

COLIN BAENZIGER  ASSOCIATES

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EXECUTIVE RECRUITING

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Edward “Ed” Green

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# *Resume*

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## 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

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*CB&A Interview*

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**Education**

MBA, Colorado State University, Fort Collins, CO  
BSc, Production Management, University of Colorado, Boulder, CO

**Professional Experience**

County Manager, Garfield County, Glenwood Springs, CO	1998 – 2012
Project Vice President & Director, Contracts & Asset Management Fluor Daniel, Cincinnati, OH	1996 – 1998
Procurement Manager, National Renewable Energy Lab, Golden, CO	1990 – 1996
Materiel Manager, Hughes Aircraft, Aurora, CO	1989 – 1990
Contracting Officer, Department of Energy, Broomfield, CO	1972 – 1989

**Background**

Mr. Green has experience across both public and private sectors and was most recently the County Manager in Garfield County. The County has a population of 57,000 as well as approximately 10,000 undocumented immigrants. The county government had 485 employees. The total budget for Garfield County was approximately \$118 million, with a general fund budget of \$38 million. The most important issues facing Garfield County while Mr. Green was manager were:

- Economic development: The County has three components of economic success, all impacted by the downturn - tourism, construction, and oil and gas. Since 2008 the number of rigs operating has fluctuated from 102, down to 12 and now up to 30. Every rig provides 200 jobs. Construction is now virtually nonexistent. Tourism, fortunately, is rebounding;
- Oil and gas: The County has a cultural divide. The eastern part is very liberal and its residents believe oil and gas operations adversely affect the environment. The conservative, western part simply wants the revenues from oil and gas. This conflict surfaces on a regular basis; and
- Leadership: The County was in terrible shape in 1998. Its operations ran on a 1950s approach. The fund balance was less than \$15 million. Mr. Green was hired to turn the county around and given a free hand to accomplish this goal. An audit firm recently labeled Garfield as one of the best run counties in the area with a fund balance now at 95%. A newly elected board, however, wishes to be involved in day to day operations. He has cautioned them about becoming too intimately involved, thus compromising their roles as elected officials. They did not, however, see any issues and terminated Mr. Green’s contract. Their deep involvement in the administration of the County creates a challenge for the next manager.

### **Interview Comments**

Mr. Green is a seasoned professional manager who wants to continue to make a contribution. Key West would be the cap in his career. Many city managers accept positions in Florida with the intent to retire there. That is not Mr. Green. He excited about becoming part of the organization and the community, to work and contribute. He feels he has the qualities they are looking for. He is a good communicator, a good facilitator in the community, has good budgeting skills, and is experienced in emergency response, economic development and comprehensive planning. Key West would be an interesting and exciting place to live and work. Being a part of such a unique community would be a wonderful experience.

Mr. Green’s management style is open and relaxed. He adopts the Covey Greenleaf approach which states that an effective leader is a good servant. He is personable and hands-on, and wants each employee to know they are as important to the organization as anyone else. He seeks input and ideas from his employees. To obtain the best solutions, issues and disagreements should be discussed and worked through. He applies the inverted triangle approach with the customers at the top and the senior managers at the bottom. Rather than have managers simply demand service from their employees, all staff must see the customer as the most important aspect of their job. Any person who interacts with the customer thus becomes the most important employee in the organization. Managers then lend support to such interactions.

Mr. Green’s staff likes working for him. He creates an enjoyable work environment. In fact, several people have followed him from one location to another because they appreciate his leadership style. He gives employees the authority to provide exceptional customer service. In return these employees value the freedom and responsibility. He focuses on accountability and encourages continuous improvement. He uses a strategic planning approach so every employee understands what the organization’s vision, mission and goals are. He finds the organization moves forward more cohesively in that manner.

While the new leadership model adopted by the new board members did not include Mr. Green, these same people would tell you that he achieved a great deal while with the County. They simply wanted to make a change.

Mr. Green’s strengths are in planning and organization. He enjoys project management, often personally taking responsibility for construction or other projects. He identifies solutions and techniques that satisfy everyone’s needs. He likes working through challenges and overcoming them. His leadership style is another of his strengths. He has a unique management approach that is relaxed and encourages participation. Finally, he is a strong, experienced contract negotiator.

Mr. Green does not have any serious weaknesses. That is one of the advantages of having experience – you have overcome most of your weaknesses – you have to in order to be successful. In the past he avoided some issues which might have been better addressed promptly and head-on, particularly in human resources. Now he does not to hesitate but rather

## Edward “Ed” J. Green

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deals with matters immediately. He learned they are not like fine wines which get better with age. Another weakness is he occasionally becomes too wrapped up in daily events and finds it difficult to unwind once he is home. Lifting weights and exercising are activities which offer him opportunities to vent and let go of work.

Mr. Green used Track Star to measure performance in Garfield County. This program is web based and allows for real time evaluation of employees all year, rather than only during the annual performance review process. Employee can provide notes about their progress on specific projects or goals which have been entered into the system. The supervisor offers comments regarding employee performance. Before his or her formal evaluation, the employee conducts a self-evaluation which is then submitted to his supervisor. The system allows input from others in the organization, with forty possible evaluation criteria. Mr. Green insists that every employee be evaluated on safety, teamwork and customer service. The direct supervisor then selects four or five additional criteria specific to the employee’s position. A strategic plan is developed in the spring. Employees are subsequently designated as champions and team members, and are asked to accomplish the projects outlined in the strategic plan. The precise goals are then integrated into each person’s performance plan and tracked to completion.

Mr. Green’s biggest career achievement was being chosen for the Dwight D. Eisenhower Award. His staff took a small minority business program and turned it into the best in the nation. They competed against 2,500 participants to win the award. Another achievement was the completion of a new jail in Garfield County. The project had been at a standstill for 18 years because the City and County could not agree on the plans to build it. He negotiated the land acquisition and built an entire complex with a jail, a court house, and administrative facilities.

Another achievement involved a Westinghouse uranium processing plant in Cincinnati, Ohio. It was closed after material from the uranium contamination unit infiltrated all the water and underground wells in the area. Fluor Corporation was hired by the Department of Energy to demolish the plant, clean up the contamination, and restore the environment. Fluor Corporation retained many Westinghouse employees for the cleanup. These employees were angry their plant had been shut down. When he was hired, the president asked Mr. Green to find a way to turn the company around, as the organization was not customer friendly. He spent considerable time with the leadership team and a cross section of employees. To shock the organization into a realization that change was necessary, he did something highly unusual. He required all 125 employees go through a 5 day ropes training course together. The challenges became more difficult each day. Employees had to rely on each other to overcome each challenge, and this experience helped break down barriers. This training served as a catalyst for incredible change. Under Mr. Green’s leadership the organization went from having the worst customer service to having the best.

Mr. Green’s biggest career mistake occurred in Garfield County when he did not spend enough time learning about the culture he inherited within its social services program. The director had been in place for twenty years, utilized a substandard management style and got mediocre

results. With a great deal of hard work, he changed it into a professional group. However, he still wonders if he could have accomplished the same things he did in a more positive manner.

When asked, Mr. Green indicated that he has had to fire people, particularly when he came to Garfield County. As stated above, the County’s administrative approach was straight out of the 1950s. Several staff members were incompetent and incapable of performing the jobs they were paid to do. He terminated the employment of six out of eight key personnel during his first six months. Among those he released were the Road and Bridge Director who would not take direction and two others who did not have the skills for their jobs. Taking these actions was difficult for him. Almost a decade later he now knows that making such changes quickly is better once you have concluded that the employee has problems and cannot or will not fix them. However, you must learn not to lose sleep over making such choices because you are not the one who is failing. The employee had the opportunity to improve but chose not to.

Mr. Green feels the new City Manager of Key West will face a number of challenges including:

- Sustaining finances through the downturn. Key West has a robust fund balance of \$54 million. Expenditures are \$170 million, so the fund balance is roughly 1/3 of the annual budget. The city has won the GFOA award many times and their documents are excellent. The new manager needs to understand the current financial situation and continue to build and enhance what is already there. One cannot be complacent in a tourism community;
- Finding alternative sources of revenue and ways to contain costs;
- Optimizing the use of existing resources through creative budgeting and collective bargaining, which Mr. Green is experienced in;
- Diversifying their economy is very important. Mr. Green has implemented a very extensive exercise in targeting how to diversify the economy in Garfield County. He would use a similar approach in Key West;
- The new manager needs to be part of the community and contribute;
- Key West already has a great team. The new manager needs to build and enhance the team without diminishing or disrupting what is already in place; and
- Aiding the Elected Officials in developing the comprehensive plan.

If selected as Key West’s next City Manager, Mr. Green plans to spend his first six months:

- Spending time listening to the City Council, constituents, employees, and the leadership team. Learning what is going on in the organization;
- Asking many questions and studying the organization. Mr. Green loves to ask “How come you do that this way?” Often there is a good reason for it. If the reason is they have always done it that way, he looks for more efficient and effective methods of working;
- Evaluating the budget and strategic focus. Reviewing the key documents;
- Assessing the comprehensive plan, if they have one;

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- Looking at the relationships that already exist and the contracts that bind them. For instance, they have an active port. Mr. Green would review the contractual arrangements to see what is happening in terms of revenue streams and their obligations to the Port; and
- Starting to design and develop, in concert with the leadership team, an approach for managing the organization. Key West looks like it is in very good shape. Wholesale changes would not be required. Mr. Green would quietly assume the leadership role and help the organization become even better.

Mr. Green is very experienced in collaborating with other organizations and developing strategies for greatly reducing the costs associated with improving infrastructure. Garfield County had a road that needed repair. Mr. Green worked with the oil and gas companies who used the road and convinced them that repairing the road was in their best interests. As a result, they contributed 80% of the total cost of the repairs. The road won a national award based on the unique collaboration between government and industry. They had a similar situation involving an interchange and worked with two state agencies, the federal government, another town, and an oil and gas company. Mr. Green collected \$15 million from these other organizations to build the interchange and alleviated traffic congestion. The County completed a runway in 2010. The project cost \$47 million dollars but the County only paid \$1.8 million.

Mr. Green gets along well with the media. He is open and straightforward and, if he can comment on an issue, he will do so. If a matter is one he is not able to or is not allowed to comment on, he explains that he has no comment and moves on. The worst option a public manager can choose is to lie or tell half-truths to the media.

In his leisure time, Mr. Green enjoys hiking and biking. In the winter, he snowshoes. He spends his lunch period at the gym, lifting weights and doing aerobic exercises.

Mr. Green has nothing in his past that would embarrass a potential employer. Actually, his life is somewhat boring. He does not drink, smoke, cheat, or gamble. However, he notes that, when he took over the Garfield County social services program, the person who ran the group accused him and his Commissioners of creating a hostile work environment. The claim was false, but he learned a great deal from that experience about working with and dealing with people.

### **Reason for leaving Recent Position:**

The newly elected board wished to become more involved in its day to day operations and did not renew his contract. He left in February of 2012, after 13 years of dedicated service.

**Words or phrases Mr. Green uses to describe himself:**

- Decisive,
- Detailed oriented,
- Aggressive,
- Likable,
- Physically in shape – deals with stress through exercise, and
- Compassionate.

**Most Recent Salary**

\$133,000

**Interviewers Impression**

A true professional with a great deal of experience. Calm, confident, and well-spoken, but passionate about what he does. Knows what it takes and how to be an effective manager. A very experienced manager who finds creative solutions to problems.

**Interview Completed by:** Lynelle Klein, Colin Baenziger & Associates

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*Candidate Response to Requested Questions*

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**ED GREEN**

**RESPONSE TO KEY WEST SELECTION COMMITTEE QUESTIONS—**

**1a. Experience in finance, budgeting, cost control--**At Garfield County, I oversaw an organization of ten involved in accounting, finance, and budgeting. I was the Budget Officer for the County and solely responsible for preparation and adherence to the annual budget which totaled up to 140 million dollars per year. We converted to a new financial system (*New World Systems*) that included modules for receivables, AP, general ledger, budgeting, and HR. We also implemented a property tracking system, and integrated a purchase order control module and a fees and permits payment module as well.

We began the budgeting and strategic planning process for the county in March of each year. Every 3-5 years, we would kick this off with citizen focus groups. These focus groups were drawn from a statistically significant grid sampling of area residents using a merged voter registration and property tax data bases. The focus groups told us what was important to the residents in preparing the county budget.

In March, we also began preparation of a five year plan which identified the future view of the organization and the projected staff additions, capital equipment acquisitions, facility construction projects, infrastructure construction projects (roads and bridges) and program additions predicted for the next five years. The five year plan prioritized every budgetary request using an A, B, or C designation. By establishing detailed priorities for each budget item, it made it much easier for the Commissioners to evaluate what items must be kept and what items could be deferred if necessary.

Using the customer information and our five year projections, we convened the leadership team consisting of department heads and elected officials to refine our strategic plan and to identify improvement projects for the upcoming year. This planning process which occurred in early summer consisted of development of an environmental scan followed by an internal assessment including revision / refinement of the “Northbound Train”, mission, vision, values, and objectives of the organization. From that, we turned to an external assessment and developed improvement projects to complement both the internal and external assessment. These projects included a project description, champion or leader, team members, schedule, milestones, and resources. The projects were then tracked to completion and team members were held responsible for the quality of the completed project.

In late June or early July, we developed and distributed instructions for preparation of the budget. With our robust financial data system, we had a complete history of the last three years of budgets and each unit manager could prepare the subsequent year budget on-line and submit it to Finance for consolidation. After that, we met with each unit manager to discuss their budget and also get an idea of their year to date progress on the current year budget. We made appropriate adjustments to each budget and incorporated those changes in our budget plan. We were required to present an adoptable budget to the Commissioners by October 15. Many County Managers simply give their boards reams of data to review. I hosted an hour long power point presentation for the Commissioners and elected officials that reviewed strategic objectives, financial performance metrics, and identified key aspects of the budget with respect to each major fund. That presentation identified areas that required their consideration and a decision. From that, the Commissioners held their budget meetings with the other elected officials. Refinements were made to the budget based on the Commissioner’s work sessions and in mid December, a very detailed line item budget was ready for adoption. Our Commissioners insisted upon active control of vacancy savings to avoid situations where department heads or elected officials might redirect vacancy savings to other purposes. As a result, we have established contingency reserves which were actively controlled by the Commissioners. These contingency reserves were in each fund and we swept vacancy savings from each department and elected official, with the termination of an employee. Once the replacement was hired, we returned the amount needed to support that new employee for the remainder of the year from the contingency account to the department head or elected official’s budget.

Rocky Flats Budgeting Experience--I also have had significant budgeting experience at the Rocky Flats Nuclear Weapons Plant. At Rocky Flats, I was the plant Budget Officer for four years responsible for oversight of the preparation of a quarter billion dollar operating budget (*1 billion in today’s dollars*). That budget was assembled in two ways. First, we prepared a traditional Controller’s budget that was based upon absorption accounting practices.

Second, we prepared a classified weapons budget that was strictly a variable costing budget identifying in detail the projected cost of each nuclear weapon component. I also worked with operating contractor personnel to assure that effective planning methods were in place to evaluate plant resource requirements. All plant capital acquisitions emanated from an multi-layered planning model that included long range plans (5-20 years), mid range plans (2-5 years), and operational plans (budget year). All three plans were the responsibility of the plant Master Planning Committee that I chaired. I prepared independent forecasts of resource requirements and was responsible for the overall development of the plant capital budget on an annual basis. That budget totaled 50 to 100 million dollars per year. Capital acquisitions included new facilities and production facility modifications, tooling, test equipment, and production equipment. I also chaired the plant data systems review committee that was responsible for the development of current and long range computer system plans and for the integration of those plans in the plant operating budget. After developing credible capital and systems plans, I also chaired the plant Contract Review Board and the plant Davis Bacon Committee to assure that the planned acquisitions were done in accordance with applicable Federal labor and contract laws. I also coordinated the plant industrial relations program and implemented plant strategic goals related to the plant salary plan, HR policies, union negotiations, insurance and benefit plans, and plant training programs.

NREL Budgeting Experience--At NREL, I was responsible for preparation and adherence to a 4.2 million dollar budget for my procurement organization. That budget was unique in that the entire budget document was segregated into prioritized work packages. If cuts had to be made, the priorities were already established and the cuts were automatically implemented.

**1b. Experience with infrastructure and maintenance of an efficient organization.** -- My experience with design and construction of infrastructure spans 40 years. While at the Rocky Flats Nuclear Weapons plant in Colorado, I was responsible for placement and administration of contracts for design and construction of a wide variety of projects valued at \$100 million annually (\$400 million in today's dollars). For four years of that 16 year tenure, I was the budget officer responsible for developing project budgets and tracking expenditures related to these infrastructure projects.

I was a Project Vice President for Fluor Corp., the largest engineering and construction company in the world. I was part of a multi-billion dollar environmental remediation project to clean up a nuclear weapons facility in Ohio. My organization placed and administered AE, construction, and service contracts that averaged \$140 million per year. In addition, I was also in charge of all property on the plant site including nuclear materials that needed to be relocated to other installations in accordance with stringent doe environmental protocols. The largest contract my organization placed (\$121 million) was for the construction of a unit train loading and rail system and the removal and relocation of approximately 5 feet of contaminated soil from the entire plant site.

I have extensive experience in accomplishing major infrastructure projects at the local level. At Garfield County, we built 15 buildings in 13 years including a jail, justice center, admin facility, Road and Bridge facilities and a human service complex. We also completely rebuilt our airport, paved over a hundred miles of heavy haul and farm to market roads, and accomplished numerous drainage projects.

