDCO's President and the City Manager work closely as they occupy office space in City Hall. Nacogdoches does not have a 4B sales tax.

During my time as the City Manager, we have revamped the economic development policies to make it more transparent and protect these funds from unrelated uses. The city negotiated a public private partnership for the creation of a new undergraduate degree aviation program between the city and the airport, with Stephen F. Austin State University, and HCH Aviation LLC to build a state-of-the-art hangar, purchase multiple planes, and a simulator. The city created a housing incentive program to encourage single family development by offering a rebate for each home built after the City issued the certificate of occupancy. The program is zero-risk to the city and designed to bridge the cost gap of public infrastructure that serves the development. The city renegotiated a past incentive agreement with a

water park operator to ensure that performance measures were incorporated to guarantee amenities are built as promised to the public. We are currently in three-way negotiations with a large land owner in the County to voluntarily annex so that a prospective industrial user can obtain city utilities for their future development. This development deal once completed will be a major contributor to the City's tax base and a large utility user.

Upon my arrival in late 2020, the staff has embarked on strategic community planning and investing in infrastructure for the future. The city is currently working on an update to the Comprehensive Land Use Plan and Downtown Master Plan. The Comp Plan scope is also comprised of an Interstate 69 corridor study and housing analysis. The Downtown Plan will ensure that the historic downtown is preserved while taking a critical look at housing, pedestrian access, landscaping, traffic flows, parking, lighting, and other infrastructure needs. The city is very fortunate to have the Hotel Fredonia, a full-service hotel, as an anchor in Downtown. The hotel has been successful from its complete renovation as a result of the Qualified Hotel Project incentive program that allows the city's portion of the hotel tax and the state's hotel tax and sales tax to be rebated to the hotel for a 10-year period.

Over the course of the last 18 months, the city created its first Capital Improvement Program that identified a full review of its capital needs for the next 10-12 years. The City Council held several dedicated workshops to review this material in preparation to address deferred infrastructure investments. The plan is a proposed General Obligation bond program in November 2023 and the issuance of revenue bonds in 2024.

7. Briefly describe your experience and skills in preparing, monitoring, and adhering to a budget.

My entire career in city management has involved working with the budget. In the executive roles I have had over the past 16 plus years, I have relied on the finance and/or budget staff to organize and coordinate the budget. We have established internal service funds to address fleet and other capital equipment needs. While budgeting is done on an annual basis, it is imperative to financially plan 3-5 years into the future. This demonstrates the long-term effects of decisions especially given the stringent revenue caps for cities.

Based on the priorities set by City Council, I work to ensure these are well communicated to the departments at the budget kickoff. The departments are informed of the nature of the revenue situation in advance as they prepare their budgets for the following year. The budget team, City Manager's Office, and departments collaborate on establishing the recommended budgets for the City Council. Council budget workshops are scheduled to allow departments to present a brief overview of the budget by sharing their goals and accomplishments, the issues facing the department, and next year's budget requests. This provides the Council a review of operations to ensure transparency and accountability of the departments.

Regarding the monitoring and adherence of the budget, the city has adopted a number of financial policies. While the City Manager has broad authority, I fully respect and adhere to these policies to ensure there is integrity in our systems and processes. For example, we will never fall below our 25% fund balance policy. In fact, I prefer to maintain extra cushion for contingency purposes. Budget to actual reports is reviewed monthly by Finance and available to the CMO and departments. If there is an outlier, the Finance Director will report it. On a quarterly basis the City Council is sent a recap of the budget and budget amendments are taken to City Council for their approval. All expenditure items taken before the City Council are scrutinized and approved by Finance prior to action being taken. The Annual Comprehensive Financial Report (ACFR) is completed in a timely manner with little to no management findings. The outside auditing firm will validate cash balances from bank records and financial reports.

In summary, my recommended budgets to City Council are balanced as we budget conservatively for revenues and budget aggressively for expenditures. We will live within our means, we maintain healthy reserves, and we do not use one-time monies for recurring expenditures and hope for the best.

8. Briefly describe your experience in providing written and verbal communication to employees and elected/appointed officials?

In my role as City Manager and past positions, I have presented quite often to a myriad of groups as a representative of the city. On a regular basis I send out written communications to our employees. As part of an employee newsletter, I write a "Manager's Message". I enjoy meeting with employees to share what is happening in the community and organization. I have a monthly Manager's meeting which is comprised of 25+ management staff for them to share about any ongoing issues and projects within their operations. As part of the recent Police Chief recruitment, I met with over 50 police department employees to seek their input on the attributes of a new chief. I personally met one on one with employees and surveyed them to get more specific feedback as well.

I meet privately with the Mayor and City Council to review any issues they may need addressing and/or provide them updates. I have extensive experience presenting items before City Council and do present on a regular basis depending on the matter. I speak regularly to community groups, civic organizations, and sit on panels representing the city. The City Manager's Office produces a weekly Friday Update which is a brief recap of recent activities for the week and an outlook for upcoming activities and events.

9. What do you feel are your greatest strengths as a public servant?

Problem solving skills and my quest to find workable solutions to issues.

I am a participatory manager.

I employ a shared leadership style.

10. What areas do you perceive you need to be working on to become a better leader?

I can be impatient at times.

I can lose sight to celebrate successes and mourn our losses.

I should try to have more fun at work and do need to let my guard down at times.

11. Describe your philosophy and approach to building a strong team environment?

As the new Town Manager, I would take the time to learn the organization and develop relationships across all levels. It is important to establish a rapport with the staff and develop a sense of trust.

I encourage an organizational culture that is servant minded, that exceeds expectations and delivers on its commitments. We establish core values and/or guiding principles (our non-negotiables) where everyone regardless of stature is treated with dignity and respect.

I want to be surrounded with people who have the aptitude to learn but more importantly have the positive attitude to serve others. I provide the team with the tools and resources to allow them to do their jobs well. This can be accomplished by taking the time to vision and to think strategically and broadly. Then work towards building the support systems to set the goals, objectives, and outcomes for success.

I am approachable and a good listener so others feel welcome to seek assistance and bring issues when they arise. I challenge people to make decisions and recommendations while also holding them accountable, and incorporate teachable moments when decisions do not go the right way.

Finally, I prefer to work in an environment where we as a group can get to know each other on a personal level. We would learn together and from each other through group book readings, attending trainings/seminars, and enjoying each other's company by socializing together during and after work hours. I enjoy fostering a mentor/mentee relationship as we all can learn from each other through our interactions and experiences.

12. Briefly describe the role of City/Town Manager's in this day in age?

Today's municipal organizations are very complex with many issues happening at once and subject matter experts on staff dealing with these issues. The Manager needs to be less technical and more conceptual with their skillset. The Manager needs to be adaptive to a constantly changing environment, as they seek input and options on difficult issues, and work to build consensus on competing interests in a political environment without being political. The Manager has to be a skilled communicator that tailors the message to resonate with their audience.

Also, in a small/medium size organization, the Town Manager is the culture leader by setting the tone for the organization. The Manager influences the organizational culture and how employees are treated and services are delivered to the community. If the tone set by the Manager is incongruent with culture of the organization, then there needs to be alignment or there could be difficult times ahead.

13. As a part of our overall application process, we may conduct social media, online presence, news, blogs, or similar inquiries or reviews, using Google or similar search engines. Is there any information you have not disclosed, addressed, in this or any other document relating to this search, or which you have not discussed, shared or disclosed with the GPS search consultant, that someone may construe as negative or consequential as it relates to the position for which you have applied?

No, there is nothing that I am aware of that has not been disclosed.

14. The established salary range for this position is \$230,000 - \$260,000, with a great benefit package. Do you have any concerns about agreeing to a salary in this range? *There are no concerns on my part.*

15. How did you hear about this position? (Please be specific)

I saw the posting in the ICMA weekly newsletter and contacted Mr. Bauer to inquire more information. Around the same time, I was contacted by colleagues in the DFW area about the posting. Before I considered applying, I did reach out to Bob Scott to hear more about the organization and he was very complimentary.

16. Have you interviewed, over the past six (6) months, with any other employers, or are you a finalist in any recruitment processes for similar position at this time? If yes, what is the status of any current search processes in which you are involved?

I was a finalist for the City Manager in Addison, Texas but was not named. I am not involved in any other searches.

Due Diligence Questionnaire

Town Manager

Town of Prosper, TX



Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Office: [REDACTED]

Please answer each of the following questions completely and thoroughly.

- Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? **No** If so, please explain the circumstances.
- Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? **No**
If so, please provide details, explain the circumstances and final outcome.
- Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? **No**
If so, please provide relevant details, explain the circumstances and the final outcome.
- Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? **No** If so, please provide relevant details, and explain the circumstances. **N/A**
- If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time? **N/A**
- Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded? **No**
- Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? **No**
Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? **No** If so, please explain, provide details of the circumstances and current disposition. **N/A**
- Please list all your social media outlets and the usernames for those social media outlets.
Facebook: [REDACTED]
Twitter: [REDACTED]
Snapchat: [REDACTED]

Instagram: [REDACTED]

LinkedIn: [REDACTED]

Pinterest: [REDACTED]

Nextdoor: [REDACTED]

Reddit: [REDACTED]

9. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process? **Yes**



www.sfasu.edu

Leading the way: Career in city management brings ██████ back to Nac

When ██████ walked the SFA commencement stage in 1995, he had a small U-Haul trailer packed and connected to his Chevy Blazer, and he was ready to drive back to the DFW area and begin his career. He wasn't sure he would ever return to Nacogdoches, but he was positive about the career he wanted to pursue.

"As a 20 year old, I knew I wanted to work in city management," ██████ said.

██████ confidence was based on his interactions with Dr. Richard Herzog, an SFA faculty member who encouraged him to consider a career in public administration and introduced him to the Lufkin city manager in neighboring Angelina County.

██████ went on to work for several Texas cities, including Denton, Coppell, Addison, Hurst and Carrollton. He earned a master's degree in public administration from the University of North Texas and became involved in professional organizations that include the International City/County Management Association and the Texas City Management Association. And, in the midst of a pandemic, he returned to Nacogdoches as city manager in August 2020.

"Coming back to Nacogdoches has been so rewarding," ██████ said. "I was excited and humbled that the city council had the confidence to appoint me as city manager. Everyone I have met has been friendly and extremely supportive. I am proud of what has been accomplished in our community and on campus during the past 25 years. It has blown me away."

In addition to his academic coursework, ██████ said his participation in the Student Activities Association served as valuable career preparation.

"Having a leadership position during my junior and senior years allowed me to work with fellow students and faculty members to coordinate bringing concerts and other entertainment options to campus," he explained. "The opportunities taught me the collaborative nature of working with other employees and volunteers to meet expectations and execute a successful event."

██████ said the challenges cities face are enormous, with high service-delivery demands and minimal and declining resources. But the day-to-day stresses of the job prepared him well for his first months in Nacogdoches, when in addition to the COVID-19 pandemic, he led the city through hurricane preparation in August and two of the largest winter-weather events in recorded history.

"Regardless of how much you plan, each day is never the same," he said. "We have emergency plans in place to deal with inclement weather, and with Hurricane Laura and the snowfalls and winter storms."

However, ██████ said COVID-19 was a different story.

"Through the devastation of the pandemic, we've learned that good and effective leadership is vital in making it through tough times," he said. "Local governments have finite resources, so working across jurisdictional boundaries is imperative when budgets are squeezed and resources evaporate. The role of the city manager is

to be flexible in approach, clear hurdles, advocate for resources, create avenues for communication and get out of the way so that the subject matter experts can do their jobs. Along the way, the manager should be encouraging and motivating to an exhausted staff, because all of this work is in addition to everyone's normal duties. I can't imagine myself in any other career."

Once again [REDACTED] is using the skills he learned at SFA to ensure that the city, the university, the Nacogdoches Independent School District and Nacogdoches County bring collaboration to a new level to accomplish goals that may previously have seemed out of reach.

"The leaders of each of these entities are meeting regularly and have formed great friendships," he said. "We have set a positive tone and will work together to better our community. I have no doubt that, as a group, we can accomplish so much more than we could on our own."

One of those goals in 2021 is to bring back, within the safe parameters of health guidelines, many of the special events and festivals for which Nacogdoches is known.

"I know many people are ready to get out and travel again, so I encourage alumni to come and see what is going on in Nacogdoches and the exciting changes that are happening on the SFA campus. That charm and hospitality of our community has never been more appealing."

YouTube Links for



-
1. 




Candidate Questionnaire

[Position]
[Location]



Candidate Information

Full Name (First, Middle, Last):	<i>Phone Information</i>
	Cell:
Nicknames:	Home:
	Office:

Please answer each of the following questions completely and thoroughly.

1. How many employees and what size budget do you oversee?
2. Please detail the specific city departments you have supervised.
3. Please explain why you left your last three positions.
4. Are there any gaps in your employment history? If so, please explain in detail.
5. What is your proudest professional accomplishment?
6. Briefly describe your experience and skills in budget development and administration.
7. Please describe your experience and skills in municipal financial management.
8. Briefly describe your experience and skills in long range strategic planning.
9. Please describe a personal experience in delivering or ensuring that excellent customer service was provided in your organization.
10. What do you feel are your greatest strengths as a leader?
11. What do you feel are your greatest strengths as a manager?
12. What areas do you perceive that you need to be working on to become a better leader and manager?
13. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.
14. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role?
15. Please describe your personal management philosophy and guiding values.

Due Diligence Questionnaire

[Position]
[Location]



Candidate Information

Full Name (First, Middle, Last):	<i>Phone Information</i>
	Cell:
Nicknames:	Home:
	Office:

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?



BRET BAUER

M.P.A.

Partner and Co-Founder

SUMMARY

Bret Bauer brings more than 15 years of public sector experience and best practices to his work with public clients. Serving in city management roles in Missouri, Kansas and Texas gave Bret significant experience in utility and budget management, human resources, and economic and community development. Bret's ethics and integrity have also earned him widespread recognition and trust.

EDUCATION

**Master of Public Administration (MPA),
Bachelor of Science, Criminal Justice**
Wichita State University, Wichita, KS

CONTACT

(316) 207-0688

bbauer@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/bret-bauer-mpa-icma-cm-b89ab3b3/>

ASSOCIATIONS

International City/County Manager's Association (ICMA)
Government Finance Officers Association (GFOA)
Texas City Managers Association (TCMA), Ethics Committee 2019-2020, Membership Committee 2017-2019
East Texas City Managers Association (ETCMA), Board VP 2019-2020

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 25 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and managed training exercises for county staff and residents on emergency preparedness and the National Incident Management System
- Conducted ethics training

Budgeting & Finance

- Managed multi-million-dollar municipal budgets, both departmental and annual
- Developed capital improvement programs and strategic plans
- Managed and oversaw payroll processes

Community Strategic Planning

- Created full scope community strategic plans
- Led extensive community engagement efforts
- Conducted multiple stakeholder interviews
- Conducted council retreats with goal setting priorities

Economic & Community Development

- Led numerous economic development successes in new development and redevelopment
- Led successful negotiations with developers

Project & Program Management

- Managed and oversaw Public Works and Parks Departments
- Streamlined departments to operate more efficiently and effectively, including a Build/Code Enforcement department

Utility Management

- Developed, maintained, and managed National Pollutant Discharge Elimination System permits
- Recommended to serve on the Kansas Municipal Energy Agency



CHRIS LOWE

J.D., M.P.A.

Partner and Co-Founder

SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

EDUCATION

Juris Doctor, Marquette University, Milwaukee, WI

Master of Public Administration (MPA), Bowie State University, Bowie, MD

Bachelor of Arts, Political Science and Government, University of Kansas, Lawrence, KS

CONTACT

(785) 766-9104

clowe@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/chris-lowe-823bb4173/>

ASSOCIATIONS

International City/County Manager's Association (ICMA)
Government Finance Officers Association (GFOA)

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs

CALIFORNIA
TEXAS
COLORADO
OHIO



PROPOSAL

Town of Elizbeth

Executive Recruitment Services for Town Administrator

Date: March 27, 2026

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3358, masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us

Table of Contents

Cover Letter	1
Firm Background and Experience	2
About CPS HR Consulting.....	2
Relevant Experience	3
Project Team	5
Team Resumes	5
Our Approach	10
Key Stakeholder Involvement.....	10
The Town's Needs	10
Commitment to Communication	10
Aggressive, Proactive, and Robust Recruitment.....	10
Diversity Outreach Process	11
Methodology and Scope of Work.....	12
Phase I - Develop Candidate Profile and Recruitment Strategy	13
Phase II - Aggressive, Proactive, and Robust Recruitment	14
Phase III - Selection	15
Timeline	17
Similar Recruitments	18
Proposed Fee Structure and Expenses	21
Professional Services	21
One-Year Service Guarantee	21
Professional References	22
Appendix A - Sample Brochure	23

Cover Letter

March 27, 2026

Michelle M. Oeser
Town Clerk/Administrative Services Director
Town of Elizabeth
PO Box 159
Elizabeth, CO 80107

Submitted via email to: moeser@townofelizabeth.org

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Town of Elizabeth (Town) with the recruitment of a new Town Administrator. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have 40 years of experience providing human resources services to state and local government agencies and non-profit organizations, and over 20 years of experience placing top executives in public agencies throughout the United States.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the Town to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

We are committed to working in close partnership with your organization to achieve a successful recruitment outcome.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, ***please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us, or your local client liaison and HR Client Success Manager, Deanna Heyn, at (916) 471-3372 or via email at dheyn@cpshr.us.***

Sincerely,



Melissa Asher
Chief of Client Services

Firm Background and Experience

About CPS HR Consulting

CPS HR is a client-focused human resources and management consulting firm, dedicated to addressing the unique challenges faced by government and non-profit organizations. Founded in 1985, we have earned a reputation as a trusted advisor by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions. As a Joint Powers Authority, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States. Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, Ohio, and Southern California, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Client Focused

We help clients succeed by:

- **Understanding Their Goals:** We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- **Unlocking New Perspectives:** Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- **Bringing Solutions to Life:** We put plans into action, making strategies operational and effective.
- **Empowering Their Growth:** Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

Relevant Experience

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Broad experience within the State of Colorado.** We have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions of Colorado through our many engagements conducted throughout the State. It is our strong desire to become trusted partners with the agencies we work for and alongside. In addition to the project personnel; that we will introduce in the proposal, we bring deep bench strength, including five full-time CPS HR employees and over a dozen project consultants in Colorado with in-depth experience in Public Sector Human Resources and a strong understanding and familiarity with the State and its unique identity.

Part of our experience with Colorado public agencies includes conducting executive recruitments for the following agencies: **City of Boulder, City of Aurora, City of Louisville, City of Manitou Springs, City of Woodland Park, City of Littleton, City of Golden, City of Greeley, City of Durango, City of Sheridan, County of Boulder, County of Douglas, Garfield County Libraries, South Metro Fire Rescue, Nederland Fire Protection District, State of Colorado Office of Information Technology, and the Colorado Judicial Department**, to name a few.

Project Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Our executive recruitment team will work collectively to fulfill the Town’s needs in a timely and effective manner. We are committed to providing each of our clients with the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the Town.

Team Resumes

Erich P. WonSavage, Principal Executive Recruiter, MSM, PHR, SHMR-CP

A seasoned and results-driven human resources leader, Erich brings over 20 years of public sector experience driving strategic HR initiatives that enhance organizational performance. With deep expertise across talent acquisition, workforce planning, employee relations, compensation design, and executive coaching, he has led full-cycle recruiting efforts, including executive-level searches, and executed large-scale organizational restructures. From developing leadership academies and succession planning frameworks to mediating complex employee relations issues and designing equitable compensation strategies, Erich is known for crafting sustainable solutions rooted in data, compliance, and employee engagement. His collaborative leadership style and commitment to operational excellence has made him a trusted advisor to senior leadership, guiding culture transformation, performance management, and DEI-focused strategies.

Employment History

- Principal Executive Recruiter, CPS HR Consulting 04/2025-Present
- Chief Human Resources Officer, Poudre School District 07/2022 – 08/2024
- HR Director, WellPower 06/2018 – 07/2022
- HR Director, South Suburban Parks & Recreation, 04/2017 – 06/2018
- HR Director, City of Littleton, 02/2008 -04/2017
- HR Director, South Metro Fire Rescue, 03/2006 -02/2008
- HR Manager, Mental Health Center of Denver, 06/1999 -03/2006

Education and Certifications

- Master of Science Degree in Management & Human Resources, Regis University
- Bachelor’s Degree in Communications & Business, University of St. Thomas
- Professional in Human Resources (PHR), HRCI
- SHRM-CP, Society for Human Resources Management (SHRM)

- Certificate in Organizational Development, Employer's Council
- Certificate in People Analytics, HRCI
- Certified MBTI (Meyers Briggs) Facilitator, CPP, Inc.
- Radical Collaboration Trainer, The Schutz Company
- Certified Mediator, Mars Dixon & Associates
- Certified Plan Sponsor Professional (CPSP), American Retirement Association

Community Leadership & Activities

- SHRM San Diego
- San Diego HR Forum
- North County HR Community

Gloria M. Timmons, Executive Recruiter M.B.A.

Ms. Timmons is a thoughtful, strategic and highly dependable professional with over 25 years of experience in human resource administration and management. Her experience has encompassed a variety of human resources functions including recruiting and selection, organizational assessment and strategy, layoff administration and retention rights, personal services contract administration, compensation, training, employee relations, background check policy administration, employee engagement, and position management.

Since joining CPS HR Consulting, Ms. Timmons has led a variety of executive recruitments ranging from Executive Directors, Chief Human Resource Officers, and Library Directors to Fire Chiefs, Transportation Directors, and Public Works Directors. Ms. Timmons has also worked on organizational review projects for the State of Colorado Office of Technology Services and Routt County Human Resources.

Employment History

- Project Manager/Executive Recruiter, CPS HR Consulting
- Director of Employment Services, University of Colorado, Boulder
- Manager of Recruitment and Selection, University of Colorado, Boulder
- Communications and Outreach Coordinator, University of Colorado, Boulder
- Human Resources Specialist, University of Colorado, Boulder

Professional Experience

CPS HR Consulting

Project Manager/Executive Recruiter

Lead executive recruitments for local government, special district, and non-profit organizations. Manage the recruitment process including meetings with clients to understand their recruitment needs and developing a project plan, developing marketing brochures for recruitments, placing advertisements, and researching and identifying potential candidates. Proactively contact potential candidates, conduct screening interviews and facilitate the entire interview process. Perform thorough reference checks and oversee background checks on candidates. Consult on organizational review studies including conducting stakeholder interviews, evaluating organizational structure and processes, researching best practices, developing recommendations and implementation strategies, and writing reports for delivery to clients.

University of Colorado Boulder (January 1992-March 2014)

Director of Employment Services

- Directed human resource operations, initiatives, and strategic plan objectives including recruitment and selection, position management/classification, compensation, human resource policy development and interpretation, retention rights (layoff) administration, and background check policy development and administration.

- Provided leadership and guidance to a staff of 20 with an annual operating budget of approximately \$1.2M. Accomplishments included leading a team in the assessment of organizational units to identify efficiencies, re-purpose existing resources, and restructuring organizations to enhance performance.
- Lead the review, modification, and implementation of a comprehensive campus background check policy. Strategically managed the transfer of the campus background check administration process from Public Safety to Human Resources. Successfully created new positions, hired staff, developed processes, and collaborated with the third-party vendor to enhance and ensure continuity of services during the transition.

Manager of Recruitment and Selection 2002-2006

- Managed selection-related services and program objectives including recruitment, exam development and administration, and referral of qualified applicants. Supervised 6.0 FTE including four professional human resource specialists.
- Served as the campus authority in the administration of classified staff layoff and retention rights provisions. Contributed to the development of the Campus Separation Incentive Program.
- Actively participated in and coordinated team representation in employee relations' issues including the reasonable employer accommodation process, selection-related performance issues, and responses to employee complaints in consultation with the Office of Labor Relations.

Communications and Outreach Coordinator

- Developed, wrote, and implemented strategic communications and outreach plans in response to emerging human resource initiatives. Provided interpretation and guidance regarding University personnel policies and procedures, state personnel rules, and overall human resource policy development and revision. Conducted research on a variety of human resource topics, prepared ad hoc reports as needed, and developed follow-up action plans as appropriate.

Human Resources Specialist

- Provided advising and consulting services to applicants, employees, supervisors, and hiring authorities regarding personnel matters.
- Provided expertise in job analysis methods, exam development, and recruitment strategies. Initiated creative solutions and provided expertise in the interpretation and application of State personnel rules while meeting the business needs of customers. Served on sexual harassment committees to investigate complaints.

Professional Certifications/Leadership

- SPHR certification through the Society for Human Resource Management
- Chair of the Staffing and Operations Committee, University of Colorado Boulder Flagship 2030 Strategic Plan
- Provided leadership in the development and delivery of organizational assessment services designed to examine, evaluate, and redesign business functions and structures to enhance organizational efficiencies.
- Served on implementation teams for a variety of technology platforms and systems including PeopleSoft, PeopleAdmin, HireRight, and SkillSurvey.

Education

- Master of Business Administration, University of Colorado Denver
- B.S., Business Economics, State University College Oneonta

Our Approach

Key Stakeholder Involvement

The Town Board on behalf of Town of Elizabeth must be intimately involved in the search for a new Town Administrator. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Town Board, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The Town's Needs

A critical first step in a successful executive search is for the Town Board to define the professional and personal qualities required of the Town Administrator. CPS HR has developed a very effective process that will permit the Town Board to clarify the preferred future direction for the Town; the specific challenges the Town is likely to face in achieving this future direction; the working style and organizational climate the Town Board wishes to establish with the Town Administrator; and ultimately, the qualities required of the Town Administrator.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected a candidate, and will contact the Town Board and the newly appointed Town Administrator within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators, the National Association of Asian American Professionals, and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job. Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the Town with the full range of services required to ensure the ultimate selection of a new Town Administrator is uniquely suited to the Town's needs. *CPS HR can perform Outreach Only or Partial Recruitment services if a Full Recruitment is not needed by the Town.*



Phase I: Our consultant will meet with the Town Board to ascertain the Town’s needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the Town.

Phase II: The recruitment process is tailored to fit the Town’s specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the Town. CPS HR will work with the Town Board to determine the process best suited to the Town of Elizabeth.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X

Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the Town’s needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Town Administrator. Activities will include:

- Identifying key priorities for the new Town Administrator and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Town Board wishes to establish with the Town Administrator.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Town Administrator in light of the discussions above.
- Discussing recruitment and selection strategies for the Town Board’s consideration to best produce the intended results.

CPS HR will provide a summary to the Town stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the Town for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at <https://www.cpsr.us/executive-level-recruitment-job-listings/>

Phase II - Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Town Board Selects Finalists

The recruitment process is tailored to fit the Town's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Town Administrator brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the Town. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.

- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the Town or continuing to ensure the public confidence in the integrity of the Town.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the Town is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Town Board. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Town Board to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III - Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the Town to review this process and discuss the Town's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the Town. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the Town with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the Town wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the Town. A written (anonymous) summary of the reference checks is provided to the Town.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the Town for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Town Administrator can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	▶															
Draft Brochure		▶														
Brochure Approved/ Printed & Place Ads			▶													
Aggressive Recruiting					▶											
Final Filing Date							▶									
Preliminary Screening									▶							
Present Leading Candidates										▶						
Semi-finalist Interviews													▶			
Reference/ Background Checks														▶		
Final Interviews															▶	
Appointment																▶
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Similar Recruitments

Below is a list of recent executive recruitments to showcase our experience in leading searches of similar scope.

Agency	Title	Year Completed
City of Alameda, CA	City Manager	Current
City of Brownsville, TX	City Manager	Current
City of Wichita, KS	City Manager	Current
Cit of Fernley, NV	City Manager	Current
City of Sacramento, CA	City Manager	2025
City of Missouri City, TX	Assistant City Manager	2025
City of Oklahoma City, OK	Assistant City Manager	2025
City of Arvada, CO	City Manager	2025
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
Jefferson County, WI	County Administrator	2024
San Joaquin Area Flood Control Agency, CA	Executive Director	2024
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
County Welfare Directors Association of California, CA	Executive Director	2024
Fresno Council of Governments, CA	Executive Director	2024
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024

Agency	Title	Year Completed
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
Sierra Lakes County Water District, CA	General Manager	2023
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of San Diego, CA	Chief Operating Officer	2022
California High Speed Rail	Chief Operating Officer	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021
City of Dickinson, TX	City Manager	2021
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021

Agency	Title	Year Completed
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021

Proposed Fee Structure and Expenses

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. We are also providing the fees associated with **Partial (Phase I and II only) and Outreach only services**.

Travel expenses for candidates who are invited forward in the interview process are not included in our flat fee price; however, an option to make those arrangements can be included in our agreement for a not-to-exceed cost of \$5,000.

