

**SUSAN R. PARKER**

17<sup>th</sup> Ninth Street

P.O. Box 3985

Crested Butte, CO 81224

Cell: 970.497.9036

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**SUMMARY OF PROFESSIONAL QUALIFICATIONS**

- Comprehensive experience in strategic planning, municipal and regional management and team leadership, as well as budgeting, financial analysis and expense control.
- Skilled in community relations and building strong alliances with elected officials, staff, local businesses, organizations and citizens.
- Proven track record of initiating and managing economic development programs, building effective partnerships and identifying new business opportunities, as well as improving and expanding municipal infrastructure and recreational opportunities.
- Developed policies and procedures that meet or exceed “best practices”; conducted feasibility and fiscal impact studies for proposed initiatives and programs in compliance with local, state and federal regulations.

**PROFESSIONAL EXPERIENCE:**

**TOWN MANAGER**

*Town of Crested Butte, Colorado (Population 1,500) 2006 – Present*

- Efficiently manage the operations and affairs of an amenities based resort community that consists of 37 full time employees and 11 seasonal employees with an annual combined budget of \$10 M.
- Negotiated an Intergovernmental Agreement and Lease with the Gunnison Library District in preparation for a \$1.3 M bond questions to expand the national historical “Old Rock” library proposed for the November 2011 ballot.
- Developed first Joint Bid Document for Crested Butte and Mt. Crested Butte for Residential Refuse and Recycling Services with an estimated yearly value of \$250,000.
- Integral member of team that acquired the following grants, Open Space Acquisition \$1.0 M, Park improvements and trails \$900,000, Historical Preservation \$ 257,000 , Safe Routes to School Program \$ 208,000.

- Successfully completed on time and within budget \$ 3.6 M of capital projects primarily funded through grants, low interest loans and “pay-as-you-go” methods that include 8<sup>th</sup> Street Paving, Wastewater Clarifier, 4-Way Project, and assorted public capital projects.
- Negotiated and implemented agreement with Gunnison Watershed RE 1J School District to transfer land for the Community School \$23M LEED certified expansion and relocate Tommy Villanueva Babe Ruth Field, community gardens and restrooms.
- Negotiated and implemented 30 year lease with the Center for the Arts and integral team member in the expansion design and including the proposed addition of the children’s Trailhead Museum.
- Negotiated and implemented 20 year land lease with Public Transit Company Mt. Express for new bus maintenance barn.
- Negotiated and implemented 30 year land lease with Crested Butte Nordic Center for snow cat barn.
- Restructured Marshals Department, Public Works Department and Parks and Recreation Department to improve efficiencies and oversight resulting in meeting budget goals and performance expectations.
- Instituted Commercial Driver Licensing Cross Training requirement and developed cross departmental work groups to minimize need for outside contractors and reduce overtime for dirt work and snow removal.
- Initiated update of personnel manual, salary survey, safety manual and program, on-line payments for recreation programs, snow removal plan, special events process, Twitter, Facebook and e-alerts with a corresponding use policy.
- Completed 3 separate congressional meetings in Washington D.C. and several visits to Denver related to the 1872 Mining Reform Act and the need to protect our watershed from industrial development.

**CITY OF RENO**, *placed in charge of several major projects as part of an Internal Management Development Program, most recent first:*

**EMERGENCY COMMUNICATIONS MANAGER**  
*City of Reno, Nevada (Population 219,636) 2003-2006*

- Managed the regional 911 center and directed all aspects of the move into a state-of-art facility. Supervised and managed 69 employees and a \$6.2 M operational budget.
- Spearheaded the development of regional 911 center and dispatch service, integrating into a civilian management from police department supervision.
- Developed and updated existing policies and procedures that met national accreditation standards.
- Directed the implementation of a new 800 MHz radio system, computer-aided dispatch software upgrade process, automatic locator software and phase I and phase II of E911.

- Initiated a new training academy program from lecture base to facilitated training to reduce attrition and improve retention.
- Created an internal client satisfaction survey to improve interagency customer service delivery.

**ANIMAL CONTROL DIRECTOR**

*City of Reno, Nevada (Population 219,636 ) 2002-2003*

- Managed the regional animal shelter and its field operations division with 21 employees and a \$3.4 M operating budget.
- Within six months increased revenue by 50% through efficiencies and cost reductions.
- Played a key role and partnered with the Humane Society, City of Sparks NV and Washoe County NV in securing the passage of the \$11M Animal Shelter Bond issue.
- Consolidated regional animal field services and developed a uniform code for better efficiencies of operations and instituted a microchip pilot program.

**ASSISTANT TO THE CITY MANAGER**

*City of Reno, Nevada (Population 219,636) 2000-2002*

- Served as a member of the Executive and Management Team overseeing daily operations, 1,700 employees, a \$264 budget and special projects.
- Heavily involved in the reviewing the budget for three divisions.
- Conduced research on the feasibility of Web-based community resource kiosks.
- Designed and produced a 4-page film destination site brochure.
- Analyzed feasibility of implementing a city-wide volunteer program.
- Developed and initiated candidate orientation manual and program.
- Conducted research and provided lead staff support for the newly formed Citizen's Police Study Panel to review law enforcement racial profiling.
- Served as public relations liaison with the Community Relations office involving the \$282 M Reno Transportation Rail Access Corridor project (lowering the train rails below grade through downtown)