**1c. Organizational Evaluation**—Probably the most significant example of my experience in organizational evaluation relates to re-engineering my organization at NREL. To remain competitive with major national laboratories, my procurement organization had to morph from a traditional government procurement focus to one more akin to best commercial practice. The transformation focused on five key initiatives including performance measurement, organizational change, process improvement, data systems, and terms and conditions. We formed a high energy work team tasked with first benchmarking “best in class” commercial firms, and then implementing concepts we felt could be transferred to laboratory work processes and systems. The result of this effort was a staggering transformation in the organization. We ended up with a set of distributed work teams empowered with the ability to forge new relationships with their internal customers and suppliers, new time saving work processes, new information systems, and streamlined procedures and contract formats. All of these measures resulted in the reduction of staffing requirements by 33%, reduction in procurement operating costs by one half, and reduction in process times by as much as one half. As a part of staffing reductions, I was also able to reduce the total number of managers required to run the organization from three to one. That resulted in me opting to eliminate my own management position and move on to another opportunity.

I believe it is vital that an organization fully understand their key work processes. As a result, I ask my staff to spend time mapping their work processes. In doing this, supervisors and employees become much more familiar with the steps necessary to accomplish their work. They also are able to engage in a structured approach to streamlining work processes. In addition, process mapping gives staff a clear understanding of points at which performance metrics need to be integrated into their analysis of work process performance. Mapping also gives organizations an understanding of “moments of truth” where the customer can evaluate overall performance based upon what they see from these viewing points. Finally, by mapping key work processes, a simplified outline of procedures can be created and integrated into organization policy documents.

**2a. Experience with sustainable communities--** I worked with all the communities in the county and with the City of Denver and Boulder County to collaborate in the obtainment of a 2 million dollar grant to promote clean energy initiatives in the county. Additional funding from private industry and the community participants yielded a total pot of almost 4 million dollars. We used the funding to develop specific initiatives including home energy efficiency improvements for residents, energy efficiency improvements for commercial operations, motor vehicle energy efficiency improvements, and greening of government. The program has been enormously successful and has helped to bring our communities together under this one initiative.

**2b. Experience with a tourism based economy--** Garfield County is a focal point for tourism along the I70 corridor with attractions such as the Hotel Colorado, the Hot Springs Pool, Ski Sunlight, Glenwood Caverns and Amusement Park, Glenwood Canyon, and three nearby state parks. As a result, I have had extensive experience in working with communities to enhance their tourism capabilities by assisting in the development of trail systems, whitewater parks, tourist friendly parking areas, and infrastructure improvements to both community and remote attractions.

**3. Experience with response and recovery to natural disasters--** I have been an integral part of emergency operations (*including response and recovery*) for organizations such as the Rocky Flats Nuclear Weapons Plant, NREL, the Fernald Nuclear Weapons Plant, and Garfield County. I have taken all the required NIMS training and in 2011 attended the Emmitsburg week long course on recovery operations. In addition, I have taken a week long course at Emmitsburg focused on roles and responsibilities in emergency operations centers.

For three years of my Army Reserve commitment, I was part of a national defense support detachment that dealt not only with war time disasters, but also with natural disasters affecting regions of the country. As a Senior MP, I was responsible for assuring the security of the emergency operations center at the Denver Federal Center in the event of such an emergency.

I have had direct experience in dealing with natural disasters including the “Coal Seam Fire” that threatened to burn half of Glenwood Springs to the ground. I have been involved in a flood emergency in Rifle in which the core of the city was threatened by flash floods. In addition, I have been a part of emergency operations for numerous forest fires and grass fires that have occurred in our county.

**4a. Experience building effective teams--**Whenever I assume responsibility for a new organization. I spend a great deal of time getting to know the leadership team and staff. I believe that listening is an important aspect of this interaction. Staff members are eager to find out about you, but they also want to be heard. I ask a lot of questions about current operations, priorities, issues, problems, successes, and future challenges. I like to assemble a picture of the operation from my interaction with staff. One technique I use for garnering staff input is to host round tables of approximately 20 employees representing a cross section of the entire organization. I spend time letting them know about me and about my approach to adding value to an organization. The employees also share information about themselves to me and to others in attendance. Then I let them talk about issues that are of concern to them as relates to the organization. We discuss what they feel are priorities, what is going well, what is not, and where they feel improvements could be made in the operation of the organization. After that, we spend time talking about a strategic vision for the organization. Where do we think the organization should be going and what resources should we apply to assure that we get there. A side benefit of these meetings is the fact that many staff members from other parts of the organization have never had a chance to interact with some of their fellow employees. This affords them the opportunity to get acquainted and learn something about their fellow employees.

I believe that an organization must have a strategic focus, so if there isn't one in place, a first priority is to create one. I do that in concert with the leadership team. Sometimes, I also involve staff whom I perceive to be informal work group leaders. By having their involvement and endorsement, implementation of strategic objectives can be accomplished more easily. The leadership team works to develop a model for change that incorporates a succinct and implacable set of key guideposts including the organization's "Northbound Train", mission, vision, values, and supporting objectives. From that, the group establishes an approach that evaluates current conditions and defines where the organization wants to be. The difference between those two benchmarks translates into the improvement projects that the organization must accomplish in order to stay competitive.

I have some core beliefs that I try to impart to my leadership team. I subscribe to a servant leadership management style. It is an approach that was developed by Greenleaf and Covey that in its simplest form argues that you can't possibly be an effective leader until you are first and foremost a good servant. Servant leadership mandates that you model the concept to such an extent that your success is determined by the degree to which your employees also model and practice the concept. With servant leadership as a core, it is possible to build upon this with other key management concepts. Another one that I subscribe to is the inverted triangle concept of customer advocacy. In that model, traditional organizational pyramids are set upside down and the customer becomes the most important part of the organization. Any employee who interacts with and provides service directly to the customer becomes the most important employee in the organization. Supervisors and managers who traditionally demand customer status in their own right become resources in the inverted triangle model. They either lend support to the interaction with the customer or they stay out of the way. Another building block in my management style is the notion of continuous improvement. I believe that an organization can never be satisfied with itself. If it begins to become complacent, it will rapidly become irrelevant. As a result, I emphasize the fact that we must change constantly in order to assure that we provide the best possible product to our customers. Although these are lynchpins in any modern management philosophy, I think that management theories and practices can easily go "out the window" unless you have a genuine manager who can relate to employees and find a way to make the work experience exciting and fun. I do that and the proof of that is that I have had employees follow me from one company to another. People enjoy working for me and they enjoy the success that comes from a well managed organization.

**4b. Experience facilitating consensus**--Our senior programs were originally under the direction of our local college. However, the college no longer saw this program as a core competency and asked that we find a way to take it over and make it better. I organized a group of citizens specifically involved in these programs and began a one year process to completely redesign the program with an emphasis on sustainability and improved service delivery. The result was creation of a service delivery structure canonized in an IGA signed by all the communities and the county that assured funding, support from throughout the county, and a drastic improvement in the services provided.

**4c. Experience bargaining with unions**--I had six years of experience with the City of Thornton (a suburb of Denver with a population of 100,000 residents) as Chairman of the Career Service Board responsible for 1) review and approval of all bargaining unit agreements, 2) presiding over all appeal and grievance hearings, 3) overseeing the development of a completely new HR policy and procedure manual, and 4) evaluation of the overall effectiveness of the HR programs in the city.

I also have experience working with labor unions both in an oversight capacity at the Rocky Flats Nuclear Weapons Facility where I was responsible for execution and administration of all bargaining unit agreements on the plant site and at the Fernald Environmental Remediation Site where I supervised a total of 25 bargaining unit employees associated with logistics operations on the plant site.

**5a. Experience with encouraging diversity in my organizations**—I have been very successful in assuring that my organizations were diverse and included representation from women and minorities. In fact, at Hughes, NREL, and Fluor, minorities and women represented over 50% of my total employee population. I have assured that women and minorities were also a key part of my leadership teams. At Garfield County, over 66% of my leadership team consisted of women.

I also have experience in developing programs that encouraged diversity. When I assumed my position at NREL, the Director of the Laboratory stated to me that the laboratory did not enjoy a good relationship with the small and minority business community of Denver. The laboratory had been severely criticized for giving "lip service" to the

federal program promoting diversity in contract awards. The Director asked me to change that perception and at least make our subcontracting program acceptable to the community. I began on a four year program to improve our relationship with the community. I spent a great deal of time listening to business leaders in the community, to minority and small business contractors, and to organizations that represented our suppliers. In addition, I made myself available to serve on the Denver area Minority Business Enterprise Board. I and my staff took it upon ourselves to become mentors to small and minority businesses. We participated in numerous trade fairs throughout the area. We hosted training seminars for small businessmen. More importantly, we completely changed our approach to awarding contracts. We emphasized the need to consider small and minority suppliers before we considered anyone else. Our procedures were altered to reflect this approach. All our employees became committed to changing the perception of the community and in 1994; we were awarded recognition as Corporation of the Year by the minority business community. Following that success, in 1995 we competed for and were selected as the winner of the Dwight D. Eisenhower Award, a Presidential Award given to the one firm in the nation that was evaluated to have the very best small and minority business program.

**5b. My role in the Key West community—**My wife and I play an active role in our community in Garfield County. She is part of a very successful youth diversion program and as such, we are involved in a number of programs associated with human service organizations. I and my leadership team have spent a great deal of time in the last year working with local chambers, EDC's, and citizen groups such as Kiwanis to present and discuss our approach for economic development. As mentioned above, I also spent a year facilitating the re-engineering of our senior programs. This involved interaction with over a dozen service delivery groups in the community to develop a sustainable approach to senior programs. I envision similar involvement in Key West, making myself available for local community groups and for crosscutting community initiatives.

#### **6. Key West's 4 biggest challenges—**

**a. Diversification of the economy—**Key West is reliant on tourism for a great deal of its revenues. As a result, other industries such as second home construction of no doubt flourished. As the economy declined, these economic segments have been affected. Garfield County has also been reliant on tourism and second home construction. As a result, we have very aggressively pursued a new approach to economic development that has included the following:

- Developed our strategy, including branding and marketing.
- Restructured our web site to make it more attractive for economic development. Hits on the web site have increased by 555% to an average of over 1 million per year.
- Worked with local citizens to restructure our land use code, making it much more business friendly. The result was the elimination of a total of 80 pages of land use code which represents about a 20% reduction in total written requirements.
- Worked with the oil and gas industry to encourage them to invest more resources in our area. Attended operators group meetings each month with the purpose of listening to their concerns and exchanging ideas of how industry could better deal with state environmental constraints and how the county could help in increasing the overall activity level of industry in the county. Over the past year, our efforts have resulted in an increase in rig counts from about 16 to 28. Each rig represents 200 new jobs to the area. Also collaborated with the oil and gas industry to alter our land use regulations geared specifically toward them with the intent of making these regulations more business friendly. A group of 6 representatives met with our planning staff for 2 months to create a new approach to oversight of the industry. That code was rapidly adopted by the Commissioners and has been in effect for almost a year. We believe that these changes, in part, contributed to the increased rig activity in the area.
- Began working with local industries to encourage them to expand and add more primary jobs. One example was composite forging company whom we helped relocate to a larger plant so they could take on additional defense work. That forging company has more than doubled their employee count and is on schedule to outgrow this larger plant three years from now. We already have plans in place to relocate them to a much larger site in the Rifle area when the need arises. Another example was a tourist business which owns caves inside a mountain overlooking Glenwood Springs. They wanted to develop an amusement park on the mountain as part of the cave attraction. We worked with them in granting swift planning and building approvals and also assisted by improving the road to the top of the mountain to facilitate construction of the amusement park. We worked with the city to assure approval of a cable car system to move tourists from Glenwood to the top of the mountain. Results of this tourism enhancement have been quite remarkable. The

Chamber has been able to package this attraction with the Hotel Colorado, and the Hot Springs Pool to make for a very attractive “get away” package for tourists from the Denver area. It has resulted in a significant increase in tourist traffic and an attendant increase in sales tax revenues as well.

- Worked with the local EDC’s to encourage them to form a regional RDC with the intent of pooling resources to attract more primary employment. One such EDC, the Rifle group, has taken on the challenge and has included two other towns in its regional approach. Plans are for this EDC to eventually incorporate the three remaining communities in its regional approach as well.
- Rebuilt our airport using \$47 million dollars of FAA funds and worked with the FBO to market the new facility for increased hangar use at the airport and increased diversion traffic. The new airport is regarded by the FAA as the flagship GA airport in Western Colorado and has garnered much interest from investors who want to build additional hangars to house their jets. To date, we have a reservation for one of the 9 new large hangar spots we have created for expansion and are negotiating with a couple more entities as well. We are marketing the airport as a safe alternative to Aspen and Eagle. We are also touting it as the airport where you can have a guaranteed “Stumps” assignment and a guaranteed place to park or hangar. Our FBO is now working with both Eagle and Aspen to assure that all diversion traffic comes to Garfield County. Our hope is that over time these diversions will see the value of our airport in terms of both safety and convenience and will be motivated to permanently operate out of Garfield County.
- Targeted a number of industries and began the process of developing contacts with these industries to encourage them to relocate to Garfield County. As part of our marketing approach, we have identified complimentary industries including outdoor equipment and clothing manufacturers, defense industries including composite manufacturers and drone manufacturers who also pull maintenance on returned equipment, renewable energy research entities and manufacturers, and weapons manufacturers. We have developed a very aggressive marketing approach reaching out to these industries at trade shows and conferences and by contacting firms individually as well. To date, we have had some interest from the outdoor industry. We are also working with some firms involved in drone maintenance since the topography of our area resembles Afghanistan and it makes testing of the product more realistic.
- Invested money in infrastructure in our towns to attract commercial business. One recent example of this was the cooperative venture between the county and the City of Rifle to attract a national theater chain to build a 7-plex in the community. The county provided \$500,000 to upgrade infrastructure in support of the project. The facility was completed just before Christmas and has been enormously successful. Over 3,000 people came to the facility in its first weekend of operation.
- Worked with Garfield Clean Energy to promote clean energy programs and jobs throughout the county. To date, we have generated over 4 million dollars in alternative energy initiatives in our communities. We are also working with the National Renewable Energy Laboratory to develop a Thermal PV program that will use burning coal seams in our county to provide electrical power for the entire region. This initiative will create over a hundred primary jobs and power the entire Roaring Fork Valley

**b. Increasing revenues and containing costs--** The issues at Key West are no different than those in most organizations throughout the country. Like every other public organization, they are concerned about the sustainability of their finances and the prospect of retaining and building on existing revenues. The challenge is to create revenues and further reduce costs. Some things I have done at Garfield County include:

We implemented a number of approaches to help control expenditures. Before we had our new financial data system, we had a problem where a “rogue” sheriff took money designated for staff additions and diverted it to 20 and 30% pay raises for a few favored employees. We put in place a system that would never allow that again. We established a contingency account in every fund that we immediately scooped vacancy savings into. In this way, any unallocated / unused labor dollars were immediately repatriated by the commissioners. Once we got our new data system, it automatically segregated labor from the rest of department head and elected official budgets. This one thing allowed us to recover and accumulate an enormous amount of unused labor costs.

Our new data system has also allowed us to evaluate the status of each cost center real time and also immediately charts the percentage of costs spent for each line item to date. It has extremely powerful reporting capabilities. One important feature that allows us to assess our progress in accumulating wealth is that it can calculate updates to end of year fund balances for every fund at the end of every month. This provides an opportunity to eliminate cost areas early enough in the year to avoid fund balance degradation.

When I first arrived at the county, departments were understaffed. This was due to the dire financial situation of the county. My challenge was not to reduce employee head count further, but to optimize staff performance. We spent a great deal of time emphasizing to employees that for every \$50,000 they saved they saved the job of a co-worker or perhaps their own. This hit home with employees and they became very creative in finding ways to shave pennies. We also spent a great deal of time helping employees understand their work processes and how to streamline them. Of course, the emphasis was not only on getting more done with less, but also making life easier by not doing things that were meaningless work. We gradually developed a fairly systematic approach to process mapping our key work processes. A side benefit of this was identifying where, in the process we could place a metric that would evaluate performance of the entire process. Another benefit was also identifying “Moments of Truth” in the process so we could better understand how our customers perceived our performance in these work processes.

For a while, we used line item control as a financial control mechanism. It was cumbersome and the purpose was to establish a mindset that the commissioners were interested in saving every dollar possible. Once that concept was firmly in place, it no longer became necessary to have line item control and we eliminated the policy.

In 2009, we noticed that our labor component was slightly high, so we implemented a “zero base” approach to replacing employees who had departed. In that technique, we asked department heads to assume the slot was gone unless they could justify adding it to their staffing. By zero basing our open positions, we were able to eliminate 26 positions or 5% of our total staffing. This is a great alternative to a reactionary reduction in force after a county’s labor metrics have become untenable. It was relatively painless and was definitely appreciated by existing staff.

There were times when we had to convince the commissioners that we had to spend money to make it. An excellent example of this was the landfill. When I arrived, I discovered that they had no scales to weigh the loads coming into the landfill. The employees estimated volumes and charged accordingly. This process resulted in a gross underestimate of the amount of material going into the landfill and left a lot of dollars “on the table” and a great deal of unfunded liability from the standpoint of closure and post closure costs. We convinced the commissioners to let us spend \$20,000 to get a used set of scales and we implemented a payment by weight system that dramatically increased revenues. In addition, we noticed that a lot of construction companies were bringing construction waste from Pitkin County and dumping it in our landfill because it was much cheaper than dumping it in Pitkin’s. We enacted a dual fee structure that doubled the cost of dumping for waste material brought in from outside the county. To be considered in county waste, the construction company had to show a copy of a Garfield County Building permit. The results of these simple changes were staggering increases in revenues that we used to upgrade equipment, build new cells, implement recycling, cover closure and post closure costs and still increase fund balances by 10 times.

Roads were another area where we achieved increases in revenues. With the dramatic increase in oil and gas activity in the county, we were faced with tremendous increases in road construction and maintenance costs. We worked with the oil and gas industry and, when the road improvement favorably affected their business, they made significant contributions to the improvement. In addition, we completely restructured our fees for transporting overweight over size loads. We also developed a bundled fee system for companies to allow them some savings. However, the net affect was a dramatic increase in fees coming into our road and bridge department.

A very attractive source of revenue also required an investment in advance of revenues. Very few counties have resident community corrections programs. However, they are a very effective way to reduce jail costs and to minimize the risk of jail crowding and the attendant capital costs of jail facility additions. By developing a resident community corrections program, we were able to divert people from the jail to a more appropriate correctional program and we were able to create fairly significant revenues rather than add to our costs. Also, community correction facilities cost about \$130 per square foot while jail additions are well over \$500. By dramatically increasing our revenue stream, we have paid for the community correction program and even garnered surplus revenues that have helped defray the initial cost of \$1.5 million for a new community corrections facility.

Special projects that benefit multiple jurisdictions are also an area for increased revenues. One example of this was a joint project with two state agencies, the oil and gas industry, one of our towns, and the county to build a new interchange on I70 to help with the tremendous increases in traffic as a result of oil and gas activity. Together all of the entities amassed the \$15 million necessary to fund the project. To assure appropriate project management of the project, the county volunteered to be the project manager with close oversight by CDOT. The project is on schedule

and so far, under budget. It will be vast improvement for traffic in the western part of the county.

Another special project involved the complete rebuild of our airport. We leveraged our \$1.8 million total investment by securing FAA funds and state funds to accomplish this \$47 million project. By leveraging this investment we created a valuable infrastructure resource that will bring revenues and new business to the western part of the county.

Early on, we borrowed money to build a new jail road a bridge facility and administrative facility. Over the years we have used downward spirals in interest rates to refinance segments of the COPS. As a result, we have reduced the yearly payment by about \$600,000. Our bond rating is "A". That has gone up since I arrived from the "B" level, however, due to our extremely healthy financial condition; we no longer need to acquire debt. Our debt totals about 10% of our existing fund balance and our annual debt payment is less than 1/2% of total expenses.

**c. Renovating North Roosevelt Boulevard**---It is my understanding that this is a key thoroughfare that needs to be rebuilt. The challenge is to accomplish construction with as little interference to the community as possible. I have extensive experience with infrastructure projects such as this. Some things that might be considered to mitigate the affect on the public could include:

**Notification**---It is important to keep the public informed about possible delays due to construction. These can be done as public service announcements on TV and radio, using the web site, or using portable electronic signage.

**Night operations**---Although it increases the overall cost of the project, shutting down lanes and cutting off access can be more easily tolerated through night-time construction.

**Active traffic control**---Sometimes it might be necessary to post officers or contracted traffic control personnel at key intersections and at critical pinch points to assure that traffic flow is maintained during peak hours.

**d. Enhancing the appearance of the community**---Every community faces deterioration of its public areas and its housing stock. Some of our communities have used the following as tools for dealing with this situation:

**Tax increment financing**---Using a statute in Colorado law, communities are able to divert property tax funding from their counties for the specific purpose of dealing with blighted areas.

**Garfield Clean Energy grants**---As a part of our sustainability grants we have been able to direct funds to businesses and individual home owners to make necessary improvements to their structures which improve the appearance and efficiency of their structures.

**Community development grants**---There are a variety of community development grants that help deal with blighted areas.

**Volunteer initiatives**---A number of community groups have volunteered to assist individual homeowners in upgrading the appearance of their homes.

**7. Layoffs and benefit reductions as a strategy for cutting costs**---Like many organizations, Garfield County has been faced with the prospect of reducing costs by reducing employee and benefit costs. We have been able to avoid these draconian measures by focusing on control of labor costs before they become a problem. One thing we have done as an alternative is to "zero-base" every open position. In this way, we have been successful in reducing overall labor costs by 5% without affecting any current employees. We have also scrubbed our benefit programs on a continuous basis to assure that we are getting the best value for the services we contract. One example of that when I first arrived at the county was to change out the long term disability carrier for one that packaged short term, long term, and EAP for the same price as just long term coverage. The most important thing we have done is to build fund balances as a means of weathering perturbations in the economy.

However, if I was in a situation where we had no opportunity to explore cost cutting measures in advance of budget decisions, yes, I would consider layoffs and benefit reductions. As I mentioned earlier, I think it is vital for an organization map its work processes. I believe that is the only way leadership can make an informed decision about the positions that can be eliminated with the least impact on residents.

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## *Background Checks*

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## Background Check Summary for EDWARD "ED" J. GREEN

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### Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Garfield County, CO	No Records Found
Hamilton County, OH	No Records Found
Jefferson County, CO	No Records Found
State	
Colorado	No Records Found
Ohio	No Records Found

### Civil Records Checks:

County	
Garfield County, CO	No Records Found
Hamilton County, OH	No Records Found
Jefferson County, CO	No Record Found
Federal	
Colorado	No Records Found

### Motor Vehicle

Colorado	No Records Found
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**Credit** No Records Found

**Bankruptcy** No Records Found

**Education** Confirmed

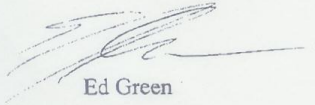
**Employment** Confirmed

**Clarification to answer number 5.**

I have not been the subject of a sexual harassment complaint, but I was accused of creating a hostile work environment. The charge was part of allegations leveled at me, my Assistant County Manager, my General Services Director, and all three Commissioners.

The complaint arose when the county was forced to take over the State's Human Services program in 2001. The Human Services organization we took on was an all female organization that was run as a matriarchy by a very controlling person who completely dominated this organization for over 2 decades. We insisted that the organization be run professionally in the same manner as other county organizations and that clash of work cultures resulted in the Director and her second in command filing hostile work environment charges against all of us.

The charges were reviewed by an independent investigator and found to be completely without merit.



Ed Green

## Personal Information Questionnaire

Name of Applicant: Edward J. Green

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 you 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 charged or convicted of a felony?

Yes  No

2. Have you even been involved in a domestic abuse incident that resulted in you 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 resulted in a lawsuit?

Yes  No

6. Have you ever been convicted of driving while intoxicated?

Yes  No

7. Have you ever sued a current or former employer?

Yes  No

8. Do you have a personal My Space, Face Book or other type of Web Page?

Yes  No

9. Do you have a personal Twitter Account?

Yes  No

10. Is there anything else in your background that might cause a reasonable person concern if he/she became aware of it through the press or any other mechanism?

Yes  No

Attested to:

  
Signature of Applicant

Please email this form via **WORD** or **PDF DOCUMENT** to [kknutson@cb-asso.com](mailto:kknutson@cb-asso.com) or via fax to **(888) 539-6531** no later than 9:00 AM 04/25/2012.

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

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*Reference Notes*

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## **Reference Notes**

### **Ed Green**

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#### **Phyllis Lundy – President of Lundy and Associates, Former Human Resources Director for Garfield County, CO 303-978-0877**

Ms. Lundy worked with Mr. Green for approximately two years in Garfield County and now works with Mr. Green as a client. Mr. Green hired Ms. Lundy as the first Human Resources Director for Garfield County.

During those two years Mr. Green was a change agent for the County, and Ms. Lundy enjoyed working with him. He was forward thinking and made good decisions. He is unquestionable the best leader Ms. Lundy has known. He brought the whole idea of strategic planning to Garfield County. She learned the importance of strategic planning and how to accomplish it. He took a backwoods county that was experiencing extreme growth and moved it forward. He made a plan for the future so the county had somewhere to go. He is also very good at managing processes. He improved and redeveloped current processes. He assigned process improvements to his staff and let them run with it. He was available to them for mentoring and guidance along the way. He can be hands on when needed and will roll up his sleeves to get the job done.

A very large long standing issue in Garfield County was the need for new infrastructure like a jail, roads, a bridge, and the airport needed renovations. Mr. Green rallied the leadership team around him. He gained support from the council and the community and worked out a plan to create infrastructure. He built a new jail and administration building. The airport made great strides on improving their infrastructure while he was the manager. There is not a single piece of infrastructure in Garfield County that was not improved by Mr. Green during his tenure. He sees the big picture and brings everyone together to find solutions.

Mr. Green's greatest strength is his ability to build teams. He established a leadership team which is still in place today. He consulted them in decision making and introduced strategic planning for maximum efficiency. He is fun to work with, but also accomplishes what needs to be done.

Mr. Green relies on his own observations along with those of others when interviewing new employees. He conducts group interviews so that he will obtain different viewpoints. He is a very good judge of character. He is capable of making quick and well informed decisions. He is a manager whom employees like to work for. He always makes himself available to employees.

Mr. Green is very community oriented and takes his program of change out into the community. He helped other organizations make the adjustments they needed. He is personable and easy to talk with, and he relates well to everyone, no matter what position they hold in the community. Customer service is a priority for Mr. Green, and he is very focused on that aspect of his job.

As a problem solver, Mr. Green swiftly collects all the information he needs to come up with the correct decision. He solves problems promptly, a trait Ms. Lundy found very important when she worked for him. He easily navigates difficult political situations.

## **Reference Notes**

### **Ed Green**

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Conflict is inherent in Mr. Green's job, but he manages it well and gets things done. He has to deal with conflict between Commissioners and other elected officials. He knows when to handle matters personally or when to seek help. He has never been involved in personal controversy.

Mr. Green is an excellent County Manager, but he feels the need to tackle a new set of problems. A new location with new challenges is what will keep him going.

#### **Words or phrases used to describe Mr. Green:**

- Intelligent,
- Easy to work with,
- Executes and implements changes,
- Compassionate and treats everyone with respect, and
- Forward thinking.

**Strengths:** Team building.

**Weaknesses:** None identified.

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#### **Brad Smith – Attorney for Fluor Corporation, Cincinnati, OH 864-421-7851**

Mr. Smith worked with Mr. Green at National Renewable Energy Laboratory (NREL) in 1991. In 1997, when Mr. Green went to Fluor, Mr. Smith followed him.

Mr. Green has a record of outstanding job performance. He is very creative and knowledgeable about the requirements which apply to different assignments. He organizes teams and people very well. He has a good work ethic and does not wear his authority on his sleeve. Mr. Green is a terrific manager.

When Mr. Smith worked with Mr. Green at NREL, he saw Mr. Green put together an exceptional team. He knows how to locate the right people for each specific situation. Since Mr. Smith is no longer in Garfield County, he has only observed him from afar. His current position is a first for Mr. Green, and he has done so much for the County. That speaks highly for him.

Mr. Green dealt with stakeholders at NREL and Fluor. Each participant was a critical component, whether a landowner around the site or a government official. He interacted very well with people. He is very engaging and accessible to the public, so he does not put people off.

Another of Mr. Green's strengths is his focus on customer service. While at NREL and Fluor, he promoted initiatives which required his people to focus on customer needs. Then the customers rated his staff on how well their needs were met. This process was very innovative at the time.

Mr. Green is a problem solver who has the right mix of expertise. He is collaborative and brings many minds together to deal with any problem. He makes a decision then moves on.

## Reference Notes Ed Green

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Controversy always exists in a public job, but Mr. Smith has never seen Mr. Green at the center of any. Nothing in Mr. Green's background would be embarrassing to a future employer.

Mr. Green has an exceptional ability to manage and is really good at it. Mr. Smith highly recommends him.

### **Words or phrases used to describe Mr. Green:**

- Proactive,
- Enjoys structure in developing organizations and is excellent at it,
- People person,
- Problem solver,
- Integrity, and
- Loyal to the organization.

**Strengths:** Works well with others; good facilitator; assesses employees and gives them the job that suits them; creative problem solver; and committed to problem solving

**Weaknesses:** None, except possibly that Mr. Green is loyal to an organization to a fault.

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### **Debbie Wilde – Director of Youth Zone, Garfield County, OH 970-945-9300**

Ms. Wilde has known Mr. Green since 1998. She has been very involved in the County for 30 years. She serves on the Human Services Commission.

Mr. Green has done amazing things for the County. A neighboring county requires pages and pages of documentation for any new projects. In Garfield County Mr. Green implemented a zero balance score card. He strategically mapped the process and created a procedure which is very simple to use. Specific financial and client information is gathered for this score card; then the Commission is better prepared to make an informed decision on the project. Although created to maintain high quality standards, the score card has also helped make the process faster, easier to use, and more efficient. He also created a simple assessment tool for grant applications.

Mr. Green allows people from other organizations to attend training meetings with the County staff. He always shares resources, new ideas, and innovative strategies with anyone who expresses an interest. He effectively uses the Best Practice approach.

Mr. Green has operated very differently from previous managers. One aggravation the human service organization face was that a portion of their budget was taken by a Commissioner and given to the fairgrounds. He improved the fairgrounds to the point that they became profitable and could function without drawing money from other organizations. Everyone involved was pleased. The Commissioner's wishes were fulfilled because the fairground now has the resources it needs to function, and the human services organization is able to keep its full budget.

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### Ed Green

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This example is one of many. The way business is done in the County substantially changed under his leadership. The changes he implemented have helped the County grow and develop.

Mr. Green is transparent and always available to answer questions. He is willing to listen and is very helpful. He is objective and does not patronize others. Mr. Green provides a sense of professionalism and comfortableness. He builds relationships well. He is innovative, a change agent, and he maintains an organization at a high performance level.

Ms. Wilde is quite connected within the community and almost always hears complaints about government officials. She has never heard anyone grumble or complain about Mr. Green. Mr. Green listens to constituents when they have ideas and helps them make sense of any situation. The County became more professional under Mr. Green. He is well respected in the community and never disagreeable, even when faced with strongly expressed, opposing viewpoints. Residents have a great deal of faith in Mr. Green. They were stunned when they saw the newspaper announcement that the Commission had decided to terminate his contract. Mr. Green has not been involved in anything controversial, either professionally or personally.

Ms. Wilde has already tried to hire Mr. Green. She highly recommends him for a CAO position. He is very professional and a person of integrity.

#### **Words or phrases used to describe Mr. Green:**

- Steady,
- Reasonable,
- Thoughtful,
- Fair,
- Likeable, and
- Best practices.

**Strengths:** Level headed, logical, and works extremely well with the community. Mr. Green makes decisions which are in the best interests of the County.

**Weaknesses:** Somewhat reserved and not as visible in the community. Prefers to work behind the scenes.

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#### **Dale Hancock – Former Deputy County Manager, Garfield County, CO 970-945-0521 (h) and 970-309-8480 (c)**

Mr. Hancock has worked in local government for 30 years and has reported to Mr. Green since 1998. When Mr. Green was hired Garfield County had an entrepreneurial type culture. Mr. Green brought an MBA orientation and a skill set from the private sector. He put together a strong leadership team that quickly addresses any situation that arises in any discipline. They had an extremely productive working relationship. Mr. Green insulated direct reports from the

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political arena as much as possible. He is an exceptional leader, and Mr. Hancock could not have asked for a better boss than Mr. Green.

When the Commission gives Mr. Green an outline of what they want him to accomplish he takes a long, hard look at it, asks question, puts together a plan, and ensures that the goals are met. If more of the elected officials would understand that there is a material different between a leader and a manager, organizations would have a higher level of output. Mr. Green is a leader and created a leadership team.

Mr. Green put a team together from the Road and Bridge Department, Human Resources, and Finance to assess snow removal practices and how to meet the needs of the residents while realizing cost savings. Mr. Green led them in process mapping. They increased output through this process. Snow removal is a very publicly scrutinized function in Garfield County.

Mr. Green makes good decisions when hiring personnel, especially for higher level positions. He is able to spot managerial potential and leadership in others. He is involved with the team and the functionality of the team. He supports a free flow of resources across the organization. Garfield County is very large, and offices are located throughout the County. He placed people in specific positions to communicate expectations uniformly throughout the organization.

Mr. Green can accomplish anything he is asked to do. He can innovate or be a change agent. He maintains and grows an organization. He is committed to continuous improvement. He expects employees to find better ways to fulfill their roles. He informs department heads of all matters they need to be aware of. With Mr. Hancock, he does not share extremely sensitive personnel information or politics issues unless they are relevant to Mr. Hancock's job.

Mr. Green completely restructured the organization in 2011 with a well thought out succession plan. He outlined responsibilities for each employee's position. The Commission was somewhat critical of his plan, but they chose not to outline their expectations or desires. Therefore, Mr. Hancock feels their criticisms are unfair. Mr. Green would have followed any instructions or outline given to him while creating this plan, had they been offered by commissioners.

Mr. Green is completely focused on customer service. Mr. Hancock spent much of his career overseeing the criminal justice arm of the government. He was surprised when Mr. Green stressed customer service, even for inmates. Mr. Green feels that the organization is responsible for everyone in the community, even those who are criminally convicted. Exit interviews are now held with the inmates before they leave to learn how the County can improve services and determine each inmate's level of satisfaction while they are still in prison.

Mr. Green comes from a procurement background and is comfortable working with extremely large budgets. He has a very high level of financial understanding. He may have a finance director to handle day to day transactions, but he easily understands every financial report. Mr. Green is also very responsive and does not lose track of tasks in his reporting structure. He is never off the clock, even late at night.

Counties are always controversial, especially when they deal with personnel decisions. Mr. Green has not created any controversy. He is straight as an arrow.

## Reference Notes Ed Green

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Mr. Hancock would hire Mr. Green. He is an excellent local government CEO.

### **Words or phrases used to describe Mr. Green:**

- Intuitive,
- Sensitive,
- Compassionate,
- Thoughtful,
- Good humored, and
- Honest.

**Strengths:** Assesses and implements goals set by policy makers.

**Weaknesses:** Mr. Green can be passive aggressive.

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### **Dave Adamson – Executive Director, Mountain Family Medical, Garfield County, OH 970-945-2840**

Mr. Adamson has known Mr. Green since 2004. He has observed Mr. Green in a number of settings and watched him work with employees on county issues.

Mr. Green has a good ear and is very perceptive. He is always able to finesse complex situations. He tells you when a project can be completed successfully but also tells you when you are faced with a no-win situation.

They worked together on one project to acquire land for a medical facility. The project was very complex because it was partially funded by the federal government, and the federal government dictated certain aspects of the job. Mr. Green was very forthright during this process. When the federal government could not have a detail they wanted, Mr. Green explained why. He is a good negotiator. He listens to every side and is willing to concede whenever an alternative point is reasonable. He orchestrated the project very carefully, ensuring everyone had the information they needed. Mr. Adamson was impressed with his handling of this very complex project.

People who attend public hearings and Commission meetings think very highly of Mr. Green. Citizens feel the County is well run under his management. The County has avoided budget issues which have plagued surrounding counties. Mr. Green carefully managed the County's resources and employees. He was not required to lay off any employees during the downturn. The county roads are good, and the basic infrastructure is outstanding.

When residents raise questions at Commissioner Hearings, the Commission often asks Mr. Green to answer their questions or address their complaints. He knows his material and is always well prepared. He is visionary. During the downturn he brought an expert in to brief the County on what was driving the price of natural gas and also lay out a scenario for recovery. Mr. Green is very accessible and answers questions.

## Reference Notes Ed Green

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The main controversy currently being debated in Garfield County is over whether rules should be placed on oil and gas drilling. Some people believe in free enterprise and allowing drillers to do what they want. Others are concerned about the environment and pollution. Mr. Green straddled the two sides and adjudicated without sharing his own opinion.

Nothing in Mr. Green's background would embarrass an employer. Mr. Adamson would hire Mr. Green and, had he been a Commissioner, Mr. Adamson would have fought to keep him. He is an outstanding manager, and Mr. Adamson thinks very highly of him.

### **Words or phrases used to describe Mr. Green:**

- Capable,
- Expert administrator,
- Good strategic planner,
- People person with employees,
- Delegator with good supervision,
- Committed to the mission of the County, and
- Conscientious hard worker.

**Strengths:** Organization and planning; hires good employees and lets them do their job; earns respect; and straightforward.

**Weaknesses:** None identified.

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### **Lisa Dawson – Director of Administrative Services, Garfield County, CO 970-945-1377 extension 1310**

Ms. Dawson has worked with Mr. Green since 2009. Mr. Green is the best person she has ever worked for. She has learned a great deal from him.

Mr. Green is an extremely good manager. He hires people who are qualified and passionate about their work. He offers employees the opportunities they need to grow. He does not micro manage employees once they have proven themselves. He is very ethical and is quite good at maintaining the right perspective on issues. He goes to great lengths to inform the Commissioners about both sides of any issue. Once the Commission decides on a particular direction he supports that direction, whether he agreed with their decision or not. He embodies a servant leadership. He is a leader but also works with everyone to ensure tasks are completed.

Mr. Green makes good decisions. He is innovative, a change agent, and maintains a high performing organization depending on what is required in any given situation. He applies an innovative approach in his work.

Mr. Green developed a senior management team. This group holds regular meetings with employees to keep everyone informed. Mr. Green is very supportive when a team identifies that it does not have adequate information. He is very generous with his time.

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Mr. Green has done a considerable amount of public speaking and is very comfortable in that role. He developed presentations and held meetings to deal with some of the primary industries in the County, such as natural gas. Recently a Commissioner ran on the platform of creating jobs and encouraging economic development. Many community groups questioned about how this approach might affect the County. Mr. Green developed a Power Point presentation and attended their meetings to explain the County's direction. He created a team to answer questions raised by the public. He is constantly networking in a positive way at various conferences.

Mr. Green always remembers important numbers. If someone raises points about a project in conversation, Mr. Green can tell them what year the project took place and how much it cost. He has a good grasp on the County's finances.

The County has dealt with many controversial issues. However, Mr. Green smoothed everything out and built consensus. Nothing controversial exists in his personal background.

Ms. Dawson would hire Mr. Green. He is an exceptional manager.

#### **Words or phrases used to describe Mr. Green:**

- Ethical,
- A leader but also a good manager,
- Good sense of humor,
- Hires people who are passionate,
- Good communicator in terms of public speaking, and
- Smart.

**Strengths:** Ethical; good communicator; empowers employees; and puts together good teams. Mr. Green is much more of a leader than a manager.

**Weaknesses:** Mr. Green believes that color makes an impression. Some of his Power Point presentations are very gaudy. However, he is good at delegating and allows his team to revise his presentation and make them more professional.

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#### **Mike Samson - Commissioner, Garfield County, CO 970-309-9673**

Mr. Samson has known Mr. Green since 1998. He served as a Commissioner for three years.

Mr. Green added a high level of professionalism to Garfield County. He is a good man and incredibly hardworking. He is very analytical. He gathers everyone's perspectives then makes decisions based on what is best for the organization.

Mr. Green makes good decisions when hiring personnel but Mr. Samson has not always agreed with his choices. The County has three commissioners who do not always see eye to eye, but a majority wins - 2 against 1. Occasionally Mr. Samson is on the winning side and sometimes he

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is not. Mr. Green generally makes very good decisions, proven by his longevity in Garfield County.

Mr. Green maintains an organization at a high performance level. He keeps the Commissioners informed. He communicates well. He is often asked to speak at specific functions sponsored by organizations such as Colorado Counties Incorporated. He represents the County quite well.

Mr. Green is customer service oriented. He wants every employee to understand that the County has voters, and County staff needs to pay attention to them. He solves problems and is not afraid to take the bull by the horn. He does not assign unappealing tasks to others. He does his job well and meets his deadlines.

Mr. Green was instrumental in hiring a good financial team for the County. With Mr. Green's background, and this financial team, the County is well taken care of. He is cognitive, aware, and concerned about how the County is operating. Garfield County has the best financial status in the State and is probably among the top 10 in the nation. The County has over \$120 million dollars in reserve. Most counties do not come close to that amount.

The biggest controversy the County faces is that residents do not agree on how oil and gas production and development should proceed. Mr. Green tries to insulate others in the department from the controversy. He reviews the facts and makes the best judgment. He ensures that the Commission has all pertinent information so they can arrive at the best decision. Mr. Samson is not aware of anything in his personal background that would be embarrassing for a future employer.

Mr. Green did a very good job for Garfield County over many years.

#### **Words or phrases used to describe Mr. Green:**

- Precise,
- Organized,
- Financially responsible,
- Professional,
- Helpful, and
- Intellectual.

**Strengths:** Sees the big picture; very organized and precise; and very professional.

**Weaknesses:** Because Mr. Green is so precise he does not always consider the human factor in certain situations.

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#### **John Martin - Chairman, Garfield County, CO 970-309-2362**

Mr. Martin hired Mr. Green in 1998. The County had been run like a mom and pop shop at the time he was hired. Now Garfield County leads the nation with its financing and policies.

## Reference Notes

### Ed Green

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Mr. Green brought a great deal of good leadership to the County. He has good ideas and is a good person. They have useful interactions and are able to express their points of view, even if they do not agree. They express opposite viewpoints very openly and fairly, and any disagreements they may have on issues do not affect their working relationship. Professional courtesy is reciprocal between them.

Hiring personnel is Mr. Green's main function, as well as running the County and enforcing board policy. His management team assists him with hiring. The department heads go through a review process and make recommendations. Mr. Green is the final review officer on new hires and handles disputes, dismissals, or any other type of personnel action. He is the hearing officer.

Mr. Green makes very good decisions. He is innovative. He encourages his employees to grow and challenges their thought processes so they can become better employees and supervisors. He keeps the Board informed most of the time. He has considerable experience dealing with the public in a variety of settings. He does a good job putting information together then relaying that information to the public.

The County had excess funds and wished to help the cities which were struggling, but the County had limited ability to give actual dollars. Mr. Green discovered that the County could put money into infrastructure improvements, thus benefitting these municipalities but without violating the constitution.

Mr. Green encourages economic development and improvements in the community. He has a great vision for capital projects. Occasionally the Commission feels the need to slow down progress because they may be put in a position to overspend at that time. Mr. Green is enthusiastic and sometimes does not want to slow down.

Mr. Green has not been involved in any personal or professional controversies. Mr. Martin hired Mr. Green and is happy with his performance. The County has a policy of not rehiring employees. However, they would possibly make an exception in Mr. Green's case. He is a good local government CEO.

#### **Words or phrases used to describe Mr. Green:**

- Punctual,
- Challenging,
- Willing to work,
- Good listener,
- Authoritative, and
- Personable.

**Strengths:** Thinks outside the box; empowers employees; and highly focused on customer service.

## **Reference Notes**

### **Ed Green**

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**Weaknesses:** Mr. Green has a tendency to do a good job but not tell the people at the top what is going on when situations are stressful, sensitive, or face time constraints.

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#### **John Peacock – County Manager, Pitkins County, CO 970-778-5284**

Mr. Peacock has known Mr. Green since 2002. Mr. Peacock has managed two counties which neighbor Garfield. One county was significantly smaller than Garfield; the other was significantly larger.

Imitation is said to be the sincerest form of flattery. Mr. Peacock has adopted many of the approaches Mr. Green has used in Garfield County. Mr. Peacock has taken his leadership team to visit with Mr. Green's staff and study their initiatives. He also uses Mr. Green's succession plan, training programs, and other initiatives.

Mr. Green is a phenomenal manager who has served a very long term in Garfield County. He professionalized the organization and did more to apply modern management thought and technique than any previous manager. He implemented many successful initiatives. His senior management team holds him in very high regard, and they have strong relationships with him.

Mr. Green is very personable. He prefers one on one interaction. He builds powerful relationships. Whenever Mr. Green and Mr. Peacock worked on a joint project or a common initiative, they met face to face. They only ever spoke on the phone to set meeting times.

Mr. Green focuses on high performance and seeks out opportunities to make changes that improve efficiency. He does not pursue innovation simply for innovations sake. The most significant joint project they worked on with other counties in the region was a socio economic study concerning oil, gas, and mineral lease development.

Mr. Green is customer service oriented. Based on the types of programs he has initiated and guided through the process, he is very good at solving problems and encouraging others to solve problems. Mr. Green is very timely in meeting his commitments, more so than Mr. Peacock.

Mr. Green was only involved in controversy related to the nature of his job, never those of his making. Nothing controversial will be found in his background.

Mr. Green is a leader. He has been a very good CEO for Garfield for many years and will be an asset to any organization.

#### **Words or phrases used to describe Mr. Green:**

- Personable,
- Strong relationships,
- Strong business acumen,
- Professional,

## Reference Notes Ed Green

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- Pragmatic, and
- Has an eye toward excellence.

**Strengths:** Strong relations with staff; good business acumen; and does a good job building relationships with colleagues outside the organization.

**Weaknesses:** None identified.

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### **Larry McCown – Former Commissioner, Garfield County, CO 970-379-1405**

Mr. McCown was on the Commission that hired Mr. Green in 1998. He likes Mr. Green a great deal.

Mr. Green's job performance is excellent, and the Commission has no complaints. They had a good working relationship. For the most part he made very good decisions when hiring personnel, and he made good decisions for the County. Mr. Green is a leader who understands the vision of the council and encourages the employees to achieve the vision.

Mr. Green is innovative and maintains an organization at a high performance level. He thoroughly took on the management responsibility and made decisions. Occasionally he did not tell the Board why he was making a particular decision.

Mr. Green is very good in one on one interaction but also in group meetings. He works well with everyone. He meets his deadlines. He led many teams during his tenure in Garfield County. He created table top exercises at the airport for emergency responders in the area. He led a team of department heads to formulate a long term capital plan.

Mr. Green was not involved in any more controversy than any other county manager would be. Mr. McCown is not aware of anything in his personal background that would be considered controversial or embarrassing to a future employer.

Mr. Green was the County Manager for fourteen years. The normal longevity is five to seven years. His tenure with Garfield doubled the national average. He has weathered three significant administrative changes. These facts speak highly of Mr. Green. When someone is a manager for an extended period of time that person may tend to forget he or she works for someone else. This problem is common in the industry and not a reflection of Mr. Green or his work.

Mr. McCown hired Mr. Green once and would do so again. He is an excellent County Manager.

### **Words or phrases used to describe Mr. Green:**

- Strong,
- Honest,
- Loyal,

## Reference Notes Ed Green

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- Assertive, and
- Personable.

**Strengths:** Financial management, infrastructure improvement, and master planning.

**Weaknesses:** Personnel issues.

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### **Tom Jankovsky - Commissioner, Garfield County, CO 970-618-2762**

Mr. Jankovsky has known Mr. Green since 2011.

Mr. Green's job performance is good to excellent. He will do a great job for whoever hires him. He is a great leader.

They meet once a week to talk about the current status of the administration. Mr. Green makes good decisions when hiring personnel and makes good decisions in general.

Mr. Green did a great job of updating the organizational chart. He changed the culture of the County. The climate is now more business friendly which is very important considering the current economic trends. Mr. Jankovsky appreciates that Mr. Green put considerable time into the economic development of the County.

Mr. Green contacts every commissioner immediately when problems or issues arise. He has a great deal of experience working with the public and is very good at it. He resolved many personnel challenges in Garfield County.

Mr. Green has good financial skills but relies on his finance director for most of the day to day financial operations. He understands the budget and knows how to read all the different financial reports and statements. He accomplishes tasks in a timely manner.

Mr. Green has not been involved in anything controversial, and nothing untoward will be found in his background. Mr. Jankovsky would hire Mr. Green. He is a good local government CEO.

#### **Words or phrases used to describe Mr. Green:**

- Intelligent,
- Communicates well,
- Good leader,
- Understands politics,
- Good sense of humor, and
- Very fit.

**Strengths:** Organizational and communication skills.

**Weaknesses:** None identified.

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## Reference Notes Ed Green

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### **Randy Ector– Contract Manager for Fluor Corp, Portsmouth Nuclear Plant, OH 513-255-5528**

Mr. Ector worked for Mr. Green in 1992 at NREL then followed him to Fluor in 1992. They have been friends ever since.

Mr. Green is an excellent manager and a very open and sincere person with his staff. He is very informative and always on top of the relevant statistics. He worked very well with clients and internal management.

Mr. Green makes good decisions and gathers all the information needed before making the best decisions. He is not afraid to make decisions, nor afraid to revise them when necessary.

Mr. Green is very good with the public. While at NREL he had to hold public meetings to keep them informed. He also kept the government up to date on the status of the organization. Customer service was a priority to him, and he was always highly rated.

Mr. Green is an outstanding manager. He is very organized and very factual, which makes him a good problem solver.

Mr. Green is a strong candidate for any organization. Mr. Ector followed him to Ohio and would follow him again based on their terrific working relationship.

#### **Words or phrases used to describe Mr. Green:**

- Honest,
- Open,
- Value driven,
- Trustworthy,
- Integrity, and
- Informative.

**Strengths:** Integrity and honesty; very down to earth and very approachable; and an excellent communicator.

**Weakness:** None identified.

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### **Rick Aluise– Former Town Manager, Silt, CO 970-987-1175**

Mr. Aluise was the Town Manager of Silt and worked with Mr. Green on different issues that affected both entities. He has known Mr. Green since about 2004.

## Reference Notes Ed Green

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Mr. Green is responsive and always comes up with solutions to any problem he is given. Mr. Aluise could not offer him a high enough rating. He provided assistance deal with different issues Silt was facing to help the City achieve its goals.

Mr. Green makes very good decisions. Mr. Aluise once had to deal with a complaint from a Garfield County employee, so he passed that on to Mr. Green. He solved it very amicably within 24 hours.

Mr. Green is both innovative and maintains his organization at a high level of performance. He has increased levels of service since arriving in Garfield County. He is always developing innovative ideas. He identifies unique solutions to tricky problems. He is very good with the public because he is very personable.

Mr. Green has nothing in his past that would be embarrassing to a future employer. Mr. Aluise cannot recommend him highly enough for any position.

### **Words or phrases used to describe Mr. Green:**

- Financially strong,
- Intelligent,
- Responsive,
- Personable,
- In charge, and
- A very good manager.

**Strengths:** Brings people together; tremendous financial control skills and administrative capabilities when working with his staff; and a very good manager with considerable knowledge about relevant issues.

**Weaknesses:** None identified.

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**References Completed by:** Lynelle Klein, Colin Baenziger & Associates

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*Internet Research*

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**Internet – Newspaper Archives Searches**  
**ED GREEN**  
**(Articles are in reverse chronological order)**

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**The Post Independent**

January 4, 2012

**Garfield commissioners fire county manager Ed Green**  
**Move came as a surprise to longtime administrator**

John Stroud

GLENWOOD SPRINGS, Colorado — In a move aimed at reorganizing the way Garfield County government operates, county commissioners on Tuesday voted unanimously to fire county manager **Ed Green**, ending his nearly 14 years of service with the county.

“It was a bit of a surprise,” **Green** said after the decision, adding he had no forewarning of the commissioners' action prior to Tuesday. “We had just finished contract negotiations about a month ago,” **Green** said of his contract renewal in November, at an annual salary of more than \$133,000. “At that time, the conclusion was positive that I would be here for the next few years,” he said.

The move came after the Garfield Board of County Commissioners (BOCC) returned to public session from a closed-doors meeting called to discuss unspecified contract matters with county attorney Andrew Gorgey.

The decision to part ways with **Green** is in line with the board's ongoing assessment of the county's organizational structure, said County Commissioner Tom Jankovsky, who made the motion to terminate **Green's** contract “without cause.”

“I do this not lightly, and want to acknowledge your services to the county,” he said to **Green** in making the motion. “The county has made great leaps and bounds under your direction, and I wish you success in the future.”

Jankovsky added in a follow-up interview, “I have a great deal of respect for the work he has done. ... He brought Garfield County from being a mom-and-pop county to a professionally administered county.”

**Green**, 62, was placed on paid administrative leave for 30 days, in accordance with his contract agreement, although the termination was effective immediately. He is also to receive an additional six months severance pay, plus continued health insurance coverage for that same period.

Gorgey was appointed interim county manager, at least until Feb. 29, when the board hopes to make some decisions about future county administration.

Whether that will involve an internal appointment or an outside search for a new county manager is unknown at this point, BOCC Chairman John Martin said.

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“We would like to start making some decisions within the next 30 days,” he said.

Martin, the only one of the three current commissioners on the board when **Green** was hired in 1998, also had high praise for **Green's** work.

But he, too, said the decision signals a change in direction for county government.

“We are in the process of making some changes in the county that we believe are in the best interests of the citizens,” he said after Tuesday's decision. “The board does wish to be more involved in the decisions of the county.”

The county manager and county attorney are the only two county employees who report directly to the BOCC. Around the time the board renewed the contracts of both **Green** and Gorgey for 2012, they also requested regular meetings with the two as a way to have regular “supervisory” meeting with the two regarding county operations.

**Green** said one of those meetings occurred, and another one that was scheduled was canceled. He said he was given no indication that the board did not intend to retain him through the coming year.

“John [Martin] and I have had some disagreements over the last few months on some things, but I never thought it would get to this point,” he said, citing some differences of opinion over human resource and public works issues.

He also cited some differences of opinion regarding the recent budgeting process. In drafting the 2012 budget, the commissioners, at Jankovsky's urging, engaged in a line-by-line review to arrive at a balanced budget.

“I didn't think it was anything we couldn't overcome,” **Green** said of any possible philosophical differences with the board. “I do think the board wants to become more involved in the day-to-day activities and operations of the organization,” he said.

Though he is approaching retirement age, **Green** added that he would like to continue working for at least another five years. “I'll have to see what's available here, or elsewhere,” the Rifle resident said.

**Green** is the second top-level official to leave Garfield County government in two years. Former longtime county attorney Don DeFord retired after 2010. Gorgey was hired as his replacement in May 2011.

“My role is to assist the commissioners in moving the county from point A to point B,” Gorgey said of his interim manager duties. “My early responsibility will be to help determine what point B is.”

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**(Articles are in reverse chronological order)**

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**The Post Independent**

November 15<sup>th</sup>, 2012

**Garfield County commissioners getting more involved with daily operations  
Will hold 'supervisory' meetings with county manager, attorney**

John Colson

The Garfield County commissioners will be more involved in the “day-to-day oversight” of the county's staff, in the form of regular meetings with County Manager **Ed Green** and County Attorney Andrew Gorgey that will be off the record and behind closed doors.

But the new management regime is not to be viewed as micro-managing the county, at least two members of the three-member Garfield Board of County Commissioners (BOCC) said Monday.

“I don't think that's our goal at all,” said Commissioner Mike Samson, who said he is primarily the one who is behind the new policy.

“To begin with,” Samson continued with a grin, “I'm not making enough money to be micro-managing the county. He [pointing at **Green**] makes ‘three times' what I make.”

Samson was exaggerating a bit. The BOCC recently signed a renewed “engagement of services” with **Green**, at an annual salary of more than \$133,000. The commissioners each earn approximately \$72,500 per year.

Commissioner John Martin, at Monday's meeting of the BOCC in Carbondale, explained that the policy is intended to keep the commissioners in closer touch with their top management as well as to ensure that policies are being implemented as the BOCC intends.

The meetings, he said, will involve “just day-to-day priority type stuff ... reality questions that need to be answered ... to see that direction is being followed.”

According to Samson, when he first started serving on the BOCC three years ago, he was surprised to learn that the commissioners did not have such meetings regularly with the two employees who report directly to the BOCC — the manager and the attorney.

“I guess I just started asking questions about that,” Samson went on, noting that as a retired educator he was aware of similar relationships between school boards and their superintendents.

“They do it all the time,” he said.

He mentioned “some communication problems” between the BOCC and **Green** in the past, although he could not provide any details regarding such problems.

According to **Green**, something like half the counties in Colorado do not employ county

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managers.

One of those is Arapahoe county, **Green** said. Arapahoe County has a population of more than 500,000 and is the third most populous county in the state, **Green** said.

Instead of a manager, he said, the five county commissioners divide up the management duties among themselves.

Given that precedent, the BOCC voted to adopt the new policy and hold “supervisory” meetings on the second Monday of each month, unless conflicts require that the meeting be scheduled at another time.

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**The Post Independent**

June 16, 2011

**Jordan termination surprises observers**

**Garfield County's oil and gas liaison was 'willing to work for both sides'**

John Colson

GLENWOOD SPRINGS, Colo. — Praise for a job well done and puzzlement at her dismissal has followed on the heels of news that Judy Jordan was sacked this week from her position as oil and gas liaison for Garfield County.

Jordan, 48, had been on the job for about four years when she was terminated on Wednesday for reasons that have yet to be made clear.

County administration officials have not responded to requests for comment about Jordan's termination. County Manager **Ed Green** told the Post Independent on Monday, before Jordan received her termination notice, that he could not comment on personnel issues.

Jordan's attorney, Tim Whitsitt of Carbondale, said Jordan is considering whether to submit an administrative appeal to her dismissal, and would not comment for now.

Some area residents have reacted with alarm, worrying that the move signals the county is more aligned with industry interests than citizens.

“I'm very disappointed, but not at all surprised,” said Silt area resident Nikki Fender. She said she fears the county is more concerned about the industry's welfare than that of the citizens at large.

“Judy Jordan was very knowledgeable and willing to work for both sides in an unbiased way,” Fender said, referring to industry and citizens. “I mean, there were times we wished she would be more on the citizens' side. I really think the county has made a huge mistake.”

Former Garfield County commissioner Trési Houpt, who was defeated last year by new commissioner Tom Jankovsky, agreed.

“Judy was a very well-qualified person for the job,” Houpt said. Jordan “brought a perspective that was different from Doug Dennison,” one of Jordan's predecessors in the job, who worked in the mining industry prior to taking the job and left in 2006 to work for the gas industry.

Houpt said the gas industry's main interest “is the bottom line. But the responsibility of people who work for the county government is for the people of the county.”

She said the current board probably decided Jordan “wasn't toeing the line in supporting the industry, and was let go.”

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Industry representatives also seemed caught off guard about Jordan's dismissal.

“Judy's commitment to the welfare of Garfield County residents, and her genuine effort to be neutral and effective on complex issues during her tenure, has always been appreciated by all — despite policy-related disagreements that arise from time to time,” David Ludlam, executive director of the Western Slope Colorado Oil and Gas Association, wrote in an email.

Sher Long, a spokeswoman for EnCana Oil & Gas (USA), said relations with Jordan had improved after January 2010, when EnCana signed a letter criticizing both Jordan and the county's Energy Advisory Board.

“Things have gotten definitely better,” Long said, noting that county staff members, including Jordan, have been attending monthly operators' meetings. “It just gave us an opportunity to get to know each other better,” Long said.

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**The Post Independent**

April 17, 2011

**Samson: Garfield in best fiscal shape of any Colo. county**  
**Reserve balances more than \$100M**

John Colson

GLENWOOD SPRINGS, Colorado — Garfield County is in the best fiscal shape of any county in Colorado, and is in the top 10 among counties around the U.S., thanks to the enviable presence of full year's worth of reserves in the bank, according to County Commissioner Mike Samson.

He mentioned the county's fiscal status in his comments at the county Republican Party's Lincoln Day Dinner a week ago. He noted that people in Garfield County have many things to be thankful for, and cited the county government's fiscal health as the example.

Samson said he heard the comparison from people with Colorado Counties, Inc., the statewide organization of county governments, when he and fellow Commissioner John Martin traveled to Washington, D.C., for the 2011 National Association of Counties conference, in early March.

Samson said the claim makes sense to him, since the county has reserve fund balances of more than \$100 million, which is enough to meet the county's expenses for a year.

“To my knowledge, there's nobody else in the state that comes close,” he mused. “Well, maybe Weld County, they might come close to us,” naming another county that has a high concentration of energy companies drilling natural-gas wells and the revenues that come with that industrial activity.

Both Garfield and Weld counties report that a large portion of their property tax revenues come from the oil and gas industry.

In Weld County, according to the 2010-2014 Budget Plan available on the county's website, oil and gas production facilities made up nearly half of the county's assessed value for the 2010 budget year.

In Garfield County, the industry accounts for nearly 75 percent of the county's total assessed value, a figure that may drop by as much as 30 percent in the coming year, according to county budget projections.

Garfield County's reserves, according to county officials, are projected to continue to grow slightly in the coming couple of years, despite the ongoing slump in the gas industry.

According to the county's adopted budget for 2011, the reserve fund balances are expected to drop to slightly less than \$100 million by the end of the year.

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But revised projections now predict that the reserves will be at \$103 million by the end of 2011, said county manager **Ed Green**. The reserves will continue to grow slightly in the next couple of years, he said, even as revenues shrink due to a lowering of the county's assessed property valuations as a consequence of the ongoing recession.

The increases in the reserves, he said, are in part due to the county's austerity measures, including a decision to not fill vacancies in most departments. That is yielding a savings of 5 to 10 percent compared to the adopted county budget.

Other cutbacks in operational costs, **Green** said, will help keep the reserves healthy over the next five years.

**Green** told the Post Independent that about half of the county's reserve fund is the result of oil and gas activities since 2004, coming in the form of mineral severance taxes and federal mineral lease fees distributed to the counties most affected by oil and gas activities.

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**The Post Independent**

February 3, 2011

**Search is on for a new Garfield County attorney**

John Colson

The effort is on to find a new Garfield County attorney, following the recent selection of a California search firm. The Garfield County commissioners on Jan. 24 picked the firm of Peckham and McKenney, of Sacramento, Calif., to conduct the search to replace recently retired Don DeFord, who announced his impending departure in late November, 2010, in a letter to county staff members.

When asked about the decision last December, DeFord said simply that he and the commissioners “agreed that I’m going to end my term as county attorney” after 25 years in the office.

According to county manager **Ed Green**, the commissioners did not impose any criteria for DeFord’s replacement at the Jan. 24 meeting.

But, **Green** said, the commissioners will be meeting with representatives of Peckham and McKenney in February in Glenwood Springs, and that the criteria for the search is likely to be settled then.

At the same time as the meeting with the commissioners, **Green** said, the search team will meet with heads of county departments and staff of the county attorney’s office.

That office currently is being headed by interim county attorney Carolyn Dahlgren, who was DeFord’s chief deputy.

Dahlgren has told the Post Independent that she has no interest in taking DeFord’s place, and **Green** said he was not aware of any others currently working in the attorney’s office who want the job.

According to **Green**, the search itself probably will be launched in February, using the Internet and more traditional networking.

**Green** said the search firm was chosen in part because Phil McKenney has had some experience working in municipal government in Colorado, as well as for the ski industry, “so they [the BOCC] felt that he had relevant experience.”

**Green** said he expects to interview leading candidates by late April or early May, and to have an attorney on the job by June or July. The salary range, he said, “will be in the \$125,000-\$135,000 range, would be my guess.”

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**The Post Independent**

October 14, 2009

**Garfield County officials predict budget rebound in 2014**  
**But property tax revenues projected to be low from 2011-2013**

John Colson

Garfield County finance department officials outlined a fairly optimistic view of the region's economic future on Tuesday, when they presented the proposed 2010 county budget to the Board of County Commissioners.

Finance director Lisa Dawson and budget analyst Theresa Wagenman, in a PowerPoint presentation to a room filled with county staff members, projected that the county's property tax revenues will fall off precipitously in 2011 but should be back up close to their current levels by 2014.

The finance officials stressed that all figures presented to the staff are preliminary, and that the budget will continue to undergo alterations until the county commissioners move for final adoption in December. They said they based their projections on careful readings of economic indicators and reports, as well as local economic trends.

While county property tax proceeds are projected to skyrocket to \$70 million for 2010, officials say property taxes receipts will plummet to \$33 million the following year, and stay below the \$40 million mark through 2013, a reflection of the continuing national recession and a sharp drop in oil and gas activity on the Western Slope.

But in 2014, according to the projections contained in the budget documents, property tax collections are expected to be \$42.5 million, signaling a resurgent area economy and a renewal of high levels of oil and gas activity.

Overall, the county expects to take in more than \$109.6 million in revenues in 2010. Besides property taxes, much of the balance is expected to come from grants (\$20.5 million) and charges and fees (\$8.1 million).

Sales tax receipts, which historically have made up approximately 7 percent of the county's revenues, are expected to come in at just over \$6 million in 2010, or between 3 and 5 percent of revenues. Sales tax receipts are expected to remain relatively flat for 2011, perhaps returning to 2009 levels in 2012.

On the expense side of the ledger, according to the budget documents, the county expects to spend a total of \$87.6 million or so, compared to projections of \$85.8 million in expenses for 2009. Those amounts, said Wagenman, reflect an average increase of 2 percent in operations costs for all departments, a trend that is expected to be in place for several years.

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For the year 2011, Wagenman told the commissioners and assembled staff, the county's total expenses are expected to be approximately \$89 million, compared to revenues of approximately \$77 million, meaning deficit spending amounting to “almost \$12 million.”

That spending, she said, will be covered by the county's healthy “fund balance,” or money the county has been socking away for a rainy day for years.

The balance, fed by several years of bulging property tax collections that come largely from the oil and gas industry, is expected to stand at “about \$80 million” by the end of 2009, and to be in the neighborhood of \$90 million by the end of 2010, according to statements by County Manager **Ed Green**.

Those reserves will dip in succeeding years, according to the finance department, which projects fund balances of \$86 million in 2011, \$78 million in 2012 and \$75 million in 2013.

That dip is due to declines in property values — for industrial, commercial as well as residential properties. Because tax collections lag two years behind tax assessments, the 2011 tax receipts will reflect the 2009 recession and drop in property values.

The county's fund balance is projected to begin climbing back up after that, reaching \$78 million in 2014, according to budget documents.

In general, the county is holding salaries at 2009 levels, although there is a possibility of a 2-percent cost of living raise for 2010. The commissioners will review the county's financial picture in January 2010 before deciding that issue.

The county is expecting to hire five more employees, bringing the total number of full-time and part-time workers to 501 for next year.

The five new employees requested include three for the sheriff's department — a civil deputy and two administrative assistants — two of whom are to work in the new sheriff's office annex facility in Rifle, which has yet to be built.

Also being considered are three summer interns at part-time wages, one for the county attorney's office, one for the finance department and one for the building and planning department.

Road and Bridge has requested two part-time summer workers for weed-cutting and related work, while the Information Technology department is asking for a Web administrator to look after the county's website.

The total budgetary impact of the requested new positions is \$126,000, according to the finance department's presentation.

Within the General Fund, which includes the county's basic operating accounts, there are 308

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employees — 151 of them in the sheriff's office, and 157 in all other departments.

The county's motor pool, which is not part of the General Fund, has requested replacement of five sheriff's office vehicles — some of which may be rotated into continuing service as general county vehicles — and three of the county's hybrid Toyota Prius vehicles, due to age and mileage limits. The Priuses are to be replaced by Ford Escape hybrids, according to **Green**.

The budget reflects a number of capital projects for the year, including a \$26 million expansion of the runway at the Garfield County Airport near Rifle. The airport is to be closed for six months next year for the construction. Most of the cost of the work is to be paid for with Federal Aviation Administration funds.

The budget also calls for half a dozen road and bridge projects, worth a total of just over \$7 million, including finishing up the reconstruction of County Road 204, paid for by a \$25 million contribution from Chevron.

The remaining projects include work on the Black Diamond bridge up Four Mile Road, flash-flood mitigation in Canyon Creek and work on the Satank Bridge project near Carbondale.

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**The Post Independent**

September 18, 2009

**Garfield County expects property tax revenues to reach \$71.5M in 2010**

John Colson

Garfield County is expecting to reap a record \$71.5 million in property tax revenues next year, compared to \$44.5 million in 2009, according to figures submitted to the board of county commissioners this week.

The increase is attributed to increased property values throughout the region over the past decade, a trend that came to an abrupt halt last year when the economies of the world went into decline.

Because property tax calculations involve a two-year lag time, the tax revenues now being calculated for 2010 reflect property values from 2008, a time when the economy was still booming.

By 2011, according to County Assessor John Gorman, property tax revenues will begin to reflect the beginning of the recession, and by 2012 the full impact will be felt. Sales taxes, which also are expected to plummet for 2010, account for only 7.5 percent of the county's general fund budget.

Given all this, County Manager **Ed Green** advised the county commissioners on Sept. 16 that there is a need to build up a considerable financial cushion against hard times to come.

“We put a lot of money into the general fund,” **Green** said of the proposed 2010 budget, adding that “for the most part ... the departments did a great job” of holding to the 2-percent increase in expenditures called for by the commissioners.

For the general fund, which covers most of the county's operating expenses, the amount left in the fund at the end of 2010 is projected at nearly \$21.2 million, compared to an estimated ending balance of \$16.8 million for the current year.

Another significant bump in year-end balance projections is for the road and bridge department, which is expected to finish out 2009 with more than \$12.5 million in reserve. That year-end balance for 2010, according to estimates provided by the finance department, are expected to decline slightly, to approximately \$11.5 million.

The third big fund in the county's ledger is the oil and gas mitigation fund, which started the year in 2009 at nearly \$5.9 million but is expected to finish at more than \$17.4 million, thanks to a huge influx of money from mineral severance taxes and mineral lease fees associated with Colorado's natural gas boom.

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The money comes from payments made by energy companies to the state, a large portion of which is doled out to the most heavily affected counties by the Colorado Department of Local Affairs. This year Garfield County received more than \$11.6 million, roughly twice the county's most optimistic expectation, according to **Green**.

With an estimated \$3 million projected to come into the fund in 2010, according to the finance department, the county could end up with more than \$20 million by the end of 2010.

The reserves in the county's capital expenditures fund also are expected to grow slightly over the course of the coming year, from a little more than \$15 million at the end of 2009 to a little more than \$18 million by the end of 2010.

After the end of next year, however, county officials are expecting revenues to fall off by 20 percent or more, thanks to the ongoing recession and the drop in oil and gas exploration activities across the west.

When County Commissioner John Martin suggested some of the county's mineral impact mitigation windfall be doled out to those who pay property taxes, in the form of reductions by \$100 from each bill, commissioner Trési Houpt resisted the notion.

The money, she said, “really is specifically for oil and gas mitigation,” to be used for maintaining county staffing levels, performing environmental repairs or working on the county's stressed out roads.