Professional Fixed Fee Per Recruitment*	
Service	Pricing
Full Executive Recruitment	\$30,000 Flat Fee
Partial Executive Recruitment	\$22,500 Flat Fee
Outreach Only Services	\$10,000 Flat Fee (includes brochure and direct advertising)
Optional Reimbursement for Candidate Travel	NTE \$5,000

**Professional fees for a Partial and Full recruitment will be billed and paid at the completion of each phase. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the Town as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the Town with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Town would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

Professional References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

Reference 1

Agency: City of Arvada, CO

Contact: Annie Swan, HR Manager

Phone/Email: 720-898-7568; aswan@arvada.org

Address: 8101 Ralston Rd, Arvada, CO 80002

Project: Full Recruitment for City Manager (2025)

Reference 2

Agency: City of Sheridan, CO

Contact: Devin Granbery, City Manager

Phone/Email: 303-762-2200; dgranbery@ci.sheridan.co.us

Address: 4101 S Federal Blvd, Sheridan, CO 80110

Project: Full Recruitment for Police Chief (2020)

Reference 3

Agency: City of Aurora, CO

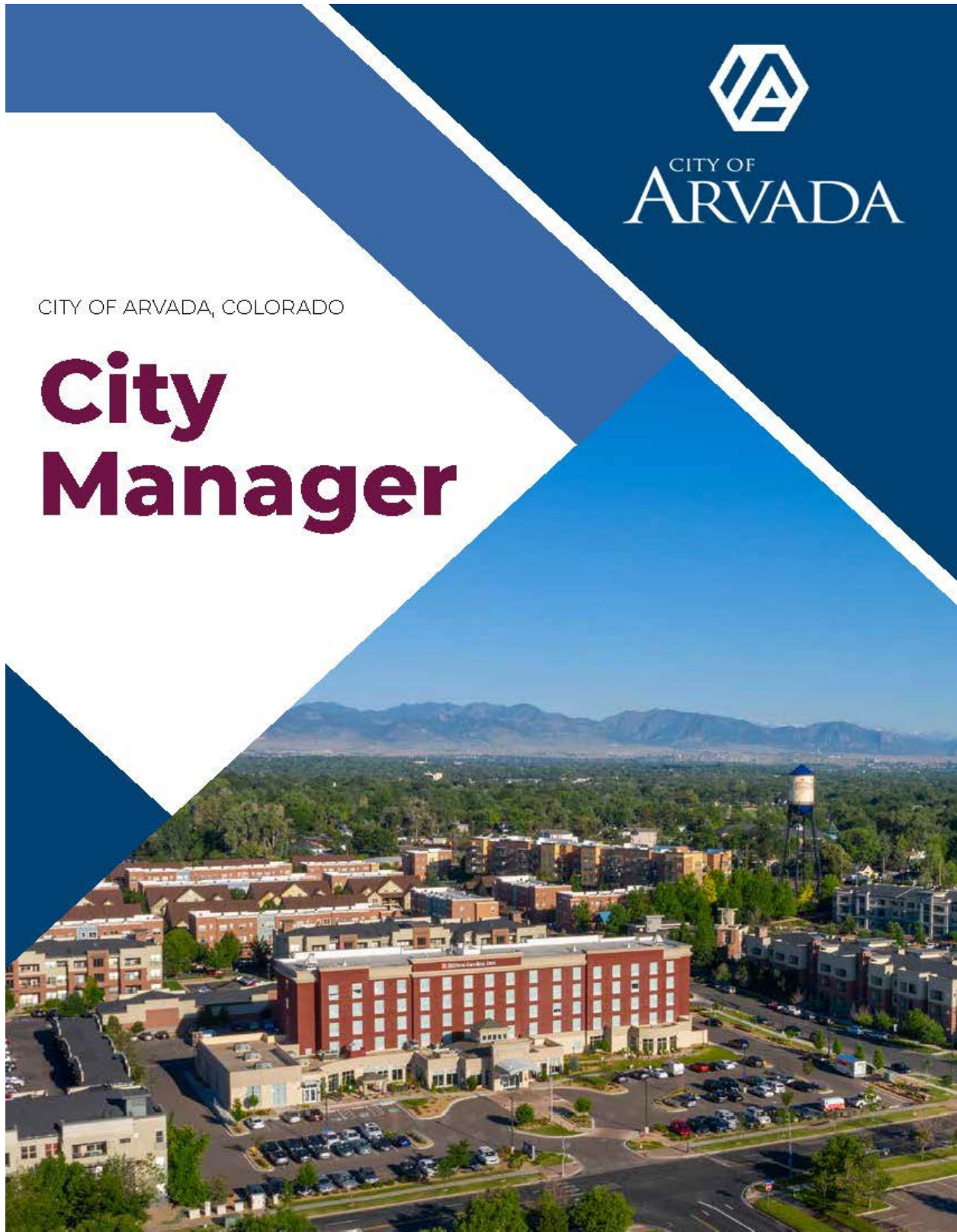
Contact: Geoff DeMoss, Talent Acquisition Manager

Phone/Email: 303-739-7229; gdemoss@auroragov.org

Address: 15151 E Alameda Pkwy, Aurora, CO 80012

Project: Multiple recruitments since 2015, including Deputy City Manager (2021), Fire Chief (2023), City Attorney (2024)

Appendix A - Sample Brochure



Welcome to Arvada: Where Vision Meets Community

Imagine a place where the warmth of tree-lined neighborhoods blends seamlessly with the energy of a forward-thinking city—that's Arvada. Founded in 1870, Arvada has grown from a historic farming town into a dynamic community where tradition meets innovation. We don't just honor our roots as the "Celery Capital of the World"; we embrace excellence in all we do, from an award-winning reinvestment plan for our Olde Town to creating a future that invites growth and possibility. Today, our 120,000 residents enjoy an exceptional quality of life, a vibrant community spirit, and a shared vision for a bright future.

Arvadans take pride in our city's high educational achievement, income levels, and homeownership rates, which are above state and national averages. The city also has a diversifying housing stock including market rate rentals, affordable units and town homes. Our vibrant community offers a unique mix of parks, [trails](#), and open spaces, while also supporting a thriving business sector spanning industries like healthcare, manufacturing, bioscience, and energy.



Arvada's 39 square miles feature excellent transportation options with nearby interstate highways and three transit stops on the FasTracks commuter rail system, connecting directly to downtown Denver and Denver International Airport. Residents and [visitors](#) alike enjoy our extensive trail network, linking with Denver trails to the east and the Rocky Mountain foothills to the west. With 154 miles of trails and nearly 4,000 acres of parks and open space, our city is ideal for outdoor enthusiasts.

Cultural landmarks like the [Arvada Center](#) for the Arts and Humanities and the historic [Olde Town](#) area bring rich experiences in arts, shopping, and entertainment. Olde Town, with its commuter rail access, charming shops, and vibrant dining scene, hosts farmers markets, festivals, and community events that add to Arvada's unique appeal.

Our city's low crime rate, high-quality amenities, and engaged neighborhoods make Arvada one of Colorado's most desirable communities. We're excited to share our vision and welcome a City Manager who is ready to help us shape Arvada's future.



Our Governance, Our Services

Arvada is a home rule city with a council-manager form of government. A seven-member City Council, including the mayor, sets the city's priorities through multi-year strategic plans.

Arvada offers essential services to residents through five work systems. These include community and economic development, vibrant community and neighborhoods (parks, golf, hospitality), safe community (judicial and public safety), infrastructure (public works and utilities) and organizational service and effectiveness. Support services such as human resources, finance, legal, and information technology are part of our organizational service and effectiveness work system which enables us to fulfill our mission to serve the community. Fire protection and some recreational services are provided through special districts.

With a focus on performance excellence, Arvada's strategic planning includes ongoing efforts in water and wastewater planning and initiatives to address housing affordability. Over our 120 years as an incorporated community, we have grown from our farming roots to a city on the cutting edge. Arvada remains committed to preserving our quality of life while driving economic growth and inclusivity.

The City of Arvada strives for financial resilience with an emphasis on long range financial planning. Our approved total budget for 2025 is \$366,624,299 supporting more than 770 full-time employees and 300 temporary/seasonal employees who are dedicated to making Arvada a vibrant and welcoming place to live and work.



Why Choose Arvada?

- » Make a meaningful impact in a thriving community and a wonderful place to live
- » Be at the forefront of exciting and innovative regional projects, such as the newly announced Quantum Commons Technology Park
- » Receive a competitive salary, robust health benefits including a dedicated health and wellness clinic, a well-funded retirement plan, and generous paid time off benefits
- » Lead a USA Today and Denver Post [Top Workplace](#) with a strong collaborative leadership team and a high performing workforce
- » Be part of a welcoming and inclusive culture that values work life balance and puts people first

For more information, please visit: arvadaco.gov



Our Vision, Mission and Values

In Arvada, we dream big and deliver. Our mission is to deliver exceptional services that enhance the lives of everyone in our community. We champion innovation, welcome diverse perspectives, and pursue excellence in all we do. As a city, we embrace challenges as opportunities, working together to build a thriving, inclusive Arvada for all.

Vision



Values in Action

Arvada is at the forefront of innovation and community impact with initiatives that embody our core values of **Innovation, Passion, and Opportunity**:

Quantum Commons Technology Park

Arvada's commitment to **Innovation** is highlighted by its participation in the Bloomberg/Harvard Innovation Track, a prestigious program that enables cities to address complex challenges through innovation and strategic planning. Through this program, Arvada is proactively developing frameworks to manage and maximize the potential opportunities of Quantum Commons, a nearby 70-acre technology park funded by \$40.5 million in federal grants. Our work with Bloomberg/Harvard is helping Arvada prepare for future growth by evaluating infrastructure needs, housing opportunities, job creation, and other impacts of economic development, positioning our city to thrive alongside these advancements.

Implementation of Utilities Master Plans

Guided by **Passion** for sustainable growth, Arvada is meeting the city's evolving utility needs through comprehensive water, wastewater, and stormwater master plans. With City Council support, we're adding critical capacity and resilience to our systems while keeping rates as low as possible for our community. The planned water treatment plant, the first major upgrade in over 30 years, exemplifies our city's forward-thinking approach to meeting future demands. This initiative is powered by a high-performing team committed to finding community-focused solutions and inspiring each other to continually improve our city's infrastructure.

Mountain Rail Exploration

Rooted in **Opportunity** and inspired by our rich history, Arvada welcomes new rail developments as part of the Colorado Department of Transportation's exploration of passenger rail options between Denver and Craig. This potential rail connection would further integrate Arvada into the Front Range network, enhancing access to mountain destinations and supporting sustainable transit. Our city's rail legacy dates to its founding in 1870 and continued with the G-line opening in 2019. A new rail stop would carry this legacy forward, offering exciting new possibilities for Arvada residents and visitors.

Gold Strike Park Revitalization

Recently, Arvada received a \$7.3 million grant from the Outdoor Recreation Legacy Partnership (ORLP) program to revitalize Gold Strike Park, the historic site of Colorado's first documented gold discovery. This grant, the largest the City has secured for a city-sponsored project, will help create an engaging space for families, neighbors, and visitors. Planned improvements include a nature playground, water-play area, bouldering feature, event lawn, and a pedestrian bridge, all designed to connect the community with nature while preserving the historic and ecological significance of Ralston Creek.

This new project, alongside initiatives like Quantum Commons and our Utilities Master Plan, reflects Arvada's commitment to enhancing quality of life, fostering inclusivity, and preparing for sustainable growth in line with community feedback.

Position Overview: City Manager

The City Manager serves as Arvada's chief executive officer, responsible for implementing the City Council's priorities and leading our city's strategic planning, policy development, and overall operations. As a visible and engaged leader, the City Manager will guide our city's executive team and represent Arvada to the public, fostering trust and collaboration.



Key Responsibilities

Leads Strategic Prioritization: Provides leadership to prioritize key issues, projects, strategic plans, budgeting, and capital improvements, aligning city efforts with community and council goals.

Engages with Community Needs: Responds to resident requests, working effectively with diverse viewpoints and interests represented by community leaders, business stakeholders, and neighborhood groups.

Supports an Open and Collaborative City Council: Fosters an environment that supports City Council in maintaining an open, participatory climate for decision-making and community engagement.

Represents City Policies: Clearly articulates City Council policy positions to the media, community groups, and residents, serving as a key communicator for the city's initiatives and goals.

Collaborates on Policy and Legal Matters: Works closely with the City Council, City Attorney, and city leadership to interpret, make, and communicate decisions on a wide range of issues and legislation impacting the city.

Directs Leadership and Resource Allocation: Guides the city's leadership team, allocating resources as needed to develop, implement, and monitor solutions that address a wide variety of local government service challenges.

Characteristics of the Ideal Candidate

The next City Manager will be more than an executive; they'll be a storyteller, community builder, and **visionary**. We seek a leader who brings both heart and strategy to their work, someone ready to join us in shaping a city where people live, work, and thrive. Ideally, you're a values-driven professional who believes in transparent, open communication and has a strong track record of leading cities through complex, rewarding transformations.

The next City Manager will be an **inspiring** leader with a deep commitment to public service, able to address Arvada's opportunities and challenges with a **strategic** approach. Ideally, they will have experience leading a full-service city of similar size, complexity, and cultural diversity. This values-driven professional communicates openly, builds healthy relationships, and makes principled decisions that benefit the city's employees and residents alike.

Candidates should be **fiscally responsible** decision-makers who can guide the city and City Council toward big-picture goals while empowering staff to manage day-to-day operations. The ideal City Manager is a bridge builder and regional collaborator who embraces partnerships, encourages community engagement, and isn't afraid to challenge the status quo as Arvada pursues future growth.

Our City Manager serves as the city's Chief Executive Officer with support from an engaged city council. Strong, collaborative leadership will serve the next City Manager well. With an emphasis on **innovation**, the City Manager will foster collaboration with the City Council, staff, and other partners and benefit from an experienced executive leadership team. The ideal candidate will also be politically savvy, demonstrates humility and a sense of humor, and possess a gift for empowering others.

Core Competencies of the Ideal Candidate:

- » **Inspirational Leadership:** Builds an inclusive workforce, fosters diverse perspectives, and maintains approachability. Handles crisis and conflict effectively, communicates clear expectations, and promotes personal accountability across all levels.
- » **Political Savvy and Community Collaboration:** Effectively engages and builds consensus with the mayor, council, leadership team, and community leaders. Maintains productive partnerships with local, regional, and state entities, ensuring responsiveness and fair engagement.
- » **Communication Skills:** Listens actively, communicates clearly, and demonstrates strong interpersonal, analytical, and negotiation skills. Manages sensitive issues with tact, diplomacy, and composure.
- » **Talent Management:** Supports a high-performing, diverse team, aligning talent to meet organizational goals. Holds teams accountable, delegates effectively, and optimizes staff skills.
- » **Strategic Thinking and Foresight:** Advances the city's mission and vision through thoughtful, strategic planning and decision-making. Adapts to challenges, redirects as needed, and pursues best practices for growth and relevance.
- » **Financial Acumen:** Advocates for innovative funding strategies, understands community priorities, and manages resources within budget. Identifies new revenue sources and adheres to financial best practices to sustain Arvada's growth.

