

The City Council of the City of Trinidad, Colorado met in Special Session on Tuesday, December 4, 2012 at 5:00 p.m. in City Council Chambers at City Hall pursuant to the following call:

CITY OF TRINIDAD
TRINIDAD, COLORADO
AMENDED
SPECIAL MEETING

There will be a Special Meeting of the City Council of the City of Trinidad, Colorado, on Tuesday, December 4, 2012 at 5:00 p.m. in the Council Chambers at City Hall

The following items are on file for consideration of City Council:

- 1) Selection of the procedure to be used in choosing the Acting City Manager
- 2) Acting City Manager applicant interviews
- 3) Selection of Acting City Manager

The meeting was called to order at 5:00 p.m.

Roll call was taken.

There were present:	Mayor	Baca Gonzalez, presiding
	Councilmembers	Bolton, Bonato, Mattie, Miles, Shew, Velasquez
Also present:	City Attorney	Downs
	City Clerk	Garrett

The pledge of allegiance was recited.

Selection of the procedure to be used in choosing the Acting City Manager. Mayor Baca Gonzalez advised that City Attorney Downs had prepared a memorandum dated December 3, 2012, outlining recommended procedures for Council to follow in selecting the Acting City Manager. She read the memo aloud "The following procedure to select the Acting City Manager is proposed and will be voted upon at Tuesday's Special Meeting: 1) The interviews will be conducted in open session; 2) Each applicant will be interviewed separately; 3) The applicants not being interviewed will be asked to wait in the Board conference room until called for their interview; 4) The members of the public and the media will be permitted to remain in Council Chambers while the interviews are taking place; 5) There will be no questions from the audience or the media during the interview process; 6) Mr. Ron Miller, the City's consultant, will assist Council with this process, and he may suggest follow-up questions for each applicant, and he may directly question the applicants, if he deems it appropriate or necessary; 7) Council members will each be given the opportunity to ask two questions, and any reasonable follow up question. After each interview, the applicant who has completed his/her interview may choose to remain in Council Chambers, or may retire outside Council Chambers until all the interviews are completed; 8) The interviews will be conducted in alphabetical order by surname (modified from what the memo indicated); 9) After the interviews are conducted, the selection process will be by ballot in the manner similar to that method used by Council in its selection of Councilwoman Michelle Miles; 10) The ballots will be prepared under the supervision of City Attorney Downs, and each member of Council will sign each ballot cast. There are no secret ballots. Each round of ballots to be used will be numbered round one, round two, etc.; 11) The ballots will be available to the public in accordance with the Colorado Open Records Act following receipt of a written request for a copy of such ballots, and the City will have up to 72 hours to produce copies of the ballots subsequent to a valid and lawful request having been made; 12) With regard to round one of ballots - a) the first round of votes will thin out the total number of applicants to only two applicants; b) Each Council Member will vote for two applicants, sign their ballot marked "Round 1" and pass them to the Chairperson who will provide them to the City Attorney. The City Attorney and City Clerk will then tally the votes. The tally form will then be attached to the written ballots for each round. The leaders in the first round of votes will then proceed to the next round; 13) With regard to round two - a) In the second round of votes each Council Member will vote for only one candidate of those who survived round one. Council Members will again sign their ballot marked "Round 2" and pass them to the Chairperson who will provide them to the City Attorney. The City Attorney and City Clerk will then tally the votes. The candidate with a majority of votes will be offered employment as the Acting City Manager, subject to an acceptable background and criminal history check." City Attorney Downs told Council that since he prepared his memo he realized the vote could be 3-2-2 for example. He emphasized that there will need to be a second round of voting because it is important that Council consider the possibility of unanimity after the first round. He noted that it may also be possible that they need a tie-breaker round at the bottom portion of voting. They will need a final round of voting, but may need to have an intermediate round whereby they elevate one of the applicants to the final round of voting. A motion to approve the procedures set forth with the additional clarifications provided by the City Attorney was made by Councilmember Bolton. The motion was seconded by Councilmember Shew and carried unanimously upon roll call vