

FRANK RAGAN
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SUMMARY

Focused & action oriented – utilizes inclusive matrix management approach & takes full advantage of technology & evidence-based decision-making to achieve efficiencies, quality services & satisfied clients.
Flexible & highly adaptive - able to juggle numerous tasks & shift priorities quickly as needed.
Relentless, highly effective problem solver – possesses strong work ethic & passion to excel.

RELEVANT SKILLS & EXPERIENCE

Collaboration & Partnerships – Numerous partnerships created with *private sector*: e.g., two executive housing/golf course communities; a neighborhood center (library, police/fire station, shopping & apartments), *non-profits*: e.g., jointly-funded legislative/lobbying committee with Chamber of Commerce; human service organizations funding agreements & *educational institutions*: e.g., reciprocal use and facility co-location agreements with school districts involving parks, gymnasiums, sports fields, pools, etc; Lean Six Sigma project in coordination with the University of Texas-Dallas's Graduate School of Management involving six community agencies to better collaboration and money-saving opportunities.

Economic Development & Redevelopment– Coordinated all of city's planning/infrastructure support for the Fitzsimons Redevelopment Project, a closed military base. Led negotiations to secure the University of Colorado Health Sciences Center, University Hospital, Veterans Nursing Home & Children's Hospital to Aurora via infrastructure cost-sharing & other agreements resulting in an estimated investment program of \$4B & creation of 35,000 jobs. Developed adjacent Bio-Science Park & incentivized an incubator research facility with matching Economic Development Administration grant funds. Coordinated jobs/economic development & neighborhood support initiative involving private, public & non-profit collaboration receiving EDA grant for support. Initiated Tax Increment Financing Districts in an aging downtown area & Airport environs. Created collaborative economic development strategic planning initiative involving seven community agencies for visioning and plan formulation.

Finance & Budgeting – Development up to \$660M in operations & \$200M in capital improvements budgets. Direct oversight up to \$307M operations budget. Various budgetary formats utilized including annual & biannual, programmatic, performance, zero-based, line item & long range (up to 20 years) CIP.

Organizational efficiency & development – Personally conducted baseline privatization study of water treatment & transmission system for community of 300,000 expected to grow to 750,000. Working with consultants, oversaw development of several efficiency studies for Utilities, Police, Planning & Information Technology. Numerous reorganizations completed to better align functions & lower costs. Information technology (IT) systems put in place, expanded &/or upgraded. City of Aurora continually recognized in the top five most progressive, public sector IT organizations in the country.

Strategic Planning – Directly managed compilation of several long-range plans including economic development/redevelopment, 20-year facilities, parks/open space, & 5, 10 & 20 year capital improvement plans. Oversaw development of numerous master & comprehensive plans, e.g., land use & rezoning, utilities, bike/pedestrian, transportation, information technology, airport noise attenuation/rezoning, mass transit, i.e., light & commuter rail & military base reuse.

Public Safety – Lead staff negotiator in Aurora with two unions. Aurora Police & Fire Departments became nationally accredited. “Neighborhood Liaison,” “Weed & Seed” & other community support & crime prevention programs won national awards for education & citizen outreach. Aurora recognized as one of the most aggressive, effective cities in addressing crime & organized gangs. Advocated & secured funding for state-of-the-art COPLINK regional criminal identification program & new public safety communications center. Formulated Manager/Council’s Emergency Business Continuity Plan & oversaw update of city’s overall emergency management plan including pandemic flu annex. Initiated & developed Meet/Confer program in McKinney resulting in city’s first public safety agreement.

Sustainability/Green Initiatives – Project Director for seventy-five million, 290,000 sq. ft. city hall incorporating state-of-the-art energy conservation & information technology systems. Developed 60-member community advisory green committee and internal interdepartmental green committee, created Environmental Stewardship program & received EPA grant to develop blueprint sustainability plan. Secured over a million dollars in EPA grant funds toward green initiatives. Incentivized private sector development of country’s first LEED Gold-certified, fully automated recycling center. Constructed “Green” firehouses & library; & advocated, planned & acquired first phase funding for another city’s new green city hall. Began capturing methane gas emitted from landfill as an alternative energy source.

