

December 6, 2022

Fraser Board of Trustees
P.O. Box 370
Fraser, CO 80442-0370

Re: Town Manager Application

Dear Fraser Board of Trustees:

Attached are documents in application to the position of Town Manager as advertised on the Colorado Municipal League website. I believe my over 25 years of directly applicable experience, along with my formal education and training make me an excellent candidate for this position.

I am an ICMA Credentialed Manager who holds a Masters in Public Administration from the University of Colorado at Denver. Among other professional experiences, I've been the chief administrative officer for the Colorado towns of Red Cliff, Timnath, De Beque and Salida. I also served as director of administration for Lake County, CO and have provided contract consulting services through my company Timberline Consulting, LLC.

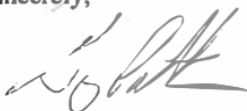
I recently served nearly four years as the Town Manager for Hudson, CO which is a home-rule municipality located on the outer ring of the Denver Metro area and commonly considered the next town to experience significant growth. I had direct administrative authority over 28 FTE and a \$12.5 million budget. Among numerous successes at Hudson was the design and installation of a \$1.5 million broadband middle-mile backbone owned by the Town and operated and maintained on a contractual basis by Allo, Inc. This project was funded in part by the first broadband grant issued by the State of Colorado and was paid in full with no debt. To facilitate development I reformed the Town's policy for water dedication and use; completed a Municipal Water Efficiency Plan and set aside hundreds of thousands of dollars for water rights acquisition. I initiated multi-year projects to develop and upgrade the city park to become a regional attraction as well as a desperately needed capital investment program to rehabilitate the Town's dilapidated streets and sidewalks. I also revamped the police department which resulted in dispositions increasing to 96%, solving thefts from 12% to 60% and burglaries from 30% to 50%. The PD was fully funded and initiating the requirements of SB-217 two years ahead of schedule. These substantial achievements resulted in my Chief of Police earning the *CML Sam Mamet Good Governance Award*. During my tenure we increased the reserve funds for Hudson from \$3 million to \$12 million.

After completing several long-term projects, I resigned from Hudson to pursue other professional opportunities. The Hudson Council has had tremendous turnover the past few years. In fact this past fall, due to a rash of Council vacancies, six out of seven seats were up for election. The constant upheaval made it a difficult place to be employed and it was obvious they were headed a different direction on several fronts than the highly trained professional staff I had developed.

I have been extremely selective about my next endeavor. I seek a professional setting where I can work with a high-functioning organization for at least the next 7-10 years. I am a proud Colorado native and have lived and worked in the mountains for years. I am an active hiker/biker/skier and would be lucky to consider Fraser my home. I was an applicant when Fraser posted this job in 2021 and was considered to be moved to a 2nd round interview. I ultimately removed my name from consideration due to family considerations. Since that time, those considerations have rectified themselves and I am excited and blessed that I get to participate in this process once again.

I urge you to contact my references for more insight into my professional capabilities and demeanor and look forward to hearing from you in the near future.

Sincerely,



Guy Patterson, MPA, ICMA-CM

Guy Patterson, MPA, ICMA-CM

ICMA CREDENTIALLED, SEASONED, PROGRESSIVE, AND ETHICAL GOVERNMENT PROFESSIONAL known for directing and achieving strategic policy as a leader of community management teams.

University of Northern Colorado 1996
Bachelor of Arts-History

Member: Colorado City & County Management Association 2005-Present

University of Colorado at Denver 1999
Masters in Public Affairs
Emphasis in State and Local Government

Member: International City & County Management Association 2005-Present

International City & County Management Association-Credentialed Manager

Principal

Timberline Consulting, LLC

September, 2007-Present

Provide consulting and management services for public and private land development projects, public relations and outreach and advocacy. Previous clients include Colorado Department of Transportation and Town of Minturn/Battle Mountain Project.

Advisory Board Member

So-Core Ltd, New York

August, 2017-Present

So-Core Ltd specializes in consulting public and private sector clients in various ways to maximize the benefits of social and corporate responsibility.

Town Manager

Hudson, CO

February, 2018-December, 2021

Chief administrative officer for home rule municipality of over 1,600 residents. Management responsibility for 28 full time employees and \$12.5 million annual budget.