And, she pointed out, “the DOLA grants are going away” thanks to the collapse of the gas drilling boom.

The commissioners will be having further meetings about the departmental proposals leading up to a formal presentation of the proposed budget as a whole in mid-October, with final adoption scheduled for December.

Among other decisions, the commissioners have yet to vote on giving a cost-of-living raise to county employees. That decision is expected to be made late in December or perhaps in January, once the final revenue picture is more clearly understood.

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**The Post Independent**

September 17, 2009

**Give it away or save for a rainy day?**  
**Garfield commissioners debate revenue windfall spending**

John Colson

Garfield County may end up handing out to property owners and senior citizens a large part of a recent windfall in energy impact money, rather than saving the money for a rainy day that some believe is coming soon.

Commissioner John Martin this week suggested giving all the county's 38,000 or so property taxpayers \$100 off their property tax bill, which could come to approximately \$4 million in lost revenues for the county.

He also suggested the county should consider a special property tax break for senior citizens.

“When you're on a fixed income, and you get \$100 off your tax bill, that's a big windfall,” Martin declared at a work session on Wednesday.

But he found no overt support from the others on the board of county commissioners, and more than a little resistance from commissioner Trési Houpt, who argued that the money would be put to better use as a cushion against a predicted drop in property tax revenues over the next couple of years.

The money essentially would come out of more than \$11 million the county recently received in combined mineral severance tax and mineral lease fee payments from the Colorado Department of Local Affairs, more than the county has ever gotten as mitigation for impacts from energy development.

County manager **Ed Green** earlier this month recommended that the money should be simply deposited in the county's reserve account, given his projections that the county's current budget surplus of some \$74 million could drop to minus \$22 million by 2013.

The county's current budgetary projections call for property tax revenues of \$71.5 million for 2010, but anticipate a decline of 20 percent or more the following year.

**Green** told the Post Independent on Sept. 4 that, given the depth of the current recession and the slowdown of everything from the construction industry to the energy industry, revenues are expected to be down considerably in the coming few years.

Meanwhile, he said, the county must continue to provide needed services to its residents, although the various departments have been told to limit spending increases to two percent for 2010.

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Given those budgetary expectations, **Green** said, “an extra \$11 million will certainly help” keep the county from going into the red in the near future.

At this week's budget work session, Houpt told Martin, “We can't predict what's going to happen” to county revenues or the need for services, noting that the state has warned that it may have to cut some of its services to county residents due to budget shortfalls of its own.

That is the state's problem, retorted Martin.

“The state needs to put its budget in order,” he said, adding that county residents deserve the break on their property taxes.

He also indicated skepticism over predictions of fiscal decline, declaring, “I don't think you're going to see less revenue next year. I think that's a panic alarm.”

Houpt and Samson both insisted that the county's finance department and administration need to calculate the effect of Martin's proposal before any decisions are made that might short-change the county's services.

“In my mind, that is our first responsibility, to see that our services are meeting the needs of the people,” she said.

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**The Post Independent**

September 13, 2009

**FRAC Act to be eyed at Garfield County Commissioners meeting**  
**Controversial drilling practice 'hydraulic fracturing' the focus of Monday's discussion**

John Colson

GLENWOOD SPRINGS, Colorado — Gas and oil drilling operations are expected to be in the bull's eye at the Sept. 14 meeting of the Garfield County commissioners, when the topics will include a potentially explosive debate over a bill now before the U.S. Congress about the controversial gas-drilling procedure known as “hydraulic fracturing.”

The board of county commissioners has been preparing to take a position relative to the proposed legislation, known as the DeGette bill after one of its sponsors, Colorado Rep. Diana DeGette (D-Denver), which seeks to force the oil and gas industry to reveal certain secrets about its techniques as a way of ensuring public safety in areas where extensive drilling occurs.

According to one county staff member, county manager **Ed Green** recently directed her to seek the advice of an industry lobbyist concerning the language of a resolution to explain the county's position.

Judy Jordan, the county's oil and gas liaison, said that, per **Green's** instructions, she contacted Kathy Hall of the Colorado Oil and Gas Association, a lobbying organization, and that Hall sent her three versions of a resolution on the DeGette bill that would be acceptable to COGA. Hall could not be reached for comment on Friday.

**Green**, who has been away on vacation, said at one point on Friday that he is unaware of any proposed resolutions that are up for discussion at the Sept. 14 meeting. Later attempts to recontact **Green** to corroborate Jordan's comments were not successful, and other county officials said they knew nothing of a frac'ing resolution.

The BOCC's agenda for Sept. 14 contains an item titled “Resolution on Frac'ing — Mike Samson” but no documents were included in the commissioners' packet with details of a resolution, and commissioner Mike Samson could not be reached for comment on Friday.

The Sept. 14 meeting agenda also calls for appearances by a representative of the Grand Valley Citizens Alliance to talk about the DeGette bill, which is formally called the FRAC (Fracking Responsibility and Awareness of Chemicals) Act.

“I just want to make sure the public has all the information, and we can hold our county commissioners accountable for the way they vote” on the resolution and other matters, said Tara Meixcell of the GVCA.

Concerning the FRAC Act, Meixcell said, “I'm looking at this as an opportunity to say, here is

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our chance to do away with that exemption, which never should have been there in the first place.”

The bill proposes to eliminate an exemption from the federal Safe Water Drinking Act for the fluids used in hydraulic fracturing, or “frac’ing,” which the industry said is a critical procedure for getting at deeply buried deposits of oil and gas. Industry spokesmen also have noted that there has not been any direct evidence that frac’ing leads to contamination of water supplies.

The procedure calls for the injection of a massive amount of fluid, made up of water, sand and chemicals, into a well to break up the deep sandstone layers that contain the oil and gas deposits. Under an energy bill passed by Congress in 2005, frac’ing fluids are specifically exempted from the SWDA’s provisions designed to protect public water supplies from industrial pollution. A listing of some of the chemicals involved is available in some government reports, including one on the Garfield County website, but DeGette and others want to enact a federal law that makes disclosure of all the chemicals used, and their proportions, to government regulators.

Critics of the procedure believe it has caused chemical contamination of groundwater supplies in some areas, a concern which recently prompted the Environmental Protection Agency to conduct testing on domestic water wells in the area around Pavillion, Wyoming, the scene of considerable oil and gas exploration.

Only one of the Garfield County commissioners, Trési Houpt, has indicated support for the DeGette bill’s goals. BOCC chair John Martin has openly and adamantly derided the bill as an unnecessary layer of regulations, and commissioner Samson has indicated general agreement with Martin’s views but expressed an interest toward finding out more before making up his mind.

The frac’ing resolution discussion is to take place in the early part of the meeting, which begins at 8 a.m. in the commissioners’ meeting room at the Garfield County administration building, 108 8th St. in Glenwood Springs. Meixcell’s presentation is scheduled for the “regular agenda” portion of the meeting, which begins at 10:15 a.m.

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**The Post Independent**

September 4, 2009

**Garfield County manager says hold on to the severance tax money**

John Colson

The combined severance tax and mineral lease fee revenues coming to Garfield County will be the biggest check the county has ever received from the Colorado Department of Local Affairs.

And there's a good chance the money, more than \$11 million, will end up going straight into the county's budget reserves to provide a cushion against expected hard economic times ahead.

“We were expecting it would be 2 million, maybe 3 million,” said an obviously pleased **Ed Green**, county manager.

**Green** said he had been told by at least one staff member that, thanks to a new method of calculating the distribution of severance and lease fees, “it might be closer to \$5 or \$6 million, but we had no clue that it would be more than \$11.6 million.”

The money comes from payments to the state from energy companies to compensate for economic and social impacts felt in communities near where the energy companies are doing most of their work, and Garfield County is at the heart of one of the most heavily affected regions in Colorado.

Taken as a lump sum, including the money to be paid to towns and school districts within Garfield County, this region is to receive nearly \$20 million, or approximately a quarter of the total amount disbursed by the Department of Local Affairs.

**Green** said the use of the money by Garfield County will be up to the county commissioners, who have not met since the state announced the disbursement on Sept. 2.

But, **Green** continued, he plans to recommend that the money be saved rather than spent.

“It's pretty early,” **Green** said, referring to the process of incorporating the impact revenues into the county's ongoing budget process.

But, he noted, he told the commissioners several weeks ago that, according to projections, the county's current reserve fund of some \$74 million is likely to be “negative \$22 million over the next four years.”

He explained that, given the depth of the current recession and the slowdown of everything from the construction industry to the energy industry, revenues are expected to plummet in the coming few years.

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Meanwhile, the county must continue to provide needed services to its residents, although it is anticipated that the various departments will be trimming their expenses wherever possible.

Given those budgetary expectations, **Green** said, “an extra 11 million will certainly help” keep the county from going into the red in the near future.

**Green** also admitted that his budget projections tend to be on the conservative side.

“Usually we underestimate our revenues and overestimate our expenses,” he said, which may leave the county in better shape than his projections might indicate.

And, if the county socks away as much of the \$11 million as possible, “I think we'll weather the next four years very nicely. Anyway, that would be my recommendation.”

The county currently is in the midst of figuring out its budget for 2010, and early indications have been that there will be little in the way of increases over the 2009 budget.

The overall 2009 budget was set at \$126 million in revenues, according to online budget documents. The figures included, among other things, a \$25 million “contribution” from the Chevron oil company to rebuild County Road 204, which is heavily used by Chevron's vehicles and heavy equipment, as well as plans for several significant building projects.

The county's revenues had been steadily growing for several years, from \$85 million in 2007, with \$31.7 million in the general fund, to \$95 million (\$35 million general fund) in 2008, according to documents available on the county's website.

The county is expecting a 30 percent drop in sales tax revenues for 2010, compared to 2009, but because sales taxes account for only about 7.5 percent of the county's overall general fund budget, officials say the impact of the shortfall will be relatively minimal.

Property tax revenues are expected to increase for 2010, compared to 2009, but then to drop off sharply in 2011 due to drastic decreases in property values as a result of the recession.

The reason the tax picture will not be affected until 2011 is because of a two-year lag-time built into Colorado's tax structure. The fact that residential and commercial property values have been cut by the recession will not be felt in tax collections for another year and a half.

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**The Post Independent**

June 2, 2009

**Funds allow Garfield County Airport work to continue**

Author: *DENNIS WEBB/The Grand Junction Daily Sentinel*

The federal government has allocated another \$13.5 million toward the runway upgrade project at the Garfield County Regional Airport.

County manager **Ed Green** said the allocation is the second federal installment toward its commitment to pay for 90 percent of the \$33 million project. The state and county are evenly splitting the remainder of the cost.

U.S. Rep. John Salazar, D-Colo., announced the funding Tuesday in a news release.

The project will improve the runway to better accommodate jet aircraft. Some of the improvements include an expanded safety area around the runway and a reduction in the runway slope to less than 1 percent.

The four-year project is in its second year. Last year the safety zone was extended on its east side. This year's efforts include land acquisition, moving power lines and other infrastructure and doing detailed design work.

It includes moving an estimated 1.8 million cubic yards of dirt and gravel into the new safety area, and constructing embankments more than 60 feet high.

The airport will remain open throughout this year, but work will require its closure for about six months next year.

"You can't possibly do this without shutting it down," **Green** said.

Rifle Mayor Keith Lambert said in Salazar's news release that the airport project will help meet transportation needs and boost economic development in communities like his.

"Congressman Salazar has taken the lead in achieving that overall goal for the area, and we're grateful for all that he's done," Lambert said.

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**The Post Independent**

April 1, 2009

**\$227K for energy efficiency from ARRA funding headed to County**

By John Stroud

GLENWOOD SPRINGS, Colorado — Garfield County will receive \$227,500 in funding under the American Recovery and Reinvestment Act (ARRA) for energy efficiency and conservation efforts locally.

Part of a larger \$42.6 million Energy Efficiency and Conservation Block Grant package for Colorado counties, municipalities and Native American tribal territories, the grants are intended for projects that reduce total energy use and fossil fuel emissions, and improve energy efficiency.

Local leaders will have some flexibility in how the money is put to use within those parameters.

“From the looks of it, we can use it for whatever energy efficiency applications we want to use it for,” Garfield County Administrator **Ed Green** said.

One possibility may be to enhance energy efficient designs on two new facilities the county has budgeted for construction this year — the human services and sheriff’s office annex projects in Rifle.

The funds could also help supplement the county’s \$1.6 million energy efficiency grant from the state, for which the recently adopted intergovernmental Garfield New Energy Communities Initiative was set up to administer.

“It appears there are a range of options for use of the (federal) money,” **Green** said. “We will ask the county commissioners how they want to apply those funds.”

Nathan Ratledge, acting director for the Carbondale-based Community Office for Resource Efficiency, said the stimulus dollars for energy efficiency and conservation have been a topic of much speculation in recent weeks.

“It’s really exciting that this money is coming into Colorado, and especially to these local communities,” Ratledge said. “But the specifics on how the money will be used are still a little gray.”

Most of Colorado’s share of the energy efficiency money was designated for Front Range cities and counties. The Governor’s Energy Office will retain about \$9.6 million for statewide efforts.

Besides Garfield County, the only other Western Slope governments specifically receiving the federal funds will be Mesa County (\$359,800) and the city of Grand Junction (\$229,800). The Southern Ute and Ute Mountain tribes in Colorado, New Mexico and Utah will also receive a

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**(Articles are in reverse chronological order)**

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combined \$146,900 for reservation-based projects aimed at energy efficiency.

“These grants mean jobs for Coloradans, and they will lead to new solutions to help us save energy and strengthen our economy for the long term,” U.S. Sen. Mark Udall of Colorado said in a prepared statement announcing the grants last week. “And the best thing is that local communities are going to call the shots about how we can best put this money to use.”

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**Daily Sentinel, The (Grand Junction, CO)**

December 4, 2008

**Silt to deannex 1,500 acres after demise of Stillwater Ranch plan**

Author: *DENNIS WEBB*

SILT - A town that's been growing significantly in population is about to undergo a big reduction in physical size.

Sometime this month, Silt will shed nearly 1,500 acres from its jurisdiction. That's a loss of nearly two-thirds of the 3.7 square miles within the town limits of a community that grew by nearly 50 percent, to 2,545 people, between 2000 and 2007.

The deannexation, a fairly unusual move for a Colorado municipality, is coming as a result of the demise of the Stillwater Ranch development earlier this year. That project was to have included nearly 1,200 homes and two golf courses on undeveloped land on the town's south side.

The project dated back to the 1990s and suffered numerous delays and financing issues. It came to an end in April when the landowner canceled the contract with the developer.

Silt town manager Betsy Suerth said the town included a deannexation clause in the development agreement for just such a circumstance. The move will eliminate the considerable expense associated with maintaining county roads within the property, Suerth said.

Instead, that responsibility will fall entirely to Garfield County, which must take land back if a municipality decides to deannex.

The county and town agreed in 1996 as to how road maintenance would be handled prior to development beginning. But county manager **Ed Green** said no one envisioned a decade would pass without anything happening.

The two entities eventually ended up in court over the issue but reached a settlement under which the county agreed to contribute toward road maintenance, **Green** said.

Suerth said the deannexation has been a first for her and others who have been involved in it. Sam Mamet, executive director of the Colorado Municipal League, agreed such an action is a rarity.

"Now, with the changing economy and its effect on real estate, maybe we'll see some additional movement in this area," he said.

Suerth said the town's board took a pragmatic view toward the need to deannex, but its mood was one of "almost melancholy" in proceeding with that action after having worked so hard over the years to try to help make Stillwater happen.

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"After all that investment of time and effort, they would have liked to have seen that process move forward," she said.

The town is working on updating its comprehensive plan, and it's up to town residents to say if they'd like to again see annexation and some form of development on the Stillwater property sometime in the future, Suerth said.

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**Daily Sentinel, The (Grand Junction, CO)**

November 3, 2008

**As GarCo seeks to spread its name, commissioner warns of perils of fame**

Author: *DENNIS WEBB*

GLENWOOD SPRINGS - **Garfield** County commissioners have conditionally agreed to contribute \$19,700 to the creation of a nationally televised report promoting the county as a "hidden gem" for economic development.

However, one commissioner said it's important not to trigger a rush of job seekers to an area lacking enough housing and other infrastructure to accommodate all of them.

"I don't want to get the cart ahead of the horse and have a bunch of people migrating to Garfield County without having a place to live," said Commissioner Larry McCown.

Commissioners unanimously decided Monday to pay a \$19,700 "scheduling fee" to have The Economic Report syndicated program create a five-minute segment on the county.

The segment, hosted by Greg Gumbel, would be aired once on Fox Business News and at least 19 times in chosen markets on programs including CNN Headline News and regional programs. Producers also expect it to appear on venues such as the Discovery Channel, Travel Channel and MSNBC.

The agreement gives the county a say in the report's production, including input on a promotional campaign and script development, and approval of final production. Despite such editorial involvement and the \$19,700 fee, county manager **Ed Green** said The Economic Report creates news programs, not infomercials.

The producers are touting the report as a means of promoting the county's economic development efforts and encouraging businesses to relocate to the county.

McCown called the county's financial commitment "money well spent as far as getting national exposure."

But he said it's important not to create unrealistic expectations that could draw a mass migration of job seekers from areas such as the upper Midwest.

He said the county already is hearing from the Salvation Army about people being attracted to the region and ending up living in tents because they can't find anywhere else to live. Some are coming to the county in hopes of landing some of the many jobs being created by natural gas development.

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Commissioner Tresi Houpt agreed that the area's tight housing market is a concern. She also said the county should take into account the results of its ongoing opinion survey of residents before deciding on the appropriateness of a national marketing effort.

Commissioners agreed to participate with the caveat that they can control the timing of the report's release, in case they change their minds about wanting to be involved. The report is scheduled to air in March.

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**Daily Sentinel, The (Grand Junction, CO)**

October 20, 2008

**Chevron gets time to rebuild road to its Garfield County site**

Author: *DENNIS WEBB*

Problems on Wall Street reverberated Monday for a rural road near De Beque as Chevron said it faces a slight delay in meeting terms of its deal to improve the route to its natural gas field.