Transportation – Comprehensive plans & construction initiatives overseen which addressed new transportation infrastructure, i.e., mass transit (light & commuter rail), interchanges, arterials, thoroughfares, airport runway, bike/pedestrian trails, pavement rehabilitation, intersections safety, transportation management systems, etc.

Utilities – While in Aurora, two water treatment & one waste-water reclamation plant were upgraded/expanded allowing a thousand acres of parks & golf courses to be moved from treated water to recycled waste-water. Procured 20,000 acre feet in new water rights. Served on Denver Metro Wastewater Reclamation Board of Directors allowing the opportunity to influence regional policy while supporting development of local infrastructure. Served on Colorado Springs-Aurora Executive Water Committee which managed storage reservoirs & water transmission over the Continental Divide from the Colorado & Arkansas Rivers’ basins.

HISTORY

June 2010 – Present (originally begun August 2003)

MPA Student (part-time) – University of Colorado - Denver

Nearing finishing with 30 of 36 hours completed and thesis underway - 4.0 GPA

Feb 2008 - June 2010 **City Manager – McKinney, Texas**

Duties included oversight of all city operations of a fast growth community of 133,000 & \$307M (\$90M general fund) operations budget (867 FT employees). Overhauled grant strategy leveraging millions of dollars. Shepherded \$100M in voter-approved bonds that were overwhelmingly supported during period of economic stress. Worked collaboratively with Airport Authority & received funding for new control tower, runway & other expansion activities aimed at making airport revenue-sustaining while stimulating private sector investments in surrounding area. Negotiated Dallas Stars/Dr. Pepper two-sheet ice arena & helped recruit/incentivize a major international business/high salaried employer to relocate to McKinney.

May 2003 - Feb 2008 **Deputy City Manager of Community Services – Aurora, Colorado**

Duties included oversight of Police, Fire, Public Safety Communications, Neighborhood Services & Libraries, Recreation & Cultural Services Departments (1453 FT employees). Initiated & led a jobs/economic development & neighborhood support initiative involving private, public & non-profit collaboration. Received EDA support for start-up & operations. Coordinated several Council committees’

via policy development. Duties included budget development & management of \$160M operations budget plus \$200M capital improvements program. Board Member - Denver Metro Wastewater Reclamation District. City of 309,000 people, 2850 full time employees & \$660M budget.

June 1995 - May 2003 Deputy City Manager of Operations - Aurora, Colorado

Duties included oversight of Planning, Public Works, Utilities & Parks/Open Space Departments (1000 FT employees) & coordination of all city planning/infrastructure support services for the Fitzsimons Redevelopment Project. Fitzsimons earned first place awards from the U.S. Departments of Defense & Commerce & International City Managers Association as the best military base redevelopment project in the country. Spearheaded citizen & business support via a Bond referendum for the development of a 35-field sports park that attracts major amateur softball & soccer tournaments generating over \$20M in annual revenues into the community. Coordinated City's planning & infrastructure support activities for a commercial airport & an Air Force Base. Negotiated two largest open space acquisitions in the City's history, one purchase helping to preserve the neighboring Air Force base's F-16 fighter squadron & space intelligence-gathering missions. Colorado Springs/Aurora Homestake (Water) Board Member. Planning, budget development & management of \$150M bond program, City's 5-year CIP & \$140M annual budget.

CONTINUING EDUCATION (select examples):

National Incident Management System Certification – City of McKinney, Texas Fire Department

Integrated Emergency Management– Dept of Homeland Security, Nat'l Fire Academy, Harrisburg, PA

Disaster Management and Policy – University of Colorado - Denver

Organizational Management and Change – University of Colorado – Denver

Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents (Involving Weapons of Mass Destruction) - Federal Emergency Management Association

Public Executive Institute (for City and County Managers) - Texas A&M, Texas City Management Association and Texas Foundation for Local Government

Community Policing - U.S. Department of Justice

Rocky Mountain Executive Development Program - Center for the Improvement of Public Management, University of Colorado - Denver

Total Quality Management - Indiana/Purdue University - Indianapolis

HIGHER EDUCATION

University of Colorado - Denver

Degree: **Master of Public Administration** (nearing completion – 30 of 36 hours, 4.0 GPA)

North Carolina State University, Raleigh

Degree: **Master of Science** Major: Recreation Resources Administration, Minor: Sociology

North Carolina State University, Raleigh

Degree: **Bachelor of Science** Recreation & Parks Administration