- Designed and installed a \$1.5 million broadband middle-mile backbone owned by the Town and operated and maintained on a contract basis by Allo, Inc. This project was funded in part by the first broadband grant issued by the State and was accomplished without using property or sales tax revenue and without incurring debt. Citizens of Hudson will now have upload and download speeds no lower than 500Mbps up to 1 GIG.
- Completed a Municipal Water Efficiency Plan filed with the Colorado Water Conservation Board. Developed Town's overall long-term water use and acquisition strategy.
- Increased Town reserves from \$3 million in 2018 to over \$12 million at the end of 2021.
- Performed a complete overhaul of the Hudson Police Department which resulted in the new Chief of Police, Jay Hirokawa, earning the Colorado Municipal League Sam Mamet Award for Good Governance.
- Coordinated with CDOT on a multi-year \$18 million project to improve the intersection of Highway 52 and Interstate 76.
- Retained a consultant to assist in the economic development of Town-owned property for commercial purposes. The stated goal was to develop Hudson as a regional economic center.

- Annexed in the nearby Xcel power plant which increased the Town property tax revenue by over two million dollars annually.
- Tripled the Town staff training budget and developed effective cross-training programs.
- Acquired new health insurance for staff which increased flexibility and choice for employees and assisted in recruiting new employees while costing less than the prior plan.
- Rewrote the Town's procurement policy, Emergency Management Plan and Employee Handbook.
- Retained consultants and invested in a multi-year project for the upgrading of Hudson's Memorial Park. This four year, million dollar project was designed to eventually make the park a regional feature.
- Completed work on Burlington Northern Santa Fe's \$100 million rail logistics center and began conversations with BNSF on a potential \$200 million development adjoining Hudson.
- Upgraded policies and procedures for records retention and safeguarding of critical/historic Town documents.
- Overhauled and upgraded the Town's online bill pay and permit services which streamlined services and reduced staff time.
- Completely redesigned Town website to make it the central repository of Town information.
- Navigated the covid crisis while not reducing staff or curtailing staff wages or benefits.
- Nominated by staff for CCMA Manager of the Year, 2021

City Administrator

Salida, CO

February, 2017-August, 2017

Chief administrative officer for statutory town of 5,300 residents. Management responsibility for over 55 fulltime employees, over 100 total employees and a \$21.3 million budget.

- Retained services of contract grant administrator to oversee \$2 million in current grants.
- Identified TABOR issue within City budget. Retained special counsel and initiated successful ballot question to fully retain and spend all additional revenues.
- Advised Mayor's Affordable Housing Working Group.
- Revamped application process and overall management of short-term rental program.
- Successfully recruited and hired Community Development Director and Court Clerk.
- Red-tagged downtown apartment complex. Issued citation for 24 code violations. Property has since been sold and is under consideration for affordable housing.
- Completed design and bidding of Aquatic Center Soaking Pool project.
- Began process for major expansion of Salida Aquatics Center featuring outdoor pools, splash pad and community areas.
- Successfully annexed property for expansion of Heart of the Rockies Regional Medical Center.
- Completed Council Priorities Process and established Council meeting procedures.
- Worked with Council to establish processes to respond to funding requests from community organizations. Revamped fee structure for use of city parks.
- Identified and addressed several issues regarding Main Street Patio policies.
- Initiated and completed overdue maintenance on Salida Senior Center.
- Established internal budget review processes with all department heads.
- Identified and reined in excessive consultant billing practices.

County Administrator

Lake County, CO

September, 2015- July, 2016

Chief administrative officer for Lake County, Colorado overseeing a \$21 million budget and over 120 employees.

- Chaired working group to identify property to construct new jail facilities for Lake County Sherriff Department.
- Consulted City of Leadville in redevelopment of blighted “entry way” property including PUD process, TIF funding, etc.
- Established internal budget review processes with all department heads.
- Identified need for BOCC to develop and staff a fully dedicated human resources department.

Municipal Administrator

De Beque, CO

August, 2012-September, 2015

Contract chief administrator officer for statutory town with \$1.5 million budget and 14 employees.

- Hired as contract administrator through Timberline Consulting, LLC.
- Originally hired to help town with disincorporation and dissolving back into Mesa County.
- Managed all aspects of town approving recreational marijuana including land use policy, implementation of excise tax, long-term revenue plans and licensing regime.
- Repaired damaged and adversarial relations with Mesa County and the local school and fire districts.
- Re-organized municipal budget to better reflect priorities of the Board of Trustees.
- Initiated successful ballot question for creation of mosquito district.
- Worked with Colorado Bureau of Investigations to investigate and terminate police chief who pleaded guilty to embezzlement of public property and official misconduct.
- Successful hire of new police chief. Reorganized police department.
- Accomplished extensive repairs to Town water and sewer system.
- Partnered with area oil and gas companies to repair truck route through Town.

Owner

Avon Laundromat, Inc.

