

**Ed Green**

---

1005 Hickory Drive  
Rifle, CO 81650

Home: 970.625.5452  
Cell: 970.456.8605  
Email:  
sagebrushbend@msn.com

## Highlights

- Over two decades of experience as a senior level executive in the public and private sectors
- Process re-engineering experience resulting in staff reductions of 33%.
- Extensive project management experience.
- Proven track record leading organizations to high levels of achievement, including national awards.
- Knowledge and application of strategic planning concepts.

## Experience

**County Manager**, Garfield County, Glenwood Springs, CO

1998 – 2012

Directed the activities of a 250-person organization involved in all aspects of the operation of Garfield County including Administrative functions, Road and Bridge Operations, Planning and Zoning, Engineering, Facilities Management, Community Corrections, the Public Health Program, Human Services, and Airport Operations.

Accomplishments include:

- Published first detailed line item budget in county history and established first ever financial policies and procedures and performance tracking. In 2010, won two national awards for budgeting and financial reporting and one in 2011 for financial reporting.
- By emphasizing accumulation of wealth as a county wide financial goal, realized a seven fold increase in total fund balances in thirteen years from \$15 million to \$118 million.
- Consistently held labor and benefit costs in check (ranging from 27 to 32% of total costs) over the past 6 years.
- Replaced/upgraded all County software/hardware including adding new CAD/GIS systems. Converted to a new financial system, and linked with new state human services data systems. Developed a very popular County Web Page with over one million hits per year. Networked county offices for better information transfer and management.
- Established the first Human Resources Department for the County. Conducted the first salary survey and introduced a web-based performance pay system. Instituted a comprehensive employee training program, and restructured the entire benefits program.
- Implemented a strategy to target the airport and surrounding area for development as an economic engine for Western Garfield County.
- Obtained FAA approval for a \$47 million project to improve the county's runway rating from BII to DII. Project was completed in late 2010 with resounding accolades from residents and community leaders.
- Introduced a comprehensive safety culture within the county that has significantly reduced injuries and cut costs.

- Completed financing, design, contract placement, and construction of a \$4 million Road and Bridge facility, a \$15 million detention center, a \$5 million administrative facility, a \$3 million human services facility plus a \$2.5 million addition to that facility, a \$1.5 million dollar events center, \$1.5 million community corrections facility, \$9 million justice center, \$2.6 million airport operations facility, \$3.5 million Sheriff's Annex, and numerous multi-million dollar airport improvements. Well over 90% have been completed on schedule / within budget.
- Helped to create a county-wide emergency management program focusing on improvements to emergency communications, LEPC capabilities, incident command structures, multi-agency coordination and recovery.
- Assured compliance with EPA regulations regarding closure / post-closure at County landfill and environmental remediation of contaminated areas under a Road and Bridge facility. Spearheaded the obtainment of a \$2.8 million grant from the Department of Energy to construct a water line to deal with area institutional controls.
- Transformed the county landfill into a profit center through an aggressive out of county rate structure, extensive recycling of metals, and an improved collections process. Increased fund balance from \$500k to \$5 million.
- Improved communication and cooperation within the county and with the community through various approaches including monthly round table discussions with a cross section of employees, focus groups with residents, a monthly full color newsletter to staff, and regular meetings with city managers.
- Directed a county wide year long initiative to restructure all senior programs in the county to assure better support and commitment from the cities and to place these programs on solid financial footing.
- Have had extensive experience in public relations working with the press and providing interviews to regional TV News channels.
- Using various customer advocacy techniques, have empowered employees to handle customer concerns and, when possible, resolve them to the customer's satisfaction. One example is implementation of a "hot shot team" concept to address resident concerns on roads rapidly. Have also led discussions with citizens to resolve issues of concern brought forth by a particular customer base. One example is resolution of turf specifications for our new riding arena to everyone's satisfaction.
- Coordinated the development of a renewable energy initiative with all county communities acquiring \$2 million in DOE grant funds and creating 6 separate programs to direct improvement dollars to residents and community facilities.
- Spearheaded a team approach to economic development that accomplished key initiatives including development of a strategic focus, branding, and marketing, restructuring of land use codes to make the county more attractive to the business community, emphasis on regionalization of economic development initiatives throughout the county, reinforcement of our commitment to the success of existing industries including oil and gas, and implementation of a focused marketing program to attract primary jobs.

Fluor Corporation, Cincinnati, OH

1996 - 1998

**Project Vice President & Director, Contracts and Asset Management**

Directed the activities of a 125-person organization placing \$150 million annually involved in prime contract / fee management, major subcontracting, purchasing, shipping, receiving, warehousing and property management at a key Department of Energy Environmental Remediation site.

Accomplishments included:

- Reduced cycle times through implementation of an extensive P-card system (including data system).
- Implemented a new process for developing the semi-annual fee plan that resulted in millions of dollars of additional revenue for the company.
- Reconfigured stock into project focused sub-stores. Increased turn ratio from 0.6 to 2.22 in 1.5 years.
- Spearheaded an improved staff augmentation process eliminating time-consuming involvement by procurement.
- Developed and implemented a balanced scorecard assessment system.
- Increased emphasis on acquisition planning and new procurement methods emphasizing a “best value” approach
- Converted a centralized organization to distributed, focused teams residing in close proximity to their customers.
- Received the *Minority Business Opportunity Committee Organization of the Year Award (1997)* and the *Cincinnati National Minority Supplier Development Council Corporation of the Year Award (1997)*.

**Procurement Manager**

National Renewable Energy Laboratory (NREL), Golden CO

1990 – 1996

Directed the activities of a 90-person organization responsible for placement of research agreements, AE and construction contracts, system contracts, and service contracts and miscellaneous purchases totaling \$140 million annually. Also directed the activities of support functions including contract administration, closeout, shipping, receiving and stores and property management.

Accomplishments included:

- Achieved dramatic reduction in cycle times using bank cards for small value purchases, systems contracts for common requirements, a streamlined RFP, selection and evaluation process for Research and Development subcontracts and simplified purchasing methods for large value PO's.
- Implemented the “100 foot circle” concept to support customers by placing self-directed work teams with the research community they support.
- Increased warehouse turn ratio from 0.5 to 3 in less than two years.
- Developed a comprehensive balanced scorecard performance measurement system.
- Assured complete compliance with DOT regulations through development and implementation of a comprehensive transportation safety manual and SOPs.

- Chaired laboratory-wide process improvement team initiatives for chemical mgmt., warehouse ops. and team rewards.
- Successfully passed external system reviews for procurement, property management and laboratory safety.
- Received 1993 SBA “*Award of Distinction*” in recognition of an outstanding small business program, the 1994 “*Corporation of the Year*” from Minority Enterprises, Inc and the SBA’s 1995 “*Dwight D. Eisenhower Award*” a Presidential Award recognizing NREL as having the best socioeconomic program in the nation.

**Material Manager**, Hughes Aircraft, Aurora CO

1989 – 1990

Directed a 25-person organization responsible for delivery of critical components just in time to meet production requirements. Organization consisted of a subcontracts group, purchasing, material control, shipping, receiving, stores and property management functions.

Accomplishments included:

- Conducted process mapping of internal organizations and of customer / supplier interfaces.
- Developed key metrics for analysis of processes.
- Established JIT systems contracts for commodities including electronic components, sheet metal, and boards.
- Increased total dollar throughput of the organization by 1.5 times with a concomitant 10% staffing reduction.
- Passed AFPRO Procurement and Property Management Reviews with “flying colors”.

Rocky Flats Nuclear Weapons Plant

Broomfield CO

1972 – 1989

**Department of Energy Warranted Contracting Officer--**Positions held included **Procurement Officer, Budget Analyst, Contract Negotiator, Chief, Contracts Section & Program Analyst.**

Responsibilities included:

- Coordinated the plant strategic planning process and helped develop the plant Productivity Enhancement Process which emphasized lean manufacturing techniques
- Developed the plant capital budget including construction, equipment, and data systems
- Negotiated key DOE contracts (\$50 to 100 million per year) including AE, construction, support service, interagency agreements and grants.
- Supervised surveillance of operating contractor including conduct of CPSR’s and Pre-Award Reviews as well as oversight of the plant industrial relations program (*union agreements*).
- Served as the project lead for the transfer of the entire DOE wind energy program to NREL
- Served on a DOE wide project team to recommend sighting options for a proposed consolidated nuclear weapons facility
- Served on a project team to acquire a critical high energy rate forging plant facility from private industry and integrated it into Rocky Flats operations

- Served on a year long safety analysis review team initiative evaluating over 100 separate plant functions (*nuclear and Non-nuclear*), to assure compliance with stringent safety standards for nuclear facilities
- Acted as a troubleshooter, solving critical plant wide problems

### Other Experience

- Member of **County Health Pool Board**: 1999 to 2003,
- Chairman of the Thornton **Career Service Board**: City of Thornton 1979-1985,
- Member of **Board of Directors for Denver Area Minority Enterprise, Inc.**: 1993-1995,
- Senior MP (*E-5*) – U.S. Army Reserves: 1971-1977,
- Production Planner – General Cable Corporation: 1971,
- Loaned Executive – United Way: 1973

### Education

**M.B.A.**, (3.6 GPA) Colorado State University, Fort Collins, Colorado;

**B.S.**, *Production Management*, (3.05 GPA) University of Colorado, Boulder, Colorado

### Clearances Held

U. S. Army Secret

Department of Energy “Q”

National Security Agency “EBI”

### Personal Information

Married to my wife for over 35 years with three grown children and six grand children

Hobbies include weight lifting and aerobic exercise, hiking, snow shoeing, biking, and photography