Qualifications

Required:

- » Master's degree in public or business administration (or related field) and 10 years of progressively responsible public sector management experience, with at least 5 years in senior leadership roles. An equivalent combination of education and experience may substitute for the master's degree.
- » Ability to meet bonding requirements and hold a valid Colorado driver's license.
- » Residency in Arvada within six months of appointment.

Preferred:

- » Prior experience in an executive leadership role such as city or county manager, deputy or assistant city manager, or chief of staff in a large public sector organization or full-service city of similar size to Arvada (population 125,000 or more).
- » Knowledge or experience with Home Rule.



Compensation and Benefits

Hiring range for the City Manager role is **\$300,000–\$330,000** annually, based on experience. Benefits include medical, dental, vision, life, and disability insurance, a car allowance, a flex spending plan, and access to an employee assistance program. The City Manager is eligible for generous paid leave and retirement benefits through the city's executive retirement plan, with an option to participate in a 457 plan.

To learn more, visit: [City Benefits and Pay](#)

Application Process

To apply for this exceptional opportunity, please submit your resume, cover letter, and a list of six work-related references by **Sunday, March 2, 2025**. Submit application materials to: www.cpshr.us/recruitment/2407.

For more information, contact:



GLORIA TIMMONS
Executive Recruiter
Email: gtimmons@cpshr.us
Website: www.cpshr.us/search



Proposal

MAR 30, 2026

Town Administrator

Town of Elizabeth, Colorado

Submitted by:

MICHELE MORAWSKI
CLIENT SERVICES MANAGER

224.415.3791

MMORAWSKI@MGT.US

Table of Contents

COVER LETTER.....	1
FIRM PROFILE.....	3
PROJECT TEAM.....	5
PROJECT APPROACH & METHODOLOGY.....	6
PROJECT UNDERSTANDING	6
PROPOSED WORK PLAN.....	6
PROJECT TIMELINE	9
COMMITMENT TO DIVERSE, HIGHLY QUALIFIED APPLICANT POOL.....	10
REFERENCES	11
COST PROPOSAL	12
FULL SCOPE RECRUITMENT	12
OUR GUARANTEE – FULL SCOPE RECRUITMENT.....	13
OPTIONAL RECRUITMENT SERVICES	14
HUMAN CAPITAL CONSULTING.....	15
APPENDIX A. CONSULTANT BIOGRAPHIES	16
APPENDIX B. CLIENT LIST.....	20



Cover Letter

Mar 30, 2026

Michelle M. Oeser
Town Clerk / Administrative Services Director
Town of Elizabeth
PO Box 159
Elizabeth, CO. 80107



Dear Ms. Oeser:

As the nation’s leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the Town of Elizabeth (“Town”) to exceed all your expectations on this Town Administrator Recruitment project.

HOW CAN WE SUPPORT YOU?

Based on the Town’s request, we understand you are seeking The Town of Elizabeth is seeking professional services to conduct a comprehensive search for a highly qualified candidate to serve as Town Administrator. Following are the keys to our successful methodology:

- **Industry Leadership:** With over 1,500 completed executive recruitment engagements in 46 states and a diverse range of communities, we’re a proven leader in local government recruitment. Over 40% of our clients are repeat customers, and 94% rate our performance as *Outstanding*.
- **Subject Matter Expertise:** Our team includes former local government leaders, human resources experts, and industry veterans, ensuring that we understand the specific challenges and opportunities in government, education, and nonprofit sectors. We leverage our deep understanding of organizational culture and sector-specific needs to identify top-tier candidates who align with our clients' goals.
- **Top Talent, Guaranteed:** We use advanced recruitment strategies, including social media outreach and video interviews, to thoroughly vet candidates. Our Recruitment Brochures showcase in-depth knowledge of your community, and we conduct extensive reference checks and background searches to ensure we recommend the best fit.
- **True Partnership:** From start to finish, we collaborate closely with you. You’ll have full access to candidate resumes, and we’ll offer honest assessments to ensure the perfect match. Whether evaluating internal candidates or exploring non-traditional talent, we’re committed to your complete satisfaction.
- **Flexible Solutions:** We offer customizable recruitment services to suit any budget, from Full Executive Searches to Limited Scope and Virtual Recruitments. Our proposal outlines the service scope that best meets your needs.

Our comprehensive and tailored executive recruitment services are designed to meet the unique needs of your organization. With a proven track record, a focus on quality, and a commitment to partnership, we ensure that every step of the process is handled with expertise and care. Whether you're seeking top-tier talent, exploring non-traditional candidates, or working within a specific budget, we are here to deliver the best fit for your organization. We look forward to

COVER LETTER

working with you to find the ideal candidate who will drive success and elevate your community’s leadership.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 FEIN: 81-0890071 www.mgt.us
PROPOSAL CONTACT	Michele Morawski, Client Services Manager 224.415.3791 mmorawski@mgt.us

The following proposal has been tailored to your specifications and provides a detailed plan of how we will partner with you to meet your objectives. Thank you for the opportunity to present our qualifications to the Town of Elizabeth. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,



Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm



Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world’s most-pressing problems, and so do we. Their “why” is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

- ASC 20-7359, 24-7484
- OMNIA LS4612
- Sourcewell 060624MGT
- TIPS 220601, 220802, 230105
- TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

 **50**
years

 **1,200**
consultants

 **30,000**
projects

Specialized technology and advisory solutions for society’s most mission-critical challenges.



Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **we are impacting communities for good.**



DEFINED BY IMPACT

Making a profound impact on society is at the heart of who we are and what we do. Town of Elizabeth should be proud to make a difference in the lives of the citizens in your community, and we are proud to work with you toward this goal. Our team empowers organizations through innovations in people, processes, and technology to lift and strengthen your solutions.

People



We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project: Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact: Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.



Project Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the Town’s staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultants, Ann Everhart Warren and Michelle Wolfe. They will act as your Recruitment Leads and the primary points of contact for this project. All Recruitment Leads are supported by the Vice President of Human Capital Solutions, a Recruitment Coordinator, and Reference Specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Lead to ensure the recruitment is completed within an appropriate time frame. Staff biographies are located in **Appendix A**.

Recruitment Leads & Main Points of Contact



ANN EVERHART WARREN

Senior Consultant
847-380-3240
AWarren@mgt.us



MICHELLE WOLFE

MGT Approved
Independent Executive
Recruiter
MWolfe@mgt.us

Director | Recruitment Support



YOLANDA HOWZE

Director – Executive
Recruitment
314.304.2889
YHowze@mgt.us

Yolanda Howze is a well-regarded human resources professional with more than 25 years of leadership experience in public sector human resources, primarily in municipal government.

Project Executive



CHARLENE STEVENS

Vice President –
Human Capital
Solutions
320.262.0303
CStevens@mgt.us

Charlene leads MGT’s Executive Recruitment practice and has over 25 years of leadership and recruitment experience in public sector management.



Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A typical recruitment and selection process requires a significant investment of time and effort. A substantial portion of this involves administrative tasks such as advertisement placement, reference checks, and candidate due diligence.

Our understanding of Elizabeth’s leadership priorities positions this search to identify a Town Administrator who can stabilize the organization, align stakeholders, and guide growth with credibility and transparency. A high-impact leader will protect Elizabeth’s rural character while delivering the disciplined execution needed to support the town’s continued evolution.

We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Proposed Work Plan

PHASE 1 – POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the Town.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.



Success Stories

“The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City’s needs.”



A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$225/hour plus actual expenses if incurred). One organizational survey is included. A separate Community Survey with detailed analytics can be conducted for \$3,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for Town review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 – ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Town, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the Town with a list of advertising options for approval.

PHASE 3 – CANDIDATE EVALUATION & SCREENING

Phase 3 will include the following steps:

- Review and evaluation of candidates’ credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.



All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the Town’s process is professional and well regarded by all who participate.

PHASE 4 – PRESENTATION OF RECOMMENDED CANDIDATES

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates’ materials along with a “mini” resume for each candidate so that credentials are presented in a uniform way.
- The Town will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the Town to review the recruitment report and provide additional information on the candidates.

PHASE 5 – INTERVIEWING PROCESS & BACKGROUND SCREENING

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for Town review and comment.
- Coordinate candidate travel and accommodations.
- Provide Town with an electronic file that includes:
 - Candidates’ credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Social Security Trace & Verification ✓ US Federal Criminal Search ✓ Verified Enhanced National Criminal Search <ul style="list-style-type: none"> – National Sex Offender Registry – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol – Office of Foreign Assets Control (OFAC) Terrorist Database Search – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA) – All felonies and misdemeanors reported to the National Database | <ul style="list-style-type: none"> ✓ County/Statewide Criminal Search ✓ Civil Search ✓ Bankruptcy, Liens, and Judgements ✓ Motor Vehicle Record ✓ Education Verification – All Degrees Earned Optional: Credit Report – Transunion with score (based on position and state laws) Optional: <ul style="list-style-type: none"> – Professional License Verification – Drug Screen – Employment Verification |
|---|--|



MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Town facilities.
- Interviews with senior staff.

PHASE 6 – APPOINTMENT OF CANDIDATE

Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure														
Phase 2: Advertising, Candidate Recruitment, & Outreach														
Phase 3: Candidate Evaluation & Screening														
Phase 4: Presentation of Recommended Candidates														
Phase 5: Interviewing Process & Background Screening														
Phase 6: Appointment of Candidate														



Commitment to Diverse, Highly Qualified Applicant Pool

MGT is a national leader in consulting, strategic planning, and organizational transformation that helps public-sector organizations strengthen inclusive, representative workplaces. In executive recruitment, we are intentional about building diverse, highly qualified candidate pools by expanding outreach beyond traditional channels and applying structured, job-related evaluation practices to support a fair, consistent, and merit-based selection process.

MGT is also a pioneering firm in disparity research. Since 1990, we have completed more than 230 disparity studies for public agencies to help strengthen procurement operations, improve accountability, and expand participation among historically underrepresented groups, including minority- and women-owned businesses. By analyzing policies, practices, and programs, our clients are better positioned to improve access to economic opportunity and develop stronger business and workforce pipelines in communities that have faced longstanding barriers.

We actively support organizations that advance broader representation in local government through volunteer engagement and financial contributions. Partners include the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government, and CivicPride. Our team has presented on inclusive leadership at ICMA and state conferences, and staff participate in relevant professional development, including implicit-bias training. We also provide curated learning resources at mgt.us.

MGT has partnered with i4x, the consulting arm of the National Forum for Black Public Administrators, to support recruitment and selection efforts in multiple cities. This collaboration reinforces our focus on broad outreach and selection processes that help clients identify leaders who can effectively serve their communities.



References

A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

ADAMS COUNTY, COLORADO

Lynn Baca, Chairperson, County Board
4430 South Adams County Parkway
Brighton, CO 80601
303-659-2120 | lbaca@adcogov.org

MGT provided recruitment services for the following positions:

- Deputy County Manager, 2024 (2 positions)
- Director of People and Culture, 2024
- County Manager, 2022

LOVELAND, COLORADO

Julia Holland, Human Resources Director
500 E. 3rd Street | Loveland, CO 80537
970-962-2372 | Julia.Holland@cityofloveland.org

MGT provided recruitment services for the following positions:

- City Manager, 2024
- City Attorney, 2024
- Presiding Municipal Judge - Virtual, 2024

ENGLEWOOD, COLORADO

J. Shawn Lewis, City Manager
1000 Englewood Parkway | Englewood, CO 80110
303-762-2310 | slewis@englewoodco.gov

MGT provided recruitment services for the following positions:

- City Attorney, 2021
- Finance Director, 2020
- City Manager, 2019



Cost Proposal

*Defined by Impact. Driven by People.
Dedicated to the Community.*

We take pride in customizing our client’s needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$22,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	\$2,000
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
TOTAL:	\$26,000**

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the Town for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the Town (beyond the three visits listed above) will be billed at \$225/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

RECOMMENDED OPTIONAL SERVICE

Our Classification and Compensation team can conduct a review and analysis of the job description, qualifications, and classification, and provide comparable insights using reliable compensation and job data sources. This analysis helps ensure the position’s skill requirements and salary range are aligned with the broader market. **Cost: \$900**



Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Proposal pricing is valid for 90 days. Payment of invoices is due within 30 days of receipt.

Our Guarantee – Full Scope Recruitment

MGT will present well-qualified candidates and support the client through selection and appointment. Because top candidates move quickly, the client agrees to provide timely direction and decisions. If the client does not respond to multiple written requests for decisions and/or guidance within six weeks of (i) delivery of the candidate slate for interviews or (ii) completion of finalist interviews, MGT may, at its discretion, terminate the engagement and invoice for services performed and expenses incurred to date.

If the client rejects a slate of qualified candidates and/or does not negotiate in good faith to finalize an offer, and instead elects to re-advertise the position, MGT reserves the right to assess additional consulting fees commensurate with the incremental scope and work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee's own determination, leave the employ of the Town within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses, including advertising and consultant travel. To enact the guarantee, the Town:

1. Must request the replacement search within 30 days of the candidate's departure.
2. Must provide documentation of (i) regular onboarding meetings with the governing body (or designee) and (ii) at least one formal evaluation, including the candidate self-evaluation, hiring authority input, and a written evaluation summary provided to the candidate.

HIRING OF ADDITIONAL CANDIDATES

If the Town hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent 12-month period, an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire. The guarantee stated above will only apply to the initial candidate hired by the Town.



Optional Recruitment Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

FACILITATED PERFORMANCE EVALUATION

As a service to the Town, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months and one year into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the Town is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees will vary.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at an additional cost.



Human Capital Consulting

MGT partners with public sector and nonprofit clients to address mission-critical human capital challenges through integrated staffing solutions and HR consulting. Our tailored approach helps organizations attract top talent, respond to urgent staffing needs, support complex IT initiatives, and strengthen long-term workforce strategy.

To schedule a complimentary consultation, contact MGT's head of Human Capital:
Joellen Cademartori, Senior Vice President | jcademartori@mgt.us

MGT STAFFING SOLUTIONS

Flexible staffing support to bridge workforce gaps and sustain operations. We serve cities, counties, school districts, and nonprofits with professionals across management, finance, IT, public safety, education, and more. We connect clients to skilled talent quickly through short-term assignments, longer-term placements, and outsourced arrangements to maintain continuity and stability.

CLASSIFICATION & COMPENSATION STUDIES

Classification and compensation expertise supported by current market salary and benefits data. We provide practical recommendations to guide workforce decisions and keep compensation competitive and equitable.

ORGANIZATIONAL & STAFFING REVIEWS

Assessment of organizational structure, workforce allocation, and operating dynamics to identify improvement opportunities. Data-driven insights help streamline processes, optimize and forecast staffing levels, and improve productivity.

LEADERSHIP DEVELOPMENT TRAINING

Leadership development for public sector supervisors, including an 8-week online supervisory course. We also offer tailored trainings and assessments to strengthen core leadership capabilities at every level.