August, 2009- September, 2014

Developed and owned a non-attended coin-operated laundromat in Avon, CO. 2009-2014

Clerk/Treasurer

Copper Mountain Consolidated Metropolitan District

February 2011- April 2012

Responsible for accounting for \$7.2 million budget. Handled payroll, water, sewer and cable television billing.

Vice Chair

Town of Avon, CO Planning and Zoning Commission

January 2009-February 2010

Unanimously appointed by Town of Avon Council. Member of Commission during process to amend land use code specifically for the downtown core.

Project Manager-Battle Mountain Project

Timberline Consulting, LLC

September, 2007-June 2009

- Incorporated Timberline Consulting, LLC
- Took over project management duties of Battle Mountain project for Town of Minturn, CO.

Project Manager- Land Development

Carter & Burgess, Engineering

October, 2005-September, 2007

- Initially hired as Senior Planner and quickly promoted to Project Manager.
- Projects included complete mapping of entire water/sewer system, cataloging of water meters and analyzed total Town water consumption and system water loss for the Town of Minturn in preparation for Battle Mountain annexation and development proposal to include private ski area, 1700 residential units and two private golf courses.

Municipal Administrator

Timnath, CO

February 2005-October 2005

Chief Administrative Officer for statutory town with \$1million budget 10 employees

- One of the fast growing towns in Colorado.
- Negotiated annexation agreements for three large-scale residential developments.
- Initiated negotiations for the development of a Wal-Mart.
- Began implementation of a new Community Plan.
- Began the process of becoming Home Rule.
- Founding member of work group comprised of several jurisdictions to develop a management strategy for the Boxelder Basin Floodplain.
- Continued negotiations with the City of Fort Collins on a buffer agreement.
- Passed historic designation ordinance.
- Resigned to take opportunity to work on Battle Mountain Project.

Municipal Administrator/Clerk/Finance/Public Works Director

Manager- Town of Red Cliff Water and Sewer District

Red Cliff, CO

February 2003-January 2005

Chief Administrative Officer of statutory town with \$500,000 budget and 6 employees

- Mountain mining town 10 miles from Vail that was dealing with resort community impacts on a marginal budget.
- Received over \$40,000 in State grants and \$500,000 in Federal grants for planning and construction of a new wastewater facility.
- Repaired water plant enabling Town to lift state-mandated boil order.
- Worked with Colorado Department of Transportation to re-pave both major roads in Town at no cost.
- Managed recovery after fire destroyed four downtown buildings which severely damaged sales tax receipts.
- Representative to the Northwest Colorado Council of Governments (NWCOG) Water Quality/Quantity advisory board

Eagle County Regional Transportation Authority Board of Directors

February, 2003-January, 2005

Appointed by the Town of Red Cliff Board of Trustees.

Campaign Manager/Policy Director

Ramona Martinez for Congress

December, 2001-September, 2002

Responsible for research, formulation and articulation of campaign policy proposals and positions as well as day-to-day operations of campaign.

Public Policy Research Adjunct

Bighorn Center for Public Policy

December, 2000- August, 2001

Non-partisan, Colorado-based public policy research institute. Researched “Best Practices” on a variety of topics ranging from No-Call lists to Faith-Based policy initiatives.

Legislative Aide to Assistant Minority Leader

Colorado House of Representatives

January 1999-June 2000

- Responsible for day-to-day organization and operation of State Capitol office
- Constituent outreach and response
- Policy research.

Licensed Substitute Teacher

Adams County District 14

Commerce City, CO 1997-2000

“...From day one, Mr. Patterson performed professionally. He calmly established his position, gained the trust of staff and citizens alike, and became the go-to person for issues relating to the Town and far beyond...”

Wayne Klahn
Mayor of De Beque, CO

“...He is intelligent, organized and able to bring extremely different points of view to consensus...”

Rose Pugliese
Mesa County Commissioner

“...With his strong background in city finance, he was able to quickly understand our budget and make himself a resource for questions on the use and availability of funds for last-minute projects as well as future planning...”

Cheryl Brown-Kovacic, Ph.D.
City Council Member, Salida, CO

“...He is an exceptional manager that I would work for anywhere; his management and leadership abilities are the finest that I have seen in 35 years of public service...”

Jay S. Hirokawa
Chief of Police, Hudson, CO

“...Mr. Patterson has the perfect demeanor for the high pressures that are sometimes inherent to his position. He maintains a high level of professionalism while still keeping the office environment a fun and enjoyable place to work...”

Christian Samora
Clerk, City of Salida, CO