Chevron asked for, and received, more time from Garfield County to produce a \$25 million letter of credit in association with its agreement with the county for rebuilding County Road 204.

Chevron spokeswoman Kristi Pollard said the problem arose when Chevron learned last week that the lender it had planned to work with, Wachovia, no longer was issuing letters of credit.

"The financial institutions, as you can imagine in this environment, are being very cautious," Pollard said.

She said Chevron immediately began working with another financial institution to obtain the letter of credit. Pollard said Chevron expects to have the letter in hand within days.

"We are as committed as we can be to this project," she said.

County commissioners agreed to revisit the matter in a special meeting next Monday morning.

County manager **Ed Green** shared Pollard's confidence that the setback for the project is only temporary.

"I think it will go, no problem," he said.

"They have just done their banking with Wachovia. Now that Wachovia is being looked at by others, they basically could not reach an agreement."

Wachovia is being acquired by Wells Fargo after facing possible collapse because of bad mortgage assets.

**Green** said Chevron is experiencing "just what's happening in the market today" when it comes to trying to borrow money.

"All of us are facing the same thing, I'm afraid, from buying a house to buying a car," he said.

The financing delay is just the latest wrinkle in connection with the road deal, which has become the subject of steady criticism by Democratic County Commission candidates Steve Carter and

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Stephen Bershenyi. They have questioned the county's agreement to support Chevron if it applies for severance tax credits to recoup much of its investment in the road.

Incumbent Commissioner John Martin, a Republican running against Bershenyi, has called the agreement a good deal for the county and said it is doubtful Chevron would have any luck retroactively receiving the tax credit even if it applies.

On Monday, Democratic state Senate candidate Ken Brenner of Steamboat Springs joined the fray, calling the deal the latest example of Republican giveaways to the energy industry. Brenner is running against Republican Al White of Hayden.

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**The Post Independent**

October 11, 2008

**County in strong financial position**

By Phillip Yates

GLENWOOD SPRINGS, Colorado — While some counties might be slashing their budgets in the wake of growing financial troubles, Garfield County is in a position to spend tens of millions of dollars on new projects and programs in the next year.

Some of the big-ticket items the county is expected to spend its money on include \$1.5 million for the 200-unit affordable housing project in Rifle, \$3.5 million for a new sheriff's office annex also in Rifle and \$1.5 million for new water lines at the airport.

Other expenses include increasing funding for Colorado Animal Rescue Shelter from \$250,000 this year to \$540,000 in 2009. The shelter, which received 86 cats from one home in Battlement Mesa last week, had been operating in the red earlier this year.

Garfield County's preliminary budget shows that the county is expected to spend \$138 million this year — up from the \$107 million it spent the year before.

The county's current strong financial position is largely from growth in the natural gas industry in the county, which accounts for about two-thirds of the county's property tax revenue, said **Ed Green**, Garfield County manager.

“We are in an excellent position,” **Green** said. “Certainly a lot of that comes from oil and gas revenues.”

The county, according to current budget projections, will collect about \$124 million in 2009. The \$14 million difference in what the county will spend and what it will collect will come from the county's fund balance, which is projected to be at about \$48.3 million at the end of 2009.

“We (historically) underestimate revenues and we overestimate what we are going to spend,” **Green** said. “I believe we will end the year in 2009 with at least \$55 million in the fund balance.”

While the county is in an enviable position as compared to many other counties and municipalities, both **Green** and Lisa Dawson, the county's finance director, pointed to financial “uncertainties” the county faces.

Those include the future of property taxes from the oil and gas industry, which is dependent on the volume of gas produced and the current price of natural gas. She added recent events on Wall Street could affect the county, primarily its cash flow.

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The county's goals with the budget is to pay for objectives established in its five-year plan, keep employment and county service levels stable, and not increase any taxes, **Green** said.

“We want to assure that we develop a budget so that we don’t have to go back to the taxpayers and ask for more tax dollars,” **Green** said.

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**The Post Independent**

October 10, 2008

**Garfield County has \$8M with Fannie, Freddie**  
**Funds invested in troubled mortgage giants should be accessible in a few weeks**

By Pete Fowler

GARFIELD COUNTY, Colorado — Garfield County can't withdraw about \$8 million invested in troubled mortgage finance giants Fannie Mae and Freddie Mac.

But that represents only a small portion of the county's funds, and it should be available soon.

County Manager **Ed Green** said, "We have a variety of investments for our fund balances and one of those is CSAFE ... and some of those funds that it invests in are indeed Fannie Mae and Freddie Mac."

The county has about \$16 million invested in CSAFE, a local government investment pool, and only about half of that is invested in the government-sponsored mortgage giants, **Green** said.

Fannie Mae and Freddie Mac were taken over by the government in September after hitting financial trouble through bad home loans they backed. Republican presidential nominee Sen. John McCain said the companies "lit this fire" under the current economic crisis. Democratic presidential nominee Barack Obama offered a different view in the last presidential debate, instead blaming deregulation of financial systems.

**Green** said the county funds tied up with Fannie Mae and Freddie Mac are described as "il-liquid" and have restrictions on how fast they can be withdrawn.

"It doesn't mean our funds are at risk," he said. "I think we're in good shape, and we've got ample fund balances."

He said the inaccessible funds represent less than 10 percent of the more than \$80 million in funds the county has in other accounts or investments. But the money should be available within a few weeks, **Green** said.

At the end of the year the county expects the balance to be around \$61 million due to a normal drawdown later in the year. The county gets a lot of its revenues earlier in the year.

**Green** said the rest of the funds aren't tied to any other financially challenged companies. "Everything else is in very good shape," he said.

The total county budget for this year is \$107 million, and next year it's projected to be about \$138 million, **Green** said.

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The 2009 budget includes some big-dollar projects like an affordable housing project, a new department of human services building and a new Garfield County Sheriff's Office annex in Rifle. There are also plans for a new administrative addition to the Garfield County Jail and money budgeted to pay off debt on the jail. Also in the budget are a variety of improvements at the Garfield County Regional Airport and another "cell" or large pit at the landfill, among other items, **Green** said.

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**Daily Sentinel, The (Grand Junction, CO)**

October 7, 2008

**Energy tax revenue helps GarCo eye increased budget**

Author: *DENNIS WEBB*

Despite economic upheaval at the national level, Garfield County government's finances are strong and the county is considering spending an additional \$31 million next year, including for a number of construction projects.

"We're in very good shape financially," County Manager **Ed Green** said.

The county has prepared a 2009 budget proposal totaling \$138 million next year, up from a projected \$107 million for this year, **Green** said.

He acknowledged the county is in an enviable position compared to some other governments.

"I think that a lot of other counties and cities are struggling. We're in a very good position compared to them," he said.

The budget increase has been made possible in part by continuing growth in tax revenue. The energy industry accounts for about two-thirds of property tax revenue, **Green** said.

But he said another factor was the county setting a goal a decade ago of increasing its fund balances. It doubled them even before the energy industry became a big factor in 2004-05, he said.

The county expects to end this year with \$62 million in total fund balances, and decrease that amount by about \$12 million next year to build buildings and pay off some debt.

The county is planning to build a sheriff's office annex by the county airport and a human services annex at the human services building in Rifle.

It also intends to:

- Pay \$1.5 million for a looped water line in the hope of attracting more jet hangar owners at its airport;
- Contribute \$1.5 million toward a multi-jurisdictional work force housing project in Rifle; and
- Spend as much as \$1 million doing preliminary design work and seeking approvals from the city of **Glenwood Springs** for a new downtown office building that would house the county assessor, treasurer, and clerk and recorder offices.

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The county's budget proposal also is skewed by \$10 million to pay for the start of reconstruction of County Road 204 near De Beque. However, Chevron plans to give the county most of the money for that project, which eventually is projected to cost about \$25 million. Chevron may seek a state severance tax credit for the project later.

**Green** said the budget proposal anticipates adding 19 people. The county has 407 full-time and 59 part-time employees.

County department heads and elected officials plan to meet with county commissioners about the budget at 10 a.m. Friday at the county administrative building in downtown **Glenwood Springs**.

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**Daily Sentinel, The (Grand Junction, CO)**

September 13, 2008

**Growing Garfield County wants to increase recycling**

Author: *DENNIS WEBB*

A growing Garfield County is seeing an accompanying increase in the production of garbage, and the county has begun exploring ways to keep more of it from being thrown away.

The county has contracted to pay \$27,000 for LBA Associates of Denver to explore ways to recycle more trash that otherwise ends up in landfills, the county's and others.

County manager **Ed Green** said use of the landfill is accelerating because of a growing population, increasing construction and the continuing boom in natural gas development.

"I think this just reflects the explosive growth of the county. We're growing, what, 5 percent a year? The landfill has to react to that growth as well as other entities," **Green** said.

Janey Dyke, a county landfill technician, said the landfill took in 44,000 tons of garbage last year. However, some of that was recycled, such as appliances and certain metals.

**Green** said the county also separates wood but then usually just burns it.

"We're thinking about some sort of composting operation that would use ground-up materials from that," he said.

Doug Oliver, superintendent of **Glenwood Springs'** South Canyon landfill, said he appreciates that county officials are looking at increased recycling.

"With our proximity so close to their landfill, anything that helps them probably will help us as well," Oliver said.

Four years ago, the city had projected seven years of capacity for its facility, Oliver said. But it's almost full now, in large part because construction and demolition garbage that is dumped there. The landfill is planning an expansion that may give it about 20 more years of capacity.

The city already offers a composting operation and lets its customers dump wood waste there for a quarter of what they pay if they just put it in the landfill.

Consultant Laurie Batchelder Adams of LBA Associates already has hosted a meeting involving the county and municipalities and is planning more.

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Dyke said the county probably will explore a range of options, from curbside recycling to transfer stations to recycling operations at the landfill. She said the county needs to find out whether it can recover the costs of collecting and shipping recycled items.

**Green** said the county's landfill doesn't face a space crisis because it has some options to buy adjacent U.S. Bureau of Land Management land.

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**The Post Independent**

June 5, 2008

**Garfield County wants help with budget**  
**Absence of finance director leaves some shoes to fill**

By Phillip Yates

GLENWOOD SPRINGS, Colorado —The Garfield County Commissioners earlier this week approved a contract to pay for outside assistance to help train staffers to create the county's 2009 budget.

The contract, which can not exceed \$75,000, went to CBS Accounting, and it includes up to \$5,000 for travel expenses. The contract was determined to be fair and reasonable in comparison with several federal contracts, according to a county memo. County commissioners unanimously approved the contract.

**Ed Green**, Garfield County manager, said a major reason behind the contract was to find a firm to assist county staff in developing procedures with its budgeting process — an effort that the county has never done before.

“We need to train staff to ensure that we have a number of folks who can put together a budget,” **Green** said.

Complicating the county's efforts in drafting its 2009 budget is the late April resignation of Patsy Hernandez, the county's former finance director. Hernandez often would draft a large part of the county's budget by herself, **Green** said.

**Green** said efforts to rehire a finance director are ongoing.

Cathleen Roekel, assistant finance director for the county, said CBS Accounting was selected because the firm has worked for several governments, is competent and that its references were “glowing.”

Although county officials don't have a definite idea of the shape of the 2009 budget, **Green** estimated it could be about \$115 to \$120 million. The county's budget this year is about \$107 million.

The increase in the county's budget is helped by the rapid increase in natural gas development that is ongoing in the area, **Green** said.

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**Daily Times-Call, The (Longmont, CO)**

November 4, 2007

**Garfield wrestling with explosive growth**

**Western Colo. county's property tax revenues up from \$7.7M in 2000 to projected \$34.8M this year**

Author: *Dennis Webb, Glenwood Post-Independent*

**GLENWOOD SPRINGS** — Garfield County administrator **Ed Green** has coined a nickname for a county that is seeing explosive growth: Mt. Garsuvius.

Trying to keep pace with that volcanic population increase is causing the county's budget to explode as well. It is expected to total nearly \$100 million for next year.

**Green** has submitted a budget proposal to county commissioners that exceeds \$99 million. Commissioners are scheduled to approve a final budget on Dec. 10.

The budget is up from probably about \$60 million five years ago, **Green** said.

Helping to pay for that growth has been about a five-fold increase in county property tax revenues during this decade. Those dollars have grown from \$7.7 million in 2000 to a projected \$34.8 million this year and are anticipated to reach \$39 million next year.

**Green** said probably two-thirds of the county's property tax revenues are related to oil and gas development and production. That industry also is contributing to county population growth that is expected to continue at 5 percent to 7 percent a year.

"Most communities get worked up when it's 2 percent, and we've got three times that," **Green** said.

The county employs about 416 people now, but its five-year plan forecasts a need for 150 more people to keep pace with additional demands on services from growth. County commissioners are being asked to add about 36 new positions next year, with many going to the sheriff's, human service and road and bridge departments.

**Green** said he expects the county to face additional funding requirements totaling \$100 million over the next five years, but he also is anticipating the county receiving \$100 million in new revenues to meet them.

His budget proposal for next year includes a general fund of \$37.2 million, a road and bridge fund of \$26.5 million, a human services fund of \$12.8 million, an airport fund of \$7.2 million and a capital projects fund of \$10.8 million.

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The county had hoped to include an animal shelter as a capital project next year, but had to delay it a year because a decline in natural gas prices reduced the projected increase in property tax revenues.

Over the next five years, the county is looking at a number of big-ticket projects. These include a sheriff's annex in Battlement Mesa, a human services annex in Rifle, a new **Glenwood Springs** office building to host several county elected offices so the courthouse can be used only for courthouse purposes, an administrative addition to the county jail in **Glenwood**, and a residential addition to the new community corrections facility in Rifle.

Eventually, the county also will need to build another administrative facility in Rifle, reflecting the fact that much of the anticipated population increase is going to be in the western part of the county, **Green** said.

Despite the many needs the county sees ahead, **Green** likes its current financial status.

"I think we're in a very stable situation — a very good, stable situation," he said.

The county is carrying about a \$45 million fund balance, and will be doing some analysis next year regarding how much discretionary money it should keep on hand.

He said the county hears occasionally from mayors who look at its financial situation and think it should provide more financial help to cities.

"That's usually related to road projects that they need accomplished, but if you look at those road projects, they're enormous," he said.

**Glenwood's** south bridge project could cost \$20 million, roundabouts in Rifle could have a \$5 million to \$10 million price tag, and an improved linkage between Battlement Mesa and Interstate 70 could run \$20 million to \$30 million, he said.

"One project would eat up the entire fund balance if you did that, and which project would we do?" **Green** said. "There's no way we could fund projects of that size and still remain financially solvent. Now we could contribute, we could be a player as we have in the past, but I don't think we could be the ultimate solution."

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From the Vail News Daily:  
April 16, 2007

**Cheap gas, bonuses used to lure workers**

Donna Gray, Vail CO, Colorado

GLENWOOD SPRINGS — As the shortage of workers grows in the valley like bindweed in the backyard, so have the creative efforts of local employers to recruit, hire and retain good help.

Newspapers are packed full of help wanted ads offering plenty of perks like discounted gas, flexible hours, end-of-season bonuses, sign-on bonuses, even relocation bonuses.

A high cost of living — especially housing — and relatively low wages are driving younger workers away. In addition, there simply are not enough bodies to fill the jobs. “Jobs are growing but the population is not keeping pace,” said Joe Winter, senior economist with the Colorado Department of Labor and Employment in Denver.

Garfield County has one of the lowest unemployment rates in the state — 2.9 percent in 2006 — the lowest it’s been since 2000, Winter added.

The worker shortage is becoming so critical that employers are getting creative about what they offer and where they go to hire.

One of the largest employers in the area, Garfield County government, with 400 employees, is constantly looking to fill positions. It currently has 13 full-time and two part-time positions in county government open, as well a three full-time positions in the sheriff’s department, said county operations director Dale Hancock.

Some departments have seen so much attrition the county is now looking to hire two people to fill a single position, Hancock said.

The difficulty of hiring and retaining employees has led the county to look at a nontraditional work force. With the baby-boomer generation reaching retirement age, Hancock said they’ve found many aren’t quite ready for the rocking chair on the porch. “The gray head may say they will work two days a week (for) health insurance,” he said.

Such a scenario unfolded a few years ago when Jesse Smith moved to the area after retirement. He applied for an opening at the county fairgrounds but then Hancock and county manager **Ed Green** saw his qualifications — “he had a boatload of experience” in upper level management. That’s why Smith is now the assistant county manager. Hancock said they couldn’t ignore his experience and that’s why he was ushered into the assistant manager slot.

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The Aspen Times  
December 7, 2006

**Garco budget exceeds \$90 million**

By Donna Gray, Glenwood Springs correspondent

Garfield County's budget will take a major jump next year to \$97 million, thanks in part to impacts from sky-rocketing oil and gas production. Next year the county will see a \$34 million increase over the 2006 budget of \$67 million.

According to county administrator **Ed Green**, the increases on the revenue side come from \$34 million in property taxes, of which oil and gas contributions make up over 50 percent. On the expense side, impacts from oil and gas have contributed to a \$20 million price tag for road improvements slated for 2007.

At a recent county budget hearing, former county assessor Ken Call objected to the county's property tax rate. With the growth of property tax revenues from oil and gas, Call believes homeowners should get a break. "We've been over-taxed," he said.

Call pointed out that Eagle County operates on a mill levy of 8.499 compared to Garfield's 13.655. "The future for Garfield County property owners' tax relief is now, after eight years of being over-taxed they are due some relief," he said in a letter to the county commissioners.

The commissioners have maintained that the budget must respond to impacts throughout the county, including oil and gas traffic on county roads.

Two of the high-ticket road construction projects for 2007 will be north of Parachute on the Roan Creek Road and on the Jenkins Cutoff between Silt and Rifle, both well-traveled roads in the gas patch.

"This is a very ambitious road program," **Green** said. Topping the list is a \$14 million upgrade, including asphalt paving, to the Roan Creek Road, which is used by several oil and gas operators. Williams, Chevron and Shell will contribute a total of \$12.5 million to reconstruction of 12 miles of road, with the county paying in \$500,000, **Green** said, plus a hoped-for \$1 million from the state Department of Local Affairs energy impact grant.

Also on line for a major upgrade in 2007 is the Jenkins Cutoff, which has seen several accidents in the last few years. The two-mile, \$2 million project will include asphalt paving and curve straightening.

Capital projects are also weighing the expense side of the budget for next year. In partnership with the city of Rifle, the county will build two city and county buildings - a new police and

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sheriff's office and combined courts - at 18th and Railroad Avenue. The county's share of that new construction will amount to about \$3.5 million, **Green** said.

A new community corrections center is also planned at the county airport south of Rifle. The county has budgeted \$600,000 for 2007 toward a total cost of \$1.5 million.

"When I came here eight and a half years ago every facility in the county needed an upgrade or to be replaced," **Green** said.

During his tenure, a new jail and a new county administration building - both in Glenwood Springs - and a new Department of Human Services building in Rifle have been constructed for a total cost of \$20 million.

Other capital outlays next year will include \$300,000 for a new child-advocacy center in Glenwood Springs and \$300,000 toward construction of a trail along Interstate 70 west of Glenwood.

The county is also growing in numbers of employees. Next year, 25 new positions will be added, **Green** said, with 17 in the human services and sheriff's office alone. Those additions bring the county up to 416 employees. Garfield County government is the second-largest employer in the county behind the Re-1 school district, which has approximately 650 workers.

Nonprofits will also benefit from county support in 2007; funding will increase \$150,000 over last year to \$494,000.

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Vail Daily, Vail Colorado  
October 6, 2006

**Western Slope population boom predicted**  
**Garfield County could grow from 50,000 residents to more than 140,000 by 2030**  
Dennis Webb

GLENWOOD SPRINGS — Already nipping at Glenwood Springs’ heels in terms of population, Rifle appears poised to turn into by far the biggest dog on the Garfield County block during the next quarter century.

That’s according to new preliminary estimates that also show the Garfield School District on surpassing, and eventually dwarfing, the Roaring Fork School District in enrollment numbers. Garfield schools, in fact, are expected to quadruple in size in 25 years.

The findings of a socioeconomic study being conducted for Garfield County show that Rifle and its surrounding environs will have nearly twice the population of the Glenwood Springs area by 2030. The Glenwood area will be home to about 22,215 people by then, compared to 43,859 for the Rifle area, the study predicts.

Garfield County now is home to about 50,000 people. The countywide number would increase to 139,000 by 2030 under a scenario tentatively being projected by Denver-based BBC Researching & Consulting.

That’s midway between a projection last year of 148,000 by the state Demographer’s Office, and its later, more conservative estimate of 130,000, a reduction reflecting fast-rising housing costs in western Garfield County.

However, BBC also acknowledges that its number omits many undocumented immigrants because of the difficulty in getting a handle on their local population size. It also doesn’t include the possibility of a revived oil shale industry that could drive up population numbers much higher.

Another of its preliminary findings ties in with the “staggering” growth that county manager **Ed Green** said is coming Rifle’s way. BBC projects that Garfield County residents working in natural gas development will reach 2,640 in 2017 before beginning to taper off.

That may sound like a lot, but BBC managing director Douglas Jeavons said the figure already is at about 2,000. “The companies, from what we’ve been told, are not expected to increase the rate of new well development very much,” he said.

As drilling eventually dwindles, so will job numbers. However, BBC is predicting that the industry will continue to be responsible for 1,430 ongoing well maintenance jobs through at least 2030.

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A possible energy boom in neighboring Rio Blanco County also could result in more workers living in the Rifle area. If it occurs, BBC says, Garfield’s population could reach 146,000 rather than 139,000 by 2030.

A combination of lower housing prices, more land available for building and a continuing economic boom could result in many-fold increases in the populations of towns such as New Castle, Silt and Parachute, along with their surrounding unincorporated areas. The New Castle area also could begin to rival greater Glenwood in size by 2030, nearing the 20,000 mark.

Garfield’s school district is seeking passage of tax measures this year to keep up with its fast-rising enrollment. The district is well aware of the kind of growth that is coming. District finance director Christy Hamrick said it is projecting annual enrollment increases of 5 percent to 7 percent a year. “We’re really struggling with how we’re going to accommodate those kids and work through that,” she said.

One big question mark hovering over the model is how many county residents would consist of people working in Pitkin and Eagle counties. A 2005 study by the three counties projected that number could reach 35,000 by 2030. However, if that number is less because of local job opportunities and higher local housing costs, the county population may reach only 113,000 by 2030, BBC believes.

**Green** said many of those commuters are also immigrants. Assistant County Manager Jesse Smith said undercounting immigrants will result in underestimating their social impacts on county services and their impacts on the job market.

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**The Post Independent**

October 19, 2005

**County budget nears \$63 million**

By Donna Gray

Big ticket spending is on the horizon for Garfield County in 2006. The Garfield County Commissioners took a preliminary look at next year's approximately \$63 million budget Friday.

The county commissioners must finalize the budget in December. Over the ensuing weeks they will consider requests from various departments; whether or not those requests will be met remain to be seen.

Topping the wish list for the new year is a \$2 million animal shelter for the western end of the county. The county is also hoping to enlist financial support from the western municipalities to operate the shelter.

"This project is still in the scoping process," said County Manager **Ed Green**.

Capitol projects will continue to be top priorities in the county next year.

"Over the next couple of years there will be a lot of pressure on the capitol fund," **Green** said. This year, the county spent \$3 million on a new human services building at the north end of the fairgrounds in Rifle.

Other projects include plans to remodel the probation department in the courthouse for \$296,000. Also planned is a \$260,000 project to correct drainage problems at the outdoor arena at the fairgrounds.

With the price of gasoline going through the roof since the hurricanes hit, the county will have to ante up approximately \$500,000 in additional fuel costs in 2006, **Green** said.

District Attorney Colleen Truden will see an additional \$172,000 in her budget for 2006. According to **Green**, much of the increase includes an "omitted rental payment of \$91,000" from last year. Truden will also receive \$18,000 for new computers.

The county landfill will also get its share of the 2006 budget, with \$800,000 earmarked to construct a new "cell" to handle garbage and trash. However, the landfill will not increase its fees next year, **Green** said.

The county will continue to fund a series of oil and gas industry-related studies for a total of approximately \$500,000. Those studies include \$135,000 for a continuing air quality monitoring program, \$125,000 for a hydrogeology study, \$52,000 for a health-risk assessment, \$67,000 to determine the factors affecting real estate prices and \$260,000 for a socioeconomic study.

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Since it must balance the budget, the county's revenues must meet its expenses. Besides the revenues that come in from everything from taxes to fees, fund balances carried over from this year to next also meet that need.

County tax revenues continue to increase from year to year. In 2006, the county is expected to take in an additional \$9 million in property and sales tax next year, **Green** said.

“Roughly half of the property tax comes from oil and gas,” **Green** added.

Sales tax revenues are expected to increase by \$1.5 million in 2006.

“The financial position of our county remains very strong,” **Green** said. “I believe we are at the apex or close to it of funding from oil and gas operations” and the revenues that come to the county from that activity. Oil shale revenues could replace oil and gas, he added.

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Aspen Times News:  
August 1, 2005

**Truden's credit cut off**  
**Garfield County yanks DA office's Visa cards**  
By John Colson

In an apparent reaction to lax attention to interdepartmental reporting requirements and other concerns, Garfield County recently canceled an unknown number of credit cards issued to staff members of Colleen Truden's embattled district attorney's office.

County officials also chided Truden for tardy payment of inner-office invoices and for spending money nearly twice as fast as her budget allows for.

County Manager **Ed Green**, expressing concern over the effect Truden's actions may have on "the well being of the citizens of Garfield County," wrote Truden a letter dated July 8. In it, he called on her to follow state law in the operation of the district attorney's office. State statutes require "that you enter into no contract, expenditure or liability that exceeds the appropriated amount" in her budget. **Green** pledged to take the matter up with the Garfield County commissioners at future meetings.

The matter will be considered today as part of the county's supplemental budget discussion. **Green** said Sunday that Truden has requested supplemental amounts of \$409,000 in contingency funds from Garfield County. She also has requested, and received, similar funds totaling approximately \$191,000 from Pitkin and Rio Blanco counties.

**Green** said the Garfield County share was "directly tied" to eight vacancies in Truden's department, that, as of early July, had not been filled as far as **Green** knew. He said Truden recently reported that the eight positions had been filled, which opened the way for her application for supplemental funding. He added that he believes Truden is still two or three positions short of having a full staff.

Truden could not be reached for comment Sunday. At a work session with the Garfield County commissioners in June, in addition to her plans to ask for the \$600,000 total in contingency funds, she also reportedly said she would be requesting a supplemental amount of \$55,000 for computer upgrades and \$73,000 for an office remodeling project and employee-related expenses.

Garfield County reportedly contributes about \$1.1 million of the office's \$1.6 million budget in normal years. The formula is based on caseload among Garfield, Pitkin and Rio Blanco counties, which comprise the 9th Judicial District.

Attorney Sherry Caloia, who is running a recall campaign against Truden, provided documents to The Aspen Times that she obtained through a Freedom of Information Act request. Included in

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the material are letters from **Green** and Pasty Hernandez, Garfield County finance director, to Truden; Hernandez's letter is also dated July 8.

The letters detail the officials' concerns about the office's finances and, in Hernandez's case, threaten to yank the district attorney's office credit cards unless her concerns were answered.

Hernandez, in her letter, said that Truden's office has been using Visa cards that were issued to certain staff members in January, when she took office. The bills for those cards from January through June have been paid, Hernandez reported, even though relevant Visa receipts have not been copied and forwarded to the finance department, as required by county rules.

Noting that the lack of the necessary paper trail could cause the county problems in its next "auditor management letter," Hernandez directed Truden to get all the relevant documents to the finance office by July 22 or the cards would be canceled.

But **Green** went a step further.

He pointed out that by the end of June Truden's office had already spent \$546,467 of the total budget of \$736,072 allotted by Garfield County for this year. The budget was reduced from the previous year's levels due to the departure of the eight staffers who left with former District Attorney Mac Myers.

**Green** wrote, "You are spending at the rate of more than \$110,000 per [month]." At that rate, if continued through the rest of the year, Truden would spend \$1.32 million in 2005 for just the Garfield County share of her budget.

"Currently, you must be expending funds and incurring debt in a time period commencing on the first of July 2005. Based on the foregoing, it is clear that you should have expended funds in excess of the amounts appropriated by Garfield County for the operation of your office," he wrote. "All current payments from your office ... cannot be honored at this time."

Noting the problems discussed in Hernandez's letter, **Green** continued, "To the extent you and your staff are currently utilizing those cards, you are incurring debt without appropriated funds. Because this is potentially the direct debt of Garfield County ... I must terminate the use of those cards by you and your staff immediately."

At a meeting in the wake of the July 8 memos, Truden agreed that the credit cards should be canceled, **Green** said yesterday.

In the memos to Truden, both officials referred to her office's tardiness in submitting invoices to the finance department for such things as use of motor pool vehicles, long distance phone charges, postage and rent. In addition, Hernandez requested that Truden pay more attention to her request for payments for expenses incurred by her staff.

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Specifically, Hernandez asked that the district attorney make her requests "as close to the time they were incurred as possible. "In managing our cash flow, we need to make payments to you on a monthly basis, not several months of invoices in one month (i.e., if you bill us in July for May and June expenses, this impacts our cash-flow management)."

Hernandez indicated that Truden had on at least one occasion lumped the payment requests of two months together at the end of the month following, creating a bookkeeping problem for the finance department.

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**The Post Independent**

March 29, 2005

**County leases mineral rights**

By Donna Gray

Garfield County is cashing in, if only modestly, on the natural gas boom. Recently, the county commissioners received applications for three county mineral rights leases from EnCana Oil and Gas.

The leases are for mineral rights under county roads 300 and 306 and 0.09 acres in Grass Mesa on land deeded to the county. Payments for the leases range from \$100 for the 0.09 acres to \$500 for County Road 306.

"These are pretty typical. We get approached to lease minerals under old roads," said county gas auditor Doug Dennison. "We got a whole bunch in the last month or so."

County administrator **Ed Green** said that while most of the county's mineral rights underlie its roads, some rights have been acquired through land sales for delinquent taxes. "Most of them are worthless pieces of land that we can't use otherwise," **Green** said. Royalties from those leases amount to about \$100,000, he said.

Garfield County does profit from the gas industry in other ways, however.

This year the county received an extra \$3.5 million in revenue from increased gas production. Of that, \$1 million has been earmarked to cover county studies of the impacts of the industry including air and water quality and cumulative impacts. About \$2 million will go to fund various county road projects.

"We're doing this in accordance with the focus group results," **Green** said. Focus group meetings last year gave citizens a chance to voice their main concerns in the county. Road maintenance and impacts of the gas industry were at the top of the list.

In 2004, the county received a total of \$5.2 million in tax revenues from the gas industry. This year, it will take in \$8.35 million, including \$7.9 million in property taxes on gas production equipment, well pads and property; \$120,000 in severance tax; and \$250,000 in royalties from federal minerals leases within the county, **Green** said.

In 2004, gas revenues were 10 percent of the county's total taxes. In 2005, that number jumped to 17 percent, **Green** said. "It's not a huge windfall," he said.

"Schools get by far the biggest chunk of oil and gas revenues," he said, which is allocated by the state.

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Daily Sentinel, The (Grand Junction, CO)  
October 29, 2002

**GarCo officials surprised by makes \$2.45M budget request**

Author: *MIKE McKIBBIN The Daily Sentinel*

GLENWOOD SPRINGS — Garfield County Sheriff Tom Dalessandri has requested a dozen new positions in his 2003 budget to bring the county detention center up to industry standards and reduce overtime, he said. But his overall \$2.45 million request surprised county officials, who thought they had fully staffed the center with last year's budget.

"Right now we're running into so much overtime and our staff has had to work very long hours" to deal with this past summer's wildfires, mudslides and daily calls, Dalessandri said. "If we can bring this facility up to standards with staffing, we will save the county money."

County Administrator **Ed Green** said Dalessandri's request is the largest increase among all county departments, so should be addressed first. "Almost two and a half million would really drag down the general fund significantly," he said. Dalessandri said his staffing request was based on recommendations from jail consultants and groups such as the American Justice Association. "The number of bodies in his budget were a surprise," **Green** said. "We thought the new staff we approved last year would suffice."

"I think **Ed** (has) short-term memory loss," Dalessandri said. "The last thing I told them when I accepted the lower number of positions in this year's budget was that I would likely be back for more" during the 2003 budget process. "This isn't brain surgery, give me a break," he said. "I say they should come over and take a look at what we do" to operate the center. "We have to take care of all the needs of at least 100 individuals all the time, around the clock, every day. We can't do that in a slovenly way or we'll get the county in trouble."

"The county has a history and a reputation of saying enough is enough" when staffing questions arise in any department, Dalessandri said. "They never factor in things like sick leave and training, so we wind up burning tons and tons of overtime." "Whether this was an election year or not, this was something I would have asked for," Dalessandri said. He is seeking his third term in next month's election. "Two years ago I made this request but the commissioners didn't think it was needed. Now they've been talking to people about it, so maybe they will be more accepting."

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**The Post Independent**

July 19, 2002

**County finds use for heavy metal  
Aquifer cleanup could aid airport expansion**

By Lynn Burton

Garfield County Administrator **Ed Green** is proposing what could become an environmental win-win solution to a severe groundwater problem west of Rifle.

The components are:

Union Carbide's uranium mill site west of Rifle that has long since closed.

A naturally occurring heavy metal called vanadium, left behind and contaminating an aquifer.

The Garfield County Airport expansion project, slated to start in 2004.

**Green** has proposed the county and the U.S. Department of Energy look into whether the vanadium can be excavated and moved from its current location at the former mill site to be used as fill material in the airport expansion project.

"We're looking at it very closely," **Green** said. "But we don't want to shift the problem to a different area."

**Green** said DOE will hold public hearings in August or September to consider the vanadium problem, and issues related to eight other subsurface contaminants, such as arsenic, that remain on the 140-acre former mill site west of Rifle along Highway 6 & 24.

**Green** said DOE's cleanup project addressed surface contamination and sub-surface contamination.

"The surface contamination has been dealt with, and the DOE got a clean bill of health," **Green** said.

The problems that remain are below the surface. The nine contaminants are polluting the aquifer so severely, DOE paid \$2.8 million to extend a water line from Rifle to serve the one-square-mile area where the aquifer is located.

**Green** said eight of the contaminants will naturally flush from the aquifer within 100 years, a time period that meets federal regulations. The vanadium won't flush for 300 years, and that doesn't meet federal regulations.

**Green** said the DOE has looked at two methods of dealing with the vanadium-contaminated

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soils, contained in a 25,000-square-foot area in the center of the former mill site.

**Green** said one method is not proven, and the DOE thinks it might also be cost-prohibitive. The other method is not adequate for the aquifer's size and the volume of vanadium.

A third alternative, **Green** said, is for the federal government to alter environmental regulations, and for the DOE to do nothing.

"We don't agree with that," **Green** said.

The county presented a fourth alternative earlier this week, when **Green** suggested the vanadium-contaminated soils be used as fill material at the airport. The county will name a firm to conduct an environmental assessment on the airport project later this month. Whether to use vanadium will be part of its focus.

**Green** said vanadium is already polluting the aquifer at the mill site. Whether the vanadium could contaminate groundwater in the airport area is the key question.

The vanadium's total volume is about 186,000 cubic yards, according to a DOE report.

**Green** said if the vanadium is used, it will make up about 20 percent of the total fill needed. He doesn't yet know how much money the county can save by using the vanadium, but Garfield County's total tab on the \$16 million project is about \$750,000. The federal government and state will pay the remainder.

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