

SEMSWA Interim Executive Director and Interim Finance Director Candidates / Firms

ED	FD	ED and/or FD	Firm ¹	Contact ²	Phone No. and Email
X			FHU	Art Hirsch	303-721-1440 Art.Hirsch@FHUeng.com
X			Leonard Rice	Katie Fendel	303-455-9589 Fendel@LRCWE.com
X			Muller Engineering Company	Jim Wulliman	303-988-4939 jwulliman@mullereng.com
X			Nolte Associates	Ken Rudolph	303- 220-1001 Ken.Rudolph@Nolte.com
X			RS Wells Corp	Bob Brooks	303-779-4932 Bob.Brooks@Cliftoncpa.com
	X		Ajilon Finance	Will Kennedy	303-291-1212 will.kennedy@ajilonfinance.com
	X		GHP Financial Group	Steven Levey or Michael Filkoski	slevey@ghphorwath.com mfilkoski@ghphorwath.com ContactUs@GHPHorwath.com
	X		Gordon, Hughes & Banks	Suzi White	303-770-8383 SWhite@GHBCPA.com
	X		IUG	Kees Corssmit	303-267-0200 kcorssmit@IUG.com
	X		Swanhorst, Dragon & Cutler	Wendy Swanhorst	720-528-4306 Wendy-Swanhorst@worldnet.att.net
		X	Brown & Caldwell	Sarah Reeves	303-239-5411 sreeves@brwncald.com
		X	Burns & McDonnell	Paul Fischer	303-721-9292 pfischer@burnsmcd.com
		X	HDR	Lloyd Christianson (Omaha)	402-399-1000 Lloyd.Christianson@HDRinc.com
		X	URS	Jim Ris	303-694-2270, 303-740-2600 Called and waiting for email address
		X	Merrick	Barney Fix	(303) 751-0741 Barney.Fix@Merrick.com
		X	AMEC	Jon Sorensen	303-742-5310 jon.sorensen@amec.com
		X	CH2M HILL	Meg Ibison	Meg.Ibison@ch2m.com

¹ Firms are not listed in any priority order.

² Contact names are intended to be the primary contact within the firm, and may or may not be the same as the person who will fill the position.



October 9, 2006

Subject: Southeast Metro Stormwater Authority Interim Position – Executive Director

Dear Candidate:

This letter is to invite you to provide a Statement of Qualifications to the Southeast Metro Stormwater Authority (SEMSWA) for the position of Interim Executive Director.

SEMSWA was recently formed by the City of Centennial, Arapahoe County, Arapahoe County Water and Wastewater Authority, East Cherry Creek Valley Water and Sanitation District, and Inverness Water and Sanitation District. SEMSWA will provide a complete array of stormwater services, and the entities forming SEMSWA will no longer be responsible for stormwater services. SEMSWA has the authority to charge those properties within their boundaries a fee for stormwater service. The first bills will be sent in January, and revenue will begin in 2007.

The SEMSWA board would like to hire this interim position in order to support their startup and formation efforts. The interim position can be held by an individual or firm meeting the attached qualifications. It is anticipated that the interim period will be 6 to 12 months, and may require up to 20 to 40 hours per week of effort.

Your statement of qualifications shall include the following:

- Statement of interest and identification of key staff.
- Experience with stormwater organizations.
- Experience with start-up operations.
- Client list with appropriate experience.
- Name of specific person who would serve in the interim role, or as the lead for the firm. Include that person's resume showing experience and qualifications.
- Any other experience that would bear on the organization and management of SEMSWA.
- 2006 and 2007 billable rate(s) of key employee(s).
- If there are any qualifications that you do not meet, but feel you are a qualified candidate, please explain the deficiency.

- If there are any conflicts of interest that your firm or personnel may have by filling this position, please indicate what the conflict is and why you feel you should continue to be considered.

Proposals shall be no longer than 3 pages, plus attachments for resumes and other brief supporting documentation.

Proposals are due October 20, 2006, with selection occurring within the following week. The SEMSWA Board may make their selection based on the Statement of Qualifications, or may request interviews with short listed firms/individuals.

The person selected for the position shall be available as soon as November 1, 2006 for the SEMSWA Board Meeting.

Questions should be emailed to Steve Gardner (email provided below) by 4:00pm Friday, Oct. 13th. Responses will be emailed to the group by 4:00pm Tuesday, Oct. 17th.

Proposals shall be emailed to the following people in PDF format:

- Steve Gardner, SEMSWA: SGardner@co.arapahoe.co.us
- Kyle Hamilton, CH2M HILL: Kyle.Hamilton@ch2m.com

Sincerely,

SEMSWA Board of Directors

Executive Director

Under the direct supervision of the Board of Directors, plans, coordinates, administers and directs the operation of the Southeast Metro Stormwater Authority.

Primary Duties and Responsibilities:

- Manages the stormwater operations, annual billing, plans review, and storm drainage functions.
- Establishes short and long-range departmental priorities, goals and objectives.
- Establishes and maintains short and long-range financial plans and strategies.
- Monitors and recommends rate revisions.
- Directs all aspects of stormwater drainage expansion and acquisition planning.
- Develops and negotiates intergovernmental agreements.
- Represents the Authority in a variety of organizations.
- Makes presentations.
- Develops policies on Authority matters.
- Oversees the selection, hiring, training, evaluation, disciplining and supervision of Authority employees.
- Prepares and manages Authority budget.
- Develops capital improvement programs.
- Coordinates planning and development activities with Authority governmental members.
- Prepares and makes policy recommendations to the Board of Directors.
- Performs additional duties as assigned.

Minimum Qualifications:

Education: Bachelor's degree in engineering, management, business administration or directly related field. Masters degree preferred.

Experience: At least 5 years progressively responsible experience in a large utility system including at least 3 years supervisory experience at a senior management level. An equivalent combination of education, training and experience that demonstrates required knowledge, skills and abilities may be considered.

Licenses or Certificates: Registered Professional Engineer preferred.

Knowledge: Comprehensive knowledge of principles, practices, and operating requirements of utility systems; rate structure design and development; contract administration; and district, authority or municipal management, budgeting planning, and regulatory requirements.

Abilities: Ability to establish and maintain effective working relationships with employees and other agencies, citizens, and elected officials; handle sensitive situations with tact and diplomacy; communicate effectively both orally and in writing; negotiate with other governmental entities; establish and fulfill goals and objectives; direct and effectively supervise a large workforce; and establish and administer budgets and capital improvement programs.

Skills: Strong interpersonal, communication, planning and managerial skills.

Working conditions:

Physical Demands: Sedentary physical work requiring ability to lift a maximum of 10 pounds; occasional walking and standing; vision to read and interpret reports and other written documents; speech communication and hearing to maintain communication with employees and citizens.

Work Environment: Works in a clean, comfortable environment.



October 9, 2006

Subject: Southeast Metro Stormwater Authority Interim Position – Finance Director

Dear Candidate:

This letter is to invite you to provide a Statement of Qualifications to the Southeast Metro Stormwater Authority (SEMSWA) for the position of Interim Finance Director.

SEMSWA was recently formed by the City of Centennial, Arapahoe County, Arapahoe County Water and Wastewater Authority, East Cherry Creek Valley Water and Sanitation District, and Inverness Water and Sanitation District. SEMSWA will provide a complete array of stormwater services, and the entities forming SEMSWA will no longer be responsible for stormwater services. SEMSWA has the authority to charge those properties within their boundaries a fee for stormwater service. The first bills will be sent in January, and revenue will begin in 2007.

The SEMSWA board would like to hire this interim position in order to support their startup and formation efforts. The interim position can be held by an individual or firm meeting the attached qualifications. It is anticipated that the interim period will be 6 to 12 months, and may require up to 20 hours per week of effort.

Your statement of qualifications shall include the following:

- Statement of interest and identification of key staff.
- Experience with stormwater organizations.
- Experience with start-up operations, including experience with setting up the finances for a start-up organization.
- Client list with appropriate experience.
- Name of specific person who would serve in the interim role, or as the lead for the firm. Include that person's resume showing experience and qualifications.
- Any other experience that would bear on the organization and management of SEMSWA.
- 2006 and 2007 billable rate(s) of key employee(s).
- If there are any qualifications that you do not meet, but feel you are a qualified candidate, please explain the deficiency.

- If there are any conflicts of interest that your firm or personnel may have by filling this position, please indicate what the conflict is and why you feel you should continue to be considered.

Proposals shall be no longer than 3 pages, plus attachments for resumes and other brief supporting documentation.