HUMAN RESOURCES AUDITS AND ASSESSMENTS

Support that blends strategy and implementation, including strategic planning, change management, HR audits, staffing analysis, and policy review and development. This work strengthens compliance, aligns resources, and builds long-term organizational capacity.

EMPLOYEE ENGAGEMENT SURVEYS

Engagement surveys and workplace climate assessments, delivered with our University of North Carolina–Chapel Hill partner, to measure morale and identify actionable improvements.

SUCCESSION PLANNING

Succession strategies that build leadership continuity by aligning competencies with development opportunities and strengthening talent pipelines for near-term stability and long-term adaptability.



Appendix A. Consultant Biographies

Biographies of our proposed consultants are provided on the following pages.



Ann Everhart Warren
Senior Consultant

Ann Everhart Warren has more than 30 years of experience working in and with local governments, serving as both a municipal leader and Human Resources partner. Ann’s focus in this role has been on employee experience at all levels of the organization.

A lifelong learner, Ann has dedicated her efforts to excellence in training, opportunities for employee development and growth, and the creation of environments of engagement and open communication. In her 32 years, spanning four different municipalities, Ann’s attention to strong and lasting interpersonal relationships positioned her as a respected leader and mentor to other HR professionals.

Ann fosters an open communication style, and she focuses on learning about the environment and culture of each organization that she partners with to best address their specific issues, project, study, or recruitment.

Her vast public sector experience has given her the ability to understand the needs, challenges, and perspectives within clients’ organizations and this is paramount as she assists them in reviewing major organizational changes or making critical personnel decisions. She works to incorporate the unique needs of each organization and/or community to achieve a successful result with each engagement.

Areas of Expertise

- Human Resources Management in Local Government
- Employee Experience Enhancement Strategies
- Training & Development Program Design & Implementation
- Mentorship & Leadership Development Initiatives
- Organizational Assessment, Policy Review & Development
- Classification & Compensation Assessments

Education

- M.A., Communications, Northern Illinois University
- B.A., Political Science, North Central College
- Foreign Policy Studies, American University

Professional Development & Speaking Engagements

- Legacy Project seasonal training and annual Conference
- Illinois Public Employer Labor Relations Association (IPELRA) training programs, workshops, and annual conferences
- National Public Employer Labor Relations Association (National PELRA) training programs and annual conference
- Illinois Public Service Institute (IPSI) annual training

Memberships & Affiliations

- Senior Professional in Human Resources, HRCI
- Senior Certified Professional, SHRM-SCP
- Labor Relations Professional, National Public Employer Labor Relations Association
- Diversity, Equity, and Inclusion in the Workplace, University of South Florida

Professional Experience

- MGT Impact Solutions, LLC, Senior Consultant, 2025-Present; Approved Independent Executive Recruiter, 2023-2025
- Village of Schaumburg, IL, Director of Human Resources, 2015-2022
- City of Crystal Lake, IL, Director of Human Resources, 2004-2015
- City of Longmont, CO, Director of Human Resources, 1999-2003
- City of Naperville, IL, Director of Human Resources, 1996-1999
- City of Naperville, IL, Human Resources Generalist and Management Analyst, 1992-1996
- Naper Settlement, Director of Administration, 1990-1992



Yolanda Howze, MPA

Director

Yolanda Howze is a well-regarded human resources professional with more than 20 years of leadership experience in public sector human resources, primarily in municipal government. At MGT, Yolanda serves as a Director with the firm’s public sector executive recruitment team, leading projects across local government, nonprofit, K-12, and higher education clients. She brings deep expertise in executive search, classification and compensation systems, and human capital strategy, providing clients with comprehensive, tailored recruitment and HR solutions.

Prior to joining MGT, Yolanda held senior leadership roles in local government including Assistant to the City Manager/Director of Human Resources in Missouri and Director of Human Resources in Texas. She also served as a Director of Executive Search and Senior Consultant with national consulting firms, managing large-scale executive recruitment projects and advising clients on HR operations and organizational design and classification and compensation strategies. A recognized thought leader, Yolanda is a frequent speaker and author on HR topics and was honored by the Texas Municipal Human Resources Association (TMHRA) as Human Resources Professional of the Year.

Areas of Expertise

- Executive Recruitment & Human Capital Strategy
- Classification, Compensation & Total Rewards
- Organizational Development, Training & Performance Management
- HRIS, Process Improvement & Change Management
- Employee Relations, Risk & Emergency Management

Education

- M.A., Public Administration & Policy Analysis, Southern Illinois University Edwardsville
- B.A., Psychology and Organizational Leadership, Maryville University

Training & Instruction

- Senior Certified Professional, PSHRA-SCP, SPHR, SHRM-SCP
- Extensive Public Sector HR Leadership Training, PSHRA and SHRM
- Continuing Education & Professional Development Programs, Human Resources Certification Institute (HRCI), International City/County Management Association (ICMA)
- Conference Presenter and Workshop Facilitator, PSHRA

Memberships & Affiliations

- International City/County Management Association (ICMA), Current Member
- Public Sector Human Resources Association (PSHRA), Current Member
- PSHRA Greater St. Louis Chapter, Current Member & Past President
- Society for Human Resource Management (SHRM), Current Member
- Texas Municipal Human Resources Association (TMHRA), Former Member
- PSHRA Texas Chapter, Former Member
- PSHRA Central Region, Former Member & Past Vice President

Professional Experience

- MGT Impact Solutions, Director, Executive Recruitment, 2025-Present
- National Executive Search Firms, Director of Executive Search & Senior Consultant II, 2020-2025
- City of University City, Missouri, Assistant to the City Manager/Director of Human Resources, 2018-2020; Director of Human Resources, 2005-2010; HR Coordinator/Specialist, 2002-2005; City Manager’s Executive Assistant, 1996-2002; Planning and Development Administrative Assistant, 1994-1996
- City of Bellaire, Texas, Director of Human Resources, 2012-2018
- Independent/Contract Consulting, 2011-2012



Charlene Stevens
Vice President

Charlene Stevens brings over 25 years of municipal management and 7 years of public sector recruitment experience to her role as Vice President at MGT. Charlene leads MGT’s Executive Recruitment practice and provides consulting support for the Human Capital Consulting practice. Her career spans rural, suburban, and urban communities across Minnesota, Kansas, and Pennsylvania, giving her a strong ability to work effectively with diverse individuals and groups.

Areas of Expertise

- Executive Recruitment
- Human Resources
- Staff Development
- Strategic Planning
- Civic Engagement
- Community Visioning
- Parks and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

- M.P.A., University of Kansas
- B.A., International Relations, Pomona College

Training & Instruction

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

Her public sector background includes leadership in civic engagement, community visioning, workforce development, and downtown revitalization. Known for her professionalism and dedication to public service, Charlene is widely recognized for her leadership within the profession. She is a committed mentor and advocate for inclusive workplaces, with a strong track record in community engagement and project management.

Charlene is a frequent presenter at state and national conferences.

Memberships & Affiliations

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Professional Experience

MGT Impact Solutions, LLC, Vice President, 2019-Present

City of Cottage Grove, MN, City Administrator, 2015-2018

City of Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Township of Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996



Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complement the Town's recruitment request is provided on the following pages.

City/County Management Executive Recruitment Client List 2023 to Present

State	Client	Position Title	Population	Year
Alaska	Bethel	City Manager	6,500	2024
	Homer	City Manager (Professional Outreach)	5,300	2024
Arizona	Buckeye	City Manager	69,744	2025
	Kingman	City Manager	34,669	2023
California	Antioch	City Manager	115,264	2024
Colorado	Adams County	Deputy County Manager	519,572	2024
	Longmont	Assistant City Manager - External Services	100,758	2025
	Loveland	City Manager	82,460	2024
Connecticut	Bloomfield	Town Manager	21,301	2024
	Granby	Town Manager	11,375	2023
	Simsbury	Town Manager	25,517	2023
Delaware	Milford	City Manager	12,272	2024
Florida	Apopka	City Administrator	55,496	2024
	Clearwater	Assistant City Manager	116,850	2024
	Deerfield Beach	City Manager	80,000	2024
	Fort Lauderdale	City Manager	184,255	2024
	Melbourne Beach	Town Manager	3,281	2025
	Miami Beach	City Manager	88,000	2024
	Pinellas County	Assistant County Administrator	970,600	2024
	St. Johns County	County Administrator	292,466	2023
Georgia	Walton County	County Administrator	75,305	2023
	Augusta	Deputy Administrator	200,000	2025
Illinois	Chatham County	Assistant County Manager	296,329	2025
	Cary	Assistant City Administrator	17,840	2024
Illinois	Crest Hill	City Administrator	21,169	2025
	Evanston	Deputy City Manager (2)	75,000	2024
	Farmer City	City Manager	1,828	2024
	Galesburg	City Manager	33,706	2023
	Hampshire	Village Manager	6,347	2025
	Hanover Park	Deputy Village Manager	38,510	2024
		Village Manager	38,510	2025
	Kenilworth	Village Manager	2,562	2024
	Lake Bluff	Assistant to the Village Administrator	5,698	2023
	Lake Villa	Assistant to the Village Administrator	8,774	2023
		Assistant Village Manager/Community & Economic Development Director	7,500	2025
	Lisle Township	Township Administrator (Virtual)	119,040	2024
	Long Grove	Village Manager	8,153	2023
	Maryville	Village Administrator	8,316	2024
	McHenry	City Administrator	27,135	2023
	Morton Grove	Village Administrator	23,500	2024
	Northfield	Village Manager	5,400	2023
	Oak Park Township	Township Manager	51,774	2023
	Park Forest	Village Manager	21,975	2025
	Pingree Grove	Village Manager	10,000	2023
	Rockton	Village Administrator	7,863	2025
	Vernon Hills	Assistant Village Manager (Limited)	25,911	2025
	West Chicago	City Administrator	27,221	2025
	Assistant Village Manager/Administrative Services Director (Virtual)	8,000	2024	
Winfield	Village Manager	9,418	2025	
Winnetka	Deputy Village Manager	12,417	2025	
Iowa	Ames	Assistant City Manager (Limited)	66,498	2023
	Indianola	City Manager	15,833	2025
	Marshalltown	City Administrator	27,338	2024
	Sioux City	City Manager	83,000	2025
	Urbandale	City Manager	45,580	2024
	Windsor Heights	City Administrator	4,860	2023
Maryland	Takoma Park	City Manager	17,629	2023
Michigan	Barry County	County Administrator	60,540	2024
	Berkley	City Manager	14,970	2024
	Laketown	Township Manager	6,192	2025

	Troy	City Manager	83,181	2024
Minnesota	Blaine	Director of Administrative Services	67,939	2024
	Breezy Point	City Administrator/Clerk/Treasurer	2,396	2025
	Edina	Assistant City Manager (Limited)	53,318	2023
	Fairmont	City Administrator	10,477	2025
	Golden Valley	City Manager	22,715	2024
	Lindström	City Administrator	4,888	2023
	Ramsey County	County Manager	536,000	2024
	Scandia	City Administrator	4,149	2023
	Wayzata	City Manager	4,363	2025
Missouri	Creve Coeur	City Administrator	18,538	2025
	Frontenac	City Administrator	3,640	2025
	Jackson	City Administrator	15,702	2024
	Ozark	City Administrator	21,284	2024
	University City	Deputy City Manager - Support Services	35,172	2024
Nebraska	La Vista	City Administrator	16,746	2025
New Mexico	Los Alamos County	County Manager	19,330	2023
North Carolina	Albemarle	City Manager	16,404	2024
	Ayden	Town Manager	5,000	2023
	Cumberland County	Assistant County Manager	336,000	2025
	Mecklenburg County	County Manager	1,100,000	2025
North Dakota	Minot	Assistant City Manager	45,700	2023
Pennsylvania	Allegheny County	County Manager (Professional Outreach)	1,230,000	2024
Tennessee	Franklin	Assistant City Administrator	88,558	2025
	Oak Ridge	City Manager	31,402	2023
Virginia	Alleghany County	County Administrator	14,500	2025
	Fairfax County	Deputy County Executive	1,150,309	2024
	Hampton	Assistant City Manager	137,436	2024
	Newport News	City Manager	181,958	2023
	Pittsylvania County	County Administrator	59,571	2025
Wisconsin	Lake Geneva	City Administrator	7,710	2025
	Oshkosh	City Manager	66,700	2024
	Sheboygan	City Administrator	48,327	2023
	Waukesha	City Administrator	71,158	2023
	West Bend	City Administrator	31,540	2025



CITY MANAGER UNIVERSITY CITY, MISSOURI

MGT

CITY MANAGER UNIVERSITY CITY, MISSOURI



THE POSITION IN BRIEF

The City Manager is in charge of the city's day-to-day operations, including budgets totaling approximately \$57 million. The City Manager oversees a workforce of approximately 265 employees in a financially stable organization. The City Council is looking for a forward-thinking, collaborative, and transparent professional with strong communication skills.

THE COMMUNITY

In the late 1800's, the area that is now University City was primarily farms and small farming communities. In 1902, Edward Gardner Lewis purchased 85 acres just northwest of the 1904 St. Louis World's Fair Forest Park construction site. Lewis decided to develop the area as a model city, a real "City Beautiful." Other architecturally significant structures and developments were erected – an austere Egyptian temple, the Gates of Opportunity. He also founded the People's University and the Art Academy, as well as two daily newspapers and two banks.

The [City of University City](#) was formally incorporated in September 1906 and Lewis became the first mayor. The city's name reflected the community's proximity to Washington University, and Lewis' hope that it would become a center of learning and culture.

In 1947 University City voters adopted home rule charter and firmly established a new Council-Manager form of municipal government. The City expanded to its current boundaries by the 1960s. During the decades following a number of annexations, the City saw much population change, development and redevelopment. (Sources: University City Website, and its attributed sources.)



A significant influence in University City is its proximity to [Washington University in St. Louis](#). Founded in 1853, Washington University has a student population of approximately 15,000 and is one of the top universities in the nation. The City is proud of its appealing mix of college-town vibe and its eclectic blend of urban lifestyles. Although the main campus of Washington University does not rest in University City, the University's presence adds much to the cultural underpinnings of the community and contributes significantly to making University City a desirable place to live.

Most commercial development in University City is located on two major thoroughfares, Olive Boulevard and Delmar Boulevard. These two roadways run parallel to each other, traversing the city from east to west, with Olive Boulevard extending beyond the western city limits. Along with the nationally renowned Michigan Avenue in Chicago and St. Charles Avenue in New Orleans, [Delmar Boulevard in the University City Loop](#) was designated as one of the "Great Streets in America" by the American Planning Association. (Source: City and the Delmar Loop Websites.)