## **CITY ADMINISTRATOR**

*Elroy, Wisconsin (Population 1,600) 1998-2000*

- Appointed as the first City Administrator responsible for all city functions, including economic growth, finance, staff and planning. Managed a \$1.3 million operations budget and \$1.4 million utilities budget that includes wastewater, sewer and electric. Supervised 21 full time employees and 10 – 15 seasonal employees.
- Additionally, served as the clerk-treasurer, comptroller, the Community Block Grant (CDBG) Economic Loan Fund Administrator, the CDBG Housing Rehab Revolving Loan Administrator, and the CDBG Rental Housing Rehab Revolving Loan Administrator, as well as the Wisconsin Housing and Economic Development Administration Paint and Fix-up Administrator, purchasing agent, personnel, finance, public information officer, code enforcement, economic and tourism developer.
- Dissolved existing Tax Increment District (TIF) and created 4 new TIF Districts to finance future economic growth.
- Completed benefit cost analysis and initiated privatization of Refuse and Recycling Services.
- Implemented new computerized accounting, payroll and budgetary system.
- Collaborated with Library District in expansion of Carnegie Library resulting in a successful expansion project .
- Coordinated with 3 school districts to form a single unified district.
- Worked jointly with Common Council, Redevelopment Authority and Long Range Planning Committee in developing a comprehensive plan that included the following:
  - Planning of a residential subdivision and street improvement plan, as well as, an industrial site and municipal/safety building.
  - Initiated and edited a city-wide quarterly newsletter.
  - Implemented a quality-based selection program for engineering services.
  - Implemented a formal procurement and Request for Proposal process.
  - Developed a 3-city agreement to adopt uniform building codes, a permit process and a shared inspector.
  - Developed a city informational brochure and new resident welcome packet.

**GRADUATE MANAGEMENT INTERN**

*City of Glendale, Arizona (Population 240,000 ) 1997-1998*  
Under the supervision of City Manager Martin Vanacour, Ph.D.

**INTERN, ASSISTANT CITY MANAGER'S OFFICE**

*City of Beloit, Wisconsin (Population 36,000 ) 1991-1994*  
Under the supervision of Assistant City Manager Steve Gregg

**PRESENTATIONS:**

“Linking Resident Opinion Surveys to Action – What does it really mean?”, CML Annual Conference, June 2011, Panel Presenter.

“14 Landowners, \$5 Million and 5 Months to Close?” “No Problem.” Conservation Excellence Conference, March 2011, Panel Presenter.

“The Cannabis Conundrum: The Science and Politics of America’s Most Controversial Plant.” Public Policy Forum of Crested Butte, August 2010, Panel Presenter.

Women’s Leadership Conference, Western State University, 2010, Facilitator.

Gunnison Leadership Forum, 2009, 2010 and 2011, Panel Member.

“Four Steps to the Future”, Innovations Group Conference, 2003, Co-Facilitator.

**PROFESSIONAL AFFILIATIONS:**

- International City/County Management Association
- Colorado Municipal League
- Colorado Association of Ski Towns
- Colorado City/County Management Association

**EDUCATION:**

**Masters in Public Affairs and Public Administration**

Robert M. LaFollette Institute of Public Affairs  
University of Wisconsin  
Madison, WI

**Bachelor of Arts, Government and Policy Studies**

Beloit College  
Beloit, WI

April 1, 2012

Honorable Rick Cudex  
Council President  
160 South Macy Street  
Fond du Lac, WI 54935

Dear Council President Cudex and City Council Members:

I am applying for the position of City Manager, and believe that you will find my experience as a Town Manager in Crested Butte CO, City Administrator in Elroy WI, and Division Head in Reno NV of interest. My background in public management and policy and fiscal analysis has given me a wide range of skills that match what you and the community members are seeking in a qualified candidate.

As the attached resume shows in more detail, I have exceptional skills in budget development/management, regional cooperation, labor issues, customer service and staff supervision. Over the past several years, I've further built upon that experience while performing my duties as a Town Manager and fulfilling the goals and expectations of the Town Council.

My areas of expertise and applicable skills include:

Strategic Planning	Team Leadership	Budgeting
Customer Service	Purchasing	Economic Development
Partnership Building	Expense Control	Public Utilities
Labor/Negotiations	Process Improvement	Consensus Building
Employee Relations	Training & Staff Development	Capital Improvement Plans

My references will tell you that I thrive in an atmosphere of challenge. An in-depth knowledge of all phases of government activity along with specialized abilities as a trouble-shooter and experience as a municipal manager and a community's first administrator set my performance apart and enables me to offer a truly unique talent. I'm confident I can bring to the table a package of skills, experience and abilities that will provide you with an invaluable resource.

I am confident that an interview would determine that my experience in local government, service delivery, integrity and overall enthusiasm and dedication to public service would assist you in your goals for the City of Fond du Lac. If you need additional information regarding my qualifications, I may be reached 970.497.9036 or [srparker@crestedbutte-co.gov](mailto:srparker@crestedbutte-co.gov).

Thank you for your time and consideration.

Respectfully,

Susan R. Parker

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REFERENCES

Leah Williams  
Town of Crested Butte, Mayor  
Cell: 303.589.4557

Gail Digatte  
Crested Butte Center for the Arts Board, President  
Cell: 602.421.0242

M.J. Vosburg  
RE1J School Board, Former President  
Phone: 970.349.6211

Joe Fitzpatrick  
Town of Mt. Crested Butte, Town Manager  
Cell: 970.209.0839

Ken Coleman  
City of Gunnison, City Manager  
Phone: 970.641.8080

Leann McElroy  
City of Reno, Chief of Staff (retired)  
Cell: 775.224.4585