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- Kyle Hamilton, CH2M HILL: Kyle.Hamilton@ch2m.com

Sincerely,

SEMSWA Board of Directors

Finance Director

Under general direction, provides highly responsible strategic leadership and management of the Authority to include complete financial planning for the Authority, planning and controlling the Authority's overall budget, accounting, and treasury functions, and directing Accounting and Reporting, Budget Analysis, Contract and Analysis Services, Payroll, and Treasury sections.

Primary Duties and Responsibilities:

- Demonstrates an expert understanding of modern principles and practices of utility budget management and financial planning systems, and demonstrates an ability to apply that understanding in strategic planning, solving complex problems, and meeting the service needs of the public.
- Demonstrates an understanding of applicable provisions of the Civil Service Rules, the Authority Intergovernmental Agreement, as well as related Colorado State Statutes.
- Demonstrates an ability to apply that understanding in solving the most complex challenges/problems affecting departmental operations and demonstrates an ability to work with others toward the resolution of those problems.
- Demonstrates on an office-wide basis, an ability to evaluate technological needs and select the simplest and most appropriate technological tools, applications, and advances in work methods to meet those needs.
- Demonstrates an ability to manage and lead staff involved in applying same.
- Demonstrates the ability to identify the full range of risks and liabilities associated with complete financial planning for the Authority in controlling the Authority's overall Budget, Accounting, and Treasury functions.
- Demonstrates an ability to identify the most complex risks and liability implications involved in financial planning and administration, and demonstrates an ability to apply expertise in determining methods and resources needed to successfully address the same.
- Demonstrates an ability to expertly plan and manage multiple projects with changing priorities.
- Demonstrates the ability to negotiate and meet deadlines.
- Demonstrates the ability to identify which financial issue(s) requires immediate attention, and demonstrates the ability to plan and take effective and appropriate action.
- Demonstrates an ability to plan, coordinate, lead and monitor complex projects, prepare work plans, develop protocols and standards, and define and appropriately measure results.
- Demonstrates an ability to listen, speak and write in an effective manner, with a diverse group of individuals including Board of Directors, representatives of other jurisdictions and private organizations, subordinate employees, and the general public.
- Demonstrates effective leadership by providing effective work direction to subordinate employees, by promoting the mission and vision of the Authority, by reinforcing desired employee work behaviors, and by encouraging the creation of a positive work environment for assigned staff.
- Demonstrates the ability to facilitate the group problem solving process, recognizing positive results, managing conflict, and negotiating satisfactory outcomes.
- Demonstrates an ability to transfer one's knowledge to others and positively influence

others.

- Demonstrates an ability to lead planning activities and assist Board of Directors, office directors, staff and customers in problem solving and analysis.
- Demonstrates the ability to select clerical, technical, and professional staff that is best suited for the assigned functional area, and demonstrates the ability and skills necessary to effectively manage such employee's performance.
- Demonstrates an ability to direct others in conducting customer service needs analysis and participates in the development of customer service standards.
- Allocates, directs, motivates and evaluates Authority's personnel to help: (1) achieve their individual goals; (2) collectively achieve the Authority's mission; and (3) lead to employees' growth and accountability for their actions.
- Serves as a member of senior management on task forces and committees participating in the Authority's strategic planning efforts, and addressing Authority policy and management issues.
- Represents the Authority in meetings with other agencies, groups, and the media, as applicable.
- Performs other duties as required.

Minimum Qualifications:

Education: BS/BA degree, MS/MA degree in Business Administration, public administration, or related field preferred.

Experience: At least ten (10) years working experience in a Senior Financial or Administration position. Experience with stormwater utilities or organizations a plus. Start-up experience and selection and implementation of financial systems is a must.

Licenses or Certificates: Full accounting qualifications i.e., CPA (preferred), ACCA, or equivalent desired.

Knowledge: Good knowledge of fund accounting, including reporting requirements of major Government.

Abilities: Proven leadership and management skills with demonstrated integrity, flexibility and initiative.

Skills: Proven skills in the development and implementation of finance and accounting policies, procedures and systems from the ground up. Strong interpersonal, communication, planning and managerial skills.

Working conditions:

Physical Demands: Sedentary physical work requiring ability to lift a maximum of 10 pounds; occasional walking and standing; vision to read and interpret reports and other written documents; speech communication and hearing to maintain communication with employees and citizens.

Work Environment: Works in a clean, comfortable environment.