University City and its service clubs sponsor a robust variety of community events and programs throughout the year. An annual Martin Luther King Jr. Celebration, U City in Bloom events, the Starlight Concert series and U City Summer Band concerts in Heman Park, Farmer's Market, Artist Installations like Mannequins in the Loop, and the annual University City Jazz Festival are just a few of the events enjoyed by many in the City and region.

Larger than New York City's Central Park, [Forest Park](#) is in University City's backyard, resting east of the border in the City of St. Louis. The park features a variety of attractions, including the St. Louis Zoo, the Saint Louis Art Museum, the Missouri History Museum, and the St. Louis Science Center and Planetarium.

A SNAPSHOT OF UNIVERSITY CITY'S DEMOGRAPHICS TODAY:

2024 (est.) Population: 35,065

Median Age: 36.3

Land area: Six square miles

University City's diversity: 51% White, 41% African American, and 4% Asian. Hispanic or Latino of any race is 4% of the population.

Number of households: 17,328

Median Household Income: \$76,466

Median value of a University City home: \$340,000

Thirty-six percent of the housing stock was built before 1939.

CITY GOVERNMENT

University City is a home-rule community in accordance with Missouri's State Statutes, and under its charter adopted in 1947 operates under the City Council/ Manager form of government, with a City Manager providing day-to-day oversight of municipal operations. The Mayor and six Council members serve four-year terms. Council members are elected from three wards to serve staggered terms, and the Mayor is elected at-large.

University City is a full-service city providing a range of services including police, fire/EMS, public works, community development, and parks, recreation & forestry. Water and sanitary sewer utilities are provided by other agencies. The University City Public Library is a full-service library funded by a separate tax. There are approximately 265 full-time and 200 part-time and seasonal employees, with police, fire and public works comprising most of the full-time positions.

CITY MANAGER'S OFFICE

The [City Council](#) appoints the [City Manager](#) and City Clerk, and enact legislation to protect the health, safety and general welfare of the citizens of the City. The City Manager directly supervises all City government agencies and departments, except the library, while also serving as chief advisor to the City Council. The City Manager since 2017, Gregory Rose, retired in February 2026.

There are two Deputy City Manager positions that report directly to the City Manager. The Deputy City Manager – Development, oversees Community Development, Public Works, Sanitation, Parks, Recreation and Public Areas Maintenance, and Planning and Zoning. The Deputy City Manager – Support Services position is responsible for the Human Resources department and three divisions including IT, Communications, and Facilities.

In addition to the two Deputy City Managers, the City Manager has the two public safety chiefs, the Finance Director and the City Attorney as direct reports.



CHALLENGES AND OPPORTUNITIES

In the development of this profile, the Mayor, City Council members, City staff leadership, and community members attending an open forum, identified these issues and initiatives that will need the next City Manager's attention in the upcoming years. In addition, an on-line survey available on the City's website was also conducted for this recruitment, the results of which will be available soon.

Fiscal Management. The City is in a strong financial position, with its fund balance exceeding 35%. Like all Missouri municipalities, however, the City's finances are tested by various constraints guiding the generation of new sources of revenues. Similar to many older Midwestern cities, infrastructure and capital improvements are always at the forefront of attention, and in University City a robust list of projects is always under consideration. The next City Manager can expect to work closely with the elected and appointed officials on seeking out new sources of revenue as well as continuing to find ways to deliver City services most efficiently. He or she can also anticipate guiding the City to meet the City's infrastructure goals by forecasting how the City can keep on top of infrastructure and capital demands. [The latest City budget can be accessed here.](#)

Organizational Design and Service Delivery. The new City Manager is encouraged to assess the municipal organization and, over time, evaluate service delivery processes, procedures and methods. A fresh-eyed look at departmental and divisional organization, resource-sharing, and interactions with residents and the business community is welcomed, as the City is open to continuous improvement, new approaches, and a customer-focused philosophy.

City Personnel Matters. The City's classification and compensation plan is currently being re-examined, as it has been more than five years since it was last updated. Assuring the City's compensation package remains competitive is vitally important to the City Council.

The City has its own pension system with defined benefits and for uniformed employees there is also a 401 component in which they contribute 5% of their base salary. The non-uniformed pension system is 96.7% funded; but the uniformed pension system is 77% funded, which is below the 80% level Missouri law requires to increase benefits or provide COLAs. The new City Manager will be expected to work closely with all stakeholders to improve the uniformed pension funding level.

Recent turnover in some positions will allow the next City Manager to cultivate and mentor new departmental leadership. As of this writing, the City is seeking a new Finance Director following the last director's return to the private sector. In addition, a new Director of Planning and Zoning as well as a Director of Parks, Recreation and Public Area Maintenance will be coming on board in the next couple of months.



Community Engagement. Understanding and feeling comfortable working in a fast-paced environment, with community stakeholders that are exceptionally engaged and expect a high-level of service will be an important ingredient for this position's success. University City citizens are proud of their community's socio-economic and racial diversity. They are actively engaged in their local government and stay abreast of civic matters. Diversity of opinions is also cultivated and informs the dialogue with and among elected officials and community stakeholders.

Residents readily talk about many of the City's strengths, opportunities and challenges as it relates to the richness of their hometown's diversity. Residents find the City an enviously desirable place to live and they are proud of University City's eclecticism, its progressiveness, its tolerance for differences and the depth in which residents care deeply for their community.

Residents possess a pragmatic view of their community, steeped in an understanding of the economic and social propositions that issues of equity, social justice and diversity present, as well as the dichotomies at hand in University City. For instance, some areas of the community are highly affluent, and those neighborhoods are some of the most desirable ones in greater St. Louis. Other parts of the community are punctuated with a vulnerable housing stock where values are depressed or homes are vacant, and neighborhood stabilization is a concern.

As such, the next City Manager joins a team of highly engaged elected officials and community stakeholders who are comfortable addressing challenging issues and embrace the City's multiplicity. Consequently, the new City Manager should welcome working with a variety of stakeholders and opinions. As well, the City Manager should be comfortable having a visible, active and embedded role in the City and the organization and the community.





Redevelopment. As an inner-ring suburb, most of University City's development efforts are focused on redevelopment. [The Market at Olive development](#), located on the western edge of University City at the intersection of Olive Boulevard and I-170 in the City's less-affluent Third Ward area, is a prominent project consisting of approximately 50-acres. The estimated \$211-million Market at Olive development is designed as a major commercial corridor hub, featuring major retailers, including Costco, Target and Dierbergs Markets, and additional retailers and restaurants. This development includes the use of tax increment financing (TIF) to help pay project costs including land acquisition, site work, and infrastructure improvements to improve the quality of housing, streets, landscaping, lighting, safety and enhance the overall quality of life in the designated area. The anchor, Costco, opened in October 2022, and the project area will be fully developed when Target and Dierbergs Markets open later this year.

In conjunction with this commercial investment to rejuvenate and re-spark interest in the Third Ward, the City adopted in late 2024 the [Third Ward Housing and Revitalization Plan](#). According to the Plan, "The 3rd Ward – the [area] located primarily north of Olive Boulevard - has distinct demographics among the [the City's] three wards: The widest diversity of household income; the lowest assessed property value; the highest percentage of renters; [and] the only Ward that is majority minority demographically. Residents talk openly of the 'Olive Divide' between the more affluent and predominantly white Wards to the south and the working class, predominantly Black 3rd Ward to the north."

The purpose of the Housing and Revitalization Plan "is to provide strategies for investing the TIF funds in a way that increases housing values, promotes economic diversity, encourages homeownership, and revitalizes the 3rd Ward. To help pay part of the redevelopment, including land acquisition, site work, and infrastructure improvements, 'Market at Olive' used tax increment financing (TIF). The adopted TIF redevelopment plan included three Redevelopment Project Areas (RPAs): 1. Market at Olive (RPA1); 2. Third Ward Residential Neighborhoods (RPA2); and 3. Olive Boulevard Commercial Corridor (RPA3). The TIF districts have been set up so that 'Market at Olive' will generate \$15 million in funds that will be used to incentivize investment in the other two RPAs. Specifically, \$10 million for 3rd Ward residential neighborhoods and \$5 million for the Olive Boulevard Commercial Corridor." All told, the next City Manager can expect to work closely with the City Council and community stakeholders to assure the success of the revitalization plan.

As for University City's other commercial corridor, [Delmar Boulevard in the University City Loop](#) is, as previously mentioned, one of the "Great Streets in America" according to the American Planning Association. Like all iconic areas in an age of changing retail shopping habits, the Loop is challenged with increasing number of vacancies. Still, the City has recently updated its Comprehensive Plan, and a comprehensive Zoning Code revision is underway, so foundational pieces are in place for the next City Manager to work closely with the City Council, City staff and the business community to assure this legendary commercial corridor stays vital and relevant.

Town-Gown Relations. The City's relationship with the Washington University in St. Louis requires attention, communication and responsiveness. Not unusual in municipalities that host colleges, campus growth, student activities and the University's ongoing acquisition of properties in University City add challenges to municipal resources. The next City Manager is expected to cultivate a high level of communication and collaboration and to maintain strong ties with the University by working confidently, creatively and objectively with University officials.

Intergovernmental Relations. University City has been a regional leader in cultivating networks and strong working relationships with its municipal neighbors, communities in the greater St. Louis area, and state legislative connections, too. Continued strong intergovernmental relationships within the region are keenly important, and the next City Manager can expect to play a leading part that complements the City elected officials' role in developing close working alliances with state, county and municipal partners and neighbors.

Issues on the Minds of Residents – University City citizens are actively engaged in their local government and stay abreast of civic matters. Diversity of opinions is also cultivated and informs the dialogue with and among elected officials and community stakeholders. Community feedback sought in conjunction with this recruitment captured what was on the minds of some residents regarding the characteristics and traits the new City Manager should possess as well as the opportunities and challenges that he or she may be faced with as University City's next City Manager. Results of that survey will be shared with candidates upon request to MGT.



IDEAL CANDIDATE

The City is seeking proven, progressive and passionate-for-public-service candidates committed to excellence in the delivery of public services. Candidates should have an equivalent combination of education, training and experience which provides the required knowledge, skills and abilities, as outlined below:

EDUCATION AND EXPERIENCE

- A master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is preferred. Membership in ICMA is essential.
- At least 10 years of increasingly responsible local government management experience as an administrator, assistant administrator or department head, or equivalent combination of education and experience.
- Proven leadership, managerial, and interpersonal skills to guide a dynamic organization with high customer-service expectations.
- Strong human resources and financial management skills.
- Excellent communication, diplomacy, and community engagement skills.
- A team-oriented, strategic-thinking approach toward staff leadership with supervisory skills compatible with a high-functioning team.
- Have management experience in creating an environment of trust, integrity, and mentorship where employees respect one another and where the City's departments consistently function at a high level of customer service.
- Have a demonstrated ability to provide strategic leadership and long-range planning practices.
- Excellent communication skills and significant career success in building collaborative, effective relationships across departments.





MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and staff, being able to diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically astute, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Be a proactive communicator with the City Council, reporting at least weekly to the Council through a variety of means, and seeking ways to interact with Council members one-on-one.
- Be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Be a creative thinker.
- Be a strong administrative leader and be able to help City staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer-range needs of the overall community.
- Possess well developed organizational skills and have the ability to balance numerous projects and issues while keeping on task. Know when to drill into the details and critically assess issues without losing sight of the city’s bigger, strategic direction.
- Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor.
- Be one who can establish trust quickly with others and one who can relate to all constituencies of the community.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry. Lead with “Yes....”
- Possess an open mind in dealing with the City’s complex and challenging issues that sometimes compete with one another.

COMPENSATION AND BENEFITS

The City Manager is appointed by and reports to the City Council. The starting salary range is \$210,000 - \$240,000 + DOQ, plus an excellent benefit package. Per the City Charter, residency is required.

HOW TO APPLY

Candidates should apply by April 4, 2026. Send a resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Lee Szymborski, Senior Consultant, MGT, Northfield, IL. Tel: 847-380-3240. The City is an Equal Opportunity Employer.





TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026



ELIZABETH POLICE DEPARTMENT'S MISSION STATEMENT:

"The Elizabeth Police Department is committed to service excellence in protecting life and property, impartial enforcement of law, and building community with those who live, work, and visit, the Town of Elizabeth."

The following is an informational breakdown of EPD police activity from **03/15/2026 at 12:01 a.m. to 04/04/2026 at 11:59 p.m.** This information is compiled from our Records Management System (RMS), identified as New World (NW), as well as Douglas County Regional Dispatch (DCRD) records.

***All suspects/defendants are presumed innocent until proven guilty in a Court of Law. ***



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
Phone: 303-646-4664 Fax: 303-646-0616
Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

Total Calls for Service:

434

Traffic Stops:

Total Stops:	Penalty Assessments Issued:	Warnings Issued:
85	46	39

Other Calls for Service:

Call Type:	Number of Calls:
911 Landline	1
911 Rapid SOS	3
Abandoned Vehicle	1
Alarm-Business Burglary	7
Alarm-Business Hold Up	1
Alarm-Residential Burglary	1
Animal Barking	2
Animal Complaint	4



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

Animal Cruelty	1
Assist to Fire Department	3
Assist to Other Agency	3
Attempt to Contact	1
Bar Check	2
Business Check	32
Burglary	1
Citizen Assist	22
Citizen Contact	23
Crime Prevention	18
Criminal Mischief	2
Disturbance	1
Domestic Violence-Verbal	1
Fight	1
Fireworks	1
Flock	2
Follow Up	58
Found Property	1
Harassment	1



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107

Phone: 303-646-4664 Fax: 303-646-0616

Email: Police@townofelizabeth.org

www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

House Watch	1
Increased Patrol	31
Informational Report	8
Juvenile Complaint	5
Livestock Complaint	1
Medical Assist	11
Motorist Assist	6
Municipal Ordinance Violation	5
Motor Vehicle Crash with Injuries	1
Motor Vehicle Crash with Property Damage	2
Motor Vehicle Crash with Unknown Injuries	1
Motor Vehicle Crash with Hazards	1
Noise Complaint	3
Park Check	3
Parking Complaint	16
Private Tow	1
Report Every Drunk Driver Immediately (REDDI)	5
School Education	5
Suicidal Subject	1
Suspicious Circumstance	5



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107

Phone: 303-646-4664 Fax: 303-646-0616

Email: Police@townofelizabeth.org

www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

Suspicious Person	1
Suspicious Vehicle	8
Theft	2
Traffic Complaint	10
Traffic Hazard	7
Traffic Stop	85
Unknown Trouble	1
Unwanted Subject	1
VIN Verify	2
Warrant Arrest	2
Warrant Pickup	1
Welfare Check	8



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
Phone: 303-646-4664 Fax: 303-646-0616
Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

Open Patrol Division Criminal Investigations:

Case Number:	Call Type:	Details:
25-6683	Fraud	Investigation into theft and fraud of a local business.
26-1889	Financial Crimes	Investigation into theft and fraud of a resident.
26-1862	Motor Vehicle Crash	Investigation into a hit and run crash.
26-1417	Financial Crimes	Investigation into fraud of a resident.

Open Community Services Division Municipal Ordinance Violations:

Case Number:	Call Type:	Notes:
26-1544	Municipal Ordinance Violation	Investigation into code violations at a property within Town.
26-1447	Municipal Ordinance Violation	Investigation into code violations at a property within Town.
26-1305	Municipal Ordinance Violation	Investigation into code violations at a property within Town.



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

26-1619	Animal Control	Investigation into code violations at a property within Town.
---------	----------------	---

**Please note that limited information regarding open investigations is available. This is to protect the integrity of the investigations. **

Closed Case/Incident Reports:

Case/Incident Number:	Call Type:	Details:
26-7891	Theft	EPD closed a case of a theft that occurred at a business in Town. After investigative leads were exhausted, the suspects were unable to be identified.
26-1273	Financial Crimes	A fraud was reported to EPD. After investigation, it was determined the case was civil in nature and therefore not a criminal matter. The reporting party was advised of their civil remedies.
26-1294	Child Abuse	EPD responded to a residence in Town on a reported medical assist. Responding Officers found the home to be unfit for children to be living in. After investigation, criminal charges were filed against the guardians of the children.
26-1411	Minor in Possession of Nicotine	An EPD School Resource Officer was informed that a student at a local school was in possession of a nicotine vape. The juvenile was issued a municipal summons.



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

26-1458	Vehicle Fire	EPD Officers responded to a vehicle fire in the early hours of the morning. Upon arrival, a vehicle was fully engulfed in flames in the driveway of a residence and was starting to spread. Elizabeth Fire successfully extinguished the fire. After investigation, it was determined the fire was not intentionally set, and this was non-criminal.
26-1476	Warrant Arrest Flock	EPD Officers received a Flock notification regarding a vehicle that was associated with a warrant. EPD Officers located the vehicle and after confirming the warrant, arrested the driver. They were subsequently booked into the Elbert County Jail.
26-0830	Municipal Ordinance Violation	EPD Community Services closed a case regarding a property in Town that was out of compliance with several Town codes. The owner of the property came into voluntary compliance with Town code.
26-1270	Municipal Ordinance Violation	EPD Community Services closed a case regarding a property in Town that was out of compliance with several Town codes. The owner of the property came into voluntary compliance with Town code.
26-1475	Harassment	An EPD School Resource Officer responded to a local school on a reported harassment. After investigation, there was insufficient evidence to support criminal charges.



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

26-1593	Mental Health Hold	EPD Officers responded to a reported juvenile in a mental health crisis. Upon arrival, Officers established probable cause that the juvenile was an imminent threat to their own safety. The juvenile was taken into protective custody and transported to a mental health facility.
26-1679	Warrant Arrest	A subject with an active warrant out of the Elizabeth Municipal Court turned themselves into EPD. The subject was taken into custody, and transported to the Elbert County Jail, where they were released to detention staff.
26-1687	Found Property	A wallet was turned into EPD by a citizen. The owner of the wallet was contacted, and the property was returned to them.
26-1005	Municipal Ordinance Violation	EPD Community Services closed a case regarding a property in Town that was out of compliance with several Town codes. The owner of the property came into voluntary compliance with Town code.
26-1187	Unlawful Interference with Educational Institutions	An EPD SRO responded to a local school on a report of student making statements involving a firearm. After investigation, it was determined that the juvenile was under the age of criminal culpability in Colorado and therefore could not be charged with a crime. The Elbert County Department of Human



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

		Services was notified to provide resources and monitoring to the family of the suspect.
26-1387	Motor Vehicle Crash	EPD Officers responded to a local school on report of an auto vs. pedestrian crash. One juvenile was transported to the hospital and later released. The operator of the vehicle was issued a summons for several offenses.
26-1446	Municipal Ordinance Violation	EPD Community Services closed a case regarding a property in Town that was out of compliance with several Town codes. The owner of the property came into voluntary compliance with Town code.
26-1480	Municipal Ordinance Violation	EPD Community Services closed a case regarding a property in Town that was out of compliance with several Town codes. The owner of the property came into voluntary compliance with Town code.
26-1580	Burglary	EPD Officers responded to a burglary alarm at a local business. Upon arrival, they witnessed obvious signs of a burglary. The suspects had fled the scene when the alarm was activated. The suspects, who had stolen hundreds of dollars in merchandise and caused considerable damage, were identified as juveniles. They were later contacted and numerous felonies and misdemeanor charges



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

		have been filed with the 23 rd Judicial District Attorney's Office.
26-1624	Mental Health Hold	EPD Officers responded to a reported subject in a mental health crisis. Upon arrival, Officers established probable cause that the subject was an imminent threat to their own safety. The subject was taken into protective custody and transported to a mental health facility.
26-1728	Damage to Town Property	EPD responded to a report that a Town Public Works truck had been damaged, possibly intentionally. After canvassing the area, there were no leads on the possible identity of the suspect(s).
26-1794	Damage to Town Property	An EPD Officer observed a damaged window in their patrol vehicle. This case was investigated along with 26-1728. It is unknown if the patrol vehicle was damaged intentionally or by road debris.
26-1834	Assault	An EPD SRO responded to a local school on a reported assault. After preliminary investigation, the alleged assault would have occurred in Elbert County's jurisdiction, and the case was being actively investigated by them. The juvenile, however, did appear to have concussion symptoms, and they were transported to a local hospital. The Elbert County Department of Human Services was notified of the case.



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
 Phone: 303-646-4664 Fax: 303-646-0616
 Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

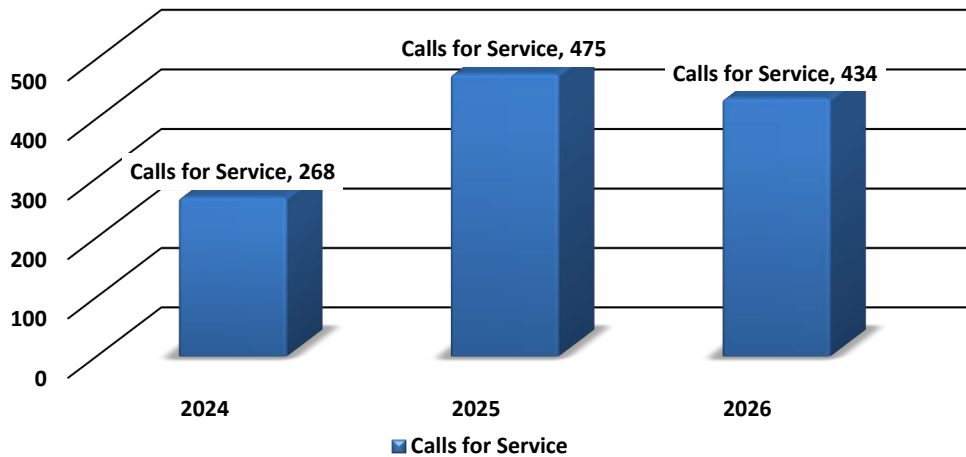
CHIEF OF POLICE JEFF ENGEL

ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

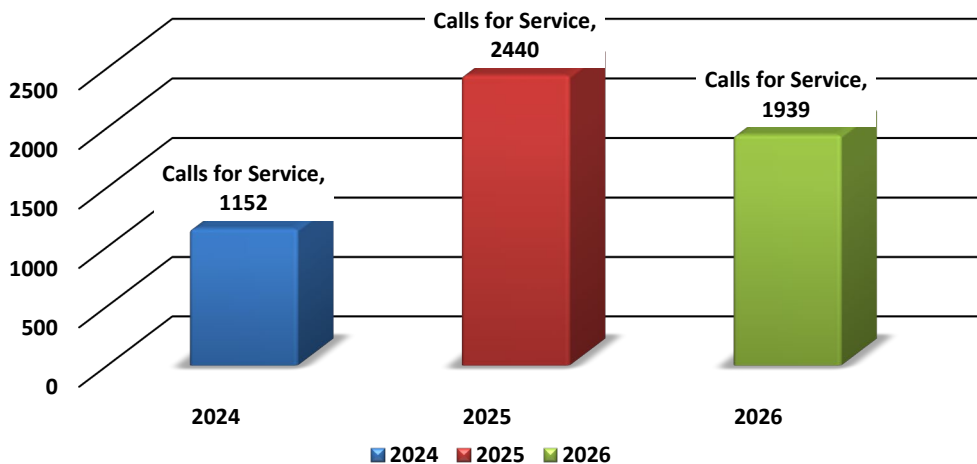
Period: 03/15/2026 to 04/04/2026

Historical Data:

Calls for Service For Same Period:



Total Calls for Service Year to Date



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107

Phone: 303-646-4664 Fax: 303-646-0616

Email: Police@townofelizabeth.org

www.townofelizabeth.org



Colorado Association of
Chiefs of Police



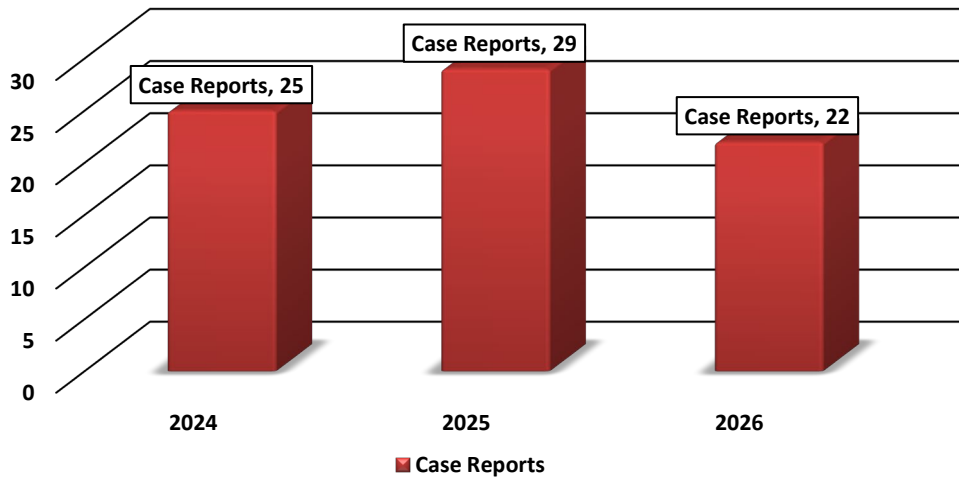
TOWN OF ELIZABETH POLICE DEPARTMENT

CHIEF OF POLICE JEFF ENGEL

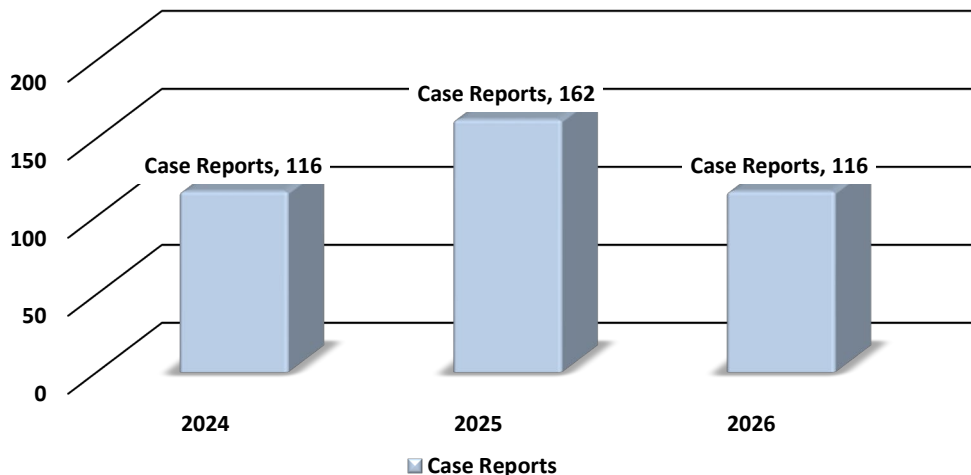
ELIZABETH POLICE DEPARTMENT ACTIVITY STATISTICS REPORT

Period: 03/15/2026 to 04/04/2026

Case Reports Pulled For Same Period:



Total Case Reports Pulled Year to Date:



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
Phone: 303-646-4664 Fax: 303-646-0616
Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

ACCOUNTABILITY•INTEGRITY•RESPECT•TEAMWORK•EXCELLENCE

Town of Elizabeth Police Department Monitoring Report

March 24, 2026

Departmental Updates:

- Training for Vector Solutions is completed and is live. There will be kinks to work out. Vector Solutions has provided quality support, and the trainers are available if any problems arise. Reception by departmental members has been overwhelmingly positive, even though it's a new system and will take time to master the platforms.
- April is Sexual Assault Awareness and Child Abuse Prevention month. In support, department members have been given acknowledgment pins by our Victim Advocate team to display.
- April 1 through April 7 was Property and Evidence Technicians Week. Often a thankless job, property and evidence is a vitally important branch of the police department. The attention to detail, professionalism, and responsibility required to maintain custody, control, and the integrity of evidence are critical to successful investigations, prosecutions, and the administration of justice. Our Property and Evidence Technicians, Mandy Donatelli and Officer Daisy Tucker, play an essential role behind the scenes, ensuring accountability, accuracy, and integrity in the criminal justice process. We thank them for their dedication and the high standards they uphold every day.
- Elizabeth School Safety Specialist Pete Tasei, was recognized by the Elizabeth Police Department and awarded the Civilian Lifesaving Award for his recent actions in helping a student who was choking. Mr. Tasei's calm and decisive response exemplifies the critical role school safety specialists play in protecting students and staff. His actions exemplify professionalism and dedication, bringing credit to himself and the Elizabeth School District.
- As referenced in prior updates, a reserve officer candidate was in the hiring process; however, a formal offer of employment was not extended.

Training Updates:

- Officers Royce Lamas and Craig Myers attended training with the Douglas County Internet Crimes Against Children Task Force. The Covenant Rescue Group, a non-profit organization comprised of military special operations and law enforcement personnel who are committed to putting an end to human trafficking, provided the training. The



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107

Phone: 303-646-4664 Fax: 303-646-0616

Email: Police@townofelizabeth.org

www.townofelizabeth.org



Colorado Association of
Chiefs of Police



TOWN OF ELIZABETH POLICE DEPARTMENT

ACCOUNTABILITY•INTEGRITY•RESPECT•TEAMWORK•EXCELLENCE

training was one week in duration and culminated in real-world operations. The operation netted 5 subjects who were subsequently arrested.

Case Updates:

- On Wednesday, April 1, a school threat was received at Elizabeth High School. Officer Steven Herbel, along with the assist of the FBI-Colorado Springs, were able to follow-up on actionable information. During the investigation, it was learned multiple school districts, Colorado Springs, Jefferson County, Aurora, and others, received similar threats. The investigation remains open and active.



425 S. Main St., P.O. Box 1527, Elizabeth, Colorado, 80107
Phone: 303-646-4664 Fax: 303-646-0616
Email: Police@townofelizabeth.org
www.townofelizabeth.org



Colorado Association of
Chiefs of Police



Elizabeth Police Department

Special Report

FOR INTERNAL USE ONLY

Report Date	Report Time	Date Occurred	Time Occurred	Primary Jurisdiction	Case Number
04/01/2026	1706	04/01/2026	1443	Elizabeth Police Department	26-1844

Location of Occurrence <p style="text-align: center;">Elizabeth High School, 34500 CR 13.</p>
--

<input checked="" type="checkbox"/>	Major Criminal Event	<input type="checkbox"/>	Transportation Incident	<input checked="" type="checkbox"/>	Notable Incident/Arrest
<input type="checkbox"/>	Inmate Injury	<input type="checkbox"/>	Police Vehicle Accident	<input type="checkbox"/>	General Information Item
<input type="checkbox"/>	Death Investigation	<input type="checkbox"/>	Discharge of Police Weapon	<input type="checkbox"/>	Other

After Action Report Completed (required for all incidents involving natural or man-made disasters, pandemics, civil disturbances, mass arrests, credible bomb threats, hostage or barricaded person situations, acts of terrorism, and other unusual incidents)
--

On Wednesday, April 1, 2026, at approximately 2:43 p.m., the Elizabeth Police Department responded to Elizabeth High School following a reported threat called into the school.

Due to the nature of the threat, the FBI's Colorado Springs Office was contacted. It was determined that other school districts received a similar threat.

Out of an abundance of caution, EPD officers immediately responded to the school and coordinated with Elizabeth School District administration to implement safety protocols.

All schools within the Town of Elizabeth were placed on a secure perimeter status, and officers were stationed at each school for the duration of the incident.

Students were later released in a controlled and coordinated manner in partnership with school officials.

The Elizabeth Police Department, in collaboration with the FBI's Colorado Springs Office, is continuing to investigate the threat.

Deputy/Supervisor Name & Number Sergeant Sean R. Bigler #1504	Page 1 of 1
--	-------------

Certificate of Appreciation

This certificate is presented to:

Steven Herbel

In recognition for 5 years of outstanding service to the Town of Elizabeth



Angela Ternus, Mayor
Mayor Angela Ternus

Michelle M. Oeser
Town Clerk Michelle Oeser

Congratulations on your 5-year anniversary with the organization. We appreciate your continued dedication and the contributions you make to serve our community.



TOWN OF ELIZABETH

CLERK'S/FINANCE OFFICE MANAGER'S REPORT

April 14, 2026

The Clerk's / Finance report reflects updates provided by individual Staff members.

Justin

- This recent period was marked by performing my first notarial act.
- I completed the monthly billing cycle, ran shut offs, handled court day, set up a new landlord account and learned more about how the budget billing cycles are handled.
- Things have been picking up as the weather gets warmer, but it's helped me gain more experience. I have four Caselle courses next week as well to help me navigate the system better.

Hannah

- Audit is continuing and we are on track to present in May as in years past!
- I have been contacting local businesses that are required to submit bag fees to the Town. We have created a nice form they can fill out to help them in tracking and submitting payment.

Allison

- I have decided that the National Association of Government Archives and Records Administrators (NAGARA) Conference will be more useful to me than the Laserfiche Conference. I have signed up for the NAGARA conference which takes place in July in Philadelphia. I have also applied for a travel scholarship for this conference. I am excited to gain valuable information, tools and tips regarding records management and accessibility, and to see some of the historic sites in Philadelphia.
- Michelle and I are planning to attend a one-day training for Court. They will be covering some new and interesting topics this year, so it should prove quite valuable.
- I am going to start Justin on Passport training. I think he will enjoy it.

Michelle

- The Board has a table for the Elbert County Business Expo on Saturday April 25th. The event is from 10:00 am to 3:00 pm. Please speak with the Mayor about helping cover the table during the Expo.
- February had 52 cases on our court day docket. There were 43 arraignments, 1 pre-trial, 5 reviews, 1 show cause hearing, and 1 trial.
- Allison and I are working with Alex, Dianna, and Allison on plans for the 250/150 celebration on August 29th.



TOWN OF ELIZABETH

CLERK'S/FINANCE OFFICE MANAGER'S REPORT

- At the beginning of 2026, I started sharing Monday Positivity and Wellness memos with Staff. While the memos might not hit the spot with everyone each week, I typically hear from at least one person, which to me makes this outreach worthwhile.
- The current notice for events that multiple Board members may be attending is attached. There may be additions throughout the year.
- I have included a flyer on trainings that are available through CIRSA.



Notice of potential meetings pursuant to C.R.S 24-6-402

Three or more members of the Board of Trustees and/or Planning Commission, Main Street Board, and Historic Advisory Board may be present at the following public event locations in **2026**. No action will be taken. These events are open to the public.

Saturday April 25, 2026, 9:00 AM to 4:00 PM at 34500 County Rd., Elizabeth, CO. – [Business Expo](#)

Saturday May 9, 2026, 8:00 AM to 12:00 PM at 303 Washington Street, Elizabeth, CO. [Town Clean-Up Day](#)

Saturday, May 16, 2026, 10:30 AM to 6:00 PM at 366 E. Grant Street, Elizabeth, CO. [Meat In](#)

Friday May 29, 2026, 5:00 PM to 7:00 PM along Main Street from Broadway to Spruce Street, Elizabeth, CO. [Car Show](#)

Saturday June 6, 2026, 8:00 AM to 4:00 PM, along Main Street from Highway 86 to Spruce Street, Elizabeth, CO. [Elizabeth on Main Street \(Elizabash\)](#)

Friday, June 12, June 19, June 26, July 3, July 10, July 17, July 24, July 31, August 7, August 14, 5:00 PM to 9:00 PM at 500 Kiowa Ave, Elizabeth, CO. [Friday Night Markets](#)

Saturday August 1, 2026, from 12:00 PM to 10:00 PM at 95 Ute Ave., Kiowa, CO. [Kiowa Drone Show and Concert](#)

Tuesday August 4, 2026, from 10:00 AM to 6:00 PM at 500 East Kiowa Ave., Elizabeth, CO. [National Night out PD](#)

Friday August 21, from 4:00 pm to 7:00 pm along Main Street from Broadway to Spruce Street, Elizabeth, CO. [Car Show](#)

Saturday, August 22, from 12:00 PM to 4:00 PM at 500 East Kiowa Ave., Elizabeth, CO. [BrewFest](#)

Saturday, August 29, from 6:00 AM to 6:00 PM at 500 Kiowa Ave, this will be a 5K event throughout the Town including Running Creek Park, the Elizabeth Trail System, and County Road 136 in the Gold Creek Valley subdivision. This will include the 250/150 Town Celebration at 500 Kiowa Avenue. Elizabeth, CO. [5K, Color Run, and 250/150 Celebration](#)

Saturday, September 12, from 10:00 AM to 8:00 PM at 500 East Kiowa Ave., Elizabeth, CO. [First Responders Day and Chili Cook Off](#)

Saturday, September 26, from 8:00 AM to 2:00 PM along Main Street, from Highway 86 to Spruce St., Elizabeth, CO [Historic Walk and Talk](#)

Saturday, October 24, from 8:00 AM to 4:00 PM along Main Street, from Highway 86 to Spruce St. Elizabeth, CO. [Boo Bash](#)

Saturday, December 5, from 3:00 PM to 6:00 PM along Main Street, from Highway 86 to Spruce St. Elizabeth, CO. [Mayor's Tree Lighting](#)
[Movie Night Date TBD](#)



Elected Officials Training Videos

Congratulations on your election to public office! We hope you find your time in local government to be an exciting and rewarding opportunity to work with your fellow elected officials to serve your community.

Whether you're new to the job of elected official or recently re-elected, you may be wondering "What are the liability risks I should be concerned about?" If so, you'll want to check out CIRSA's new series of Elected Officials Training Videos. Combining serious suggestions with humor, the purpose of these new videos is to help you avoid mistakes that can lead to liability and identify best practices that will reduce liability risks for you and your city or town. We think you'll find these videos both useful and entertaining!



PRESENTED BY:

Sam Light
*Deputy Executive Director/
General Counsel*



YOUTUBE VIDEO PLAYLIST

- Openness & Transparency
- Honoring Due Process
- Being a Local Government Official is a We Job
- Respecting Allocations of Responsibility
- Using Power Wisely & Humanely



Planning Commission Regular Meeting

Tuesday, March 3, 2026 at 6:30 PM
Town Hall, 151 S. Banner Street

Call to Order

The Regular Meeting of the Planning Commission was called to order on Tuesday, March 3, 2026, at 6:31 PM by Chair George Fick.

Roll Call

Present:

Chair George Fick
Vice Chair Amy Schmidt
Commissioner Jim Santangelo
Commissioner Samantha Barnhart

Absent:

Commissioner Paula Ray

There was a quorum to do business.

Also in Attendance:

Planner/Project Manager Alexandra Cramer
Deputy Town Clerk Allison Ritter

Public Comment

This is a meeting of the Planning Commission held in public. We welcome you here and thank you for your time and concerns. When you are recognized, please stand and state your name and address to the Commission. Your comments will be limited to 3 minutes. The Planning Commissioners may not respond to your comments during this meeting. Rather, they may take your comments and suggestions under advisement and your questions will be directed to the appropriate person or department for follow-up. Personal attacks against Commissioners, Administrative Staff, or Employees will not be recognized. If a response from Staff is requested, the Chair will direct Staff to have a response at the next regularly scheduled Commission meeting.

There was no Public Comment.

Agenda Changes

No changes from Administration.

No changes from the Board.

Agenda set.

Consent Agenda

1. Minutes of the October 7, 2025, Meeting

Motion by Commissioner Santangelo, seconded by Vice Chair Schmidt, to approve the Minutes of the October 7, 2025, Meeting.

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)

New Business

2. Discussion and possible action on Resolution 26R10, a Resolution establishing a Designated Public Place for the Posting of Meeting Notices Pursuant to C.R.S. 24-6-402(2)(c) - Allison Ritter

Ms. Ritter gave a Staff report.

Motion by Vice Chair Schmidt, seconded by Commissioner Santangelo, to approve Resolution 26R10, a Resolution establishing a Designated Public Place for the Posting of Meeting Notices Pursuant to C.R.S. 24-6-402(2)(c).

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)

Chair Fick closed the Regular Meeting and opened the Public Hearing at 6:34 PM.

Public Hearing

This matter requires this body to conduct a quasi-judicial hearing, which means the body must find facts and base its decision upon the application of the adopted regulation standards/criteria and the competent, substantial, and material evidence received during this hearing.

3. Amend Lot Width Requirements in R-2, R-TH, and R-3 Districts - Alexandra Cramer

Ms. Cramer gave a Staff report.

Chair Fick opened the Hearing to Public Comment.

Paul Schwarzkopf - Town of Elizabeth Resident

Chair Fick closed the Public Hearing and reopened the Regular Meeting at 6:46 PM.

New Business

4. Discussion and possible action on Ordinance 26-06, an Ordinance amending Table 16-2 (Residential Dimensional Standards) of Section 16-1-40 of the Town of Elizabeth Municipal Code regarding Minimum Lot Width Requirements for the R-2, R-TH, and R-3 Zoning Districts - Alexandra Cramer

Motion by Commissioner Santangelo, seconded by Vice Chair Schmidt, to recommend approval of Ordinance 26-06, an Ordinance amending Table 16-2 (Residential Dimensional Standards) of Section 16-1-40 of the Town of Elizabeth Municipal Code regarding Minimum Lot Width Requirements for the R-2, R-TH, and R-3 Zoning Districts to the Town of Elizabeth Board of Trustees.

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)

Chair Fick closed the Regular Meeting and opened the Public Hearing at 7:03 PM.

Public Hearing

5. Amend Off Street Parking Requirements for Downtown - Alexandra Cramer

Ms. Cramer gave a Staff report.

Chair Fick opened the Hearing to Public Comment.

Paul Schwarzkopf - Town of Elizabeth Resident

Chair Fick closed the Public Hearing and reopened the Regular Meeting at 7:13 PM.

New Business

6. Discussion and possible action on Ordinance 26-07, an Ordinance amending Section 16-6-10 of the Town of Elizabeth Municipal Code regarding Off-Street Parking Requirements for Commercial Uses within the Downtown (DT) Zoning District - Alexandra Cramer

Motion by Vice Chair Schmidt, seconded by Commissioner Santangelo, to recommend approval of Ordinance 26-07, an Ordinance amending Section 16-6-10 of the Town of Elizabeth Municipal Code regarding Off-Street Parking Requirements for Commercial Uses within the Downtown (DT) Zoning District to the Town of Elizabeth Board of Trustees.

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)

Chair Fick closed the Regular Meeting and opened the Public Hearing at 7:23 PM.

Public Hearing

7. Amend Site Plan Approval Documentation and Stamping Procedures - Alexandra Cramer

Ms. Cramer gave a Staff report.

Chair Fick opened the Hearing to Public Comment.

There was no Public Comment.

Chair Fick closed the Public Hearing and reopened the Regular Meeting at 7:29 PM.

New Business

8. Discussion and possible action on Ordinance 26-08, an Ordinance amending Section 16-2-40 of the Elizabeth Municipal Code regarding Site Plan Approval Documentation and Stamping Procedures - Alexandra Cramer

Motion by Commissioner Santangelo, seconded by Commissioner Barnhart, to recommend approval of Ordinance 26-08, an Ordinance amending Section 16-2-40 of the Elizabeth Municipal Code regarding Site Plan

Approval Documentation and Stamping Procedures.

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)

Staff Report

9. Staff Report

- Planner/Project Manager Alexandra Cramer:
 - Updates on projects which moved forward via the Board of Trustees while the Planning Commission could not meet due to lack of a quorum
 - Gold Creek Commons Sketch Plan approval and next steps
 - 889 S. Elizabeth Street Annexation
 - Main Street Station approval

Commissioner Reports

Chair George Fick asked about voting in a new Chair and Vice Chair.

Ms. Cramer discussed holding a meeting of the Planning Commission to meet with the other advisory boards regarding potential code changes.

Adjournment

Motion by Commissioner Santangelo, seconded by Commissioner Barnhart, to adjourn the meeting.

Voting Yes: Chair Fick, Vice Chair Schmidt, Commissioner Santangelo, Commissioner Barnhart

Voting No: None

Motion Passed Unanimously (4-0)


Deputy Clerk Allison Ritter


Chair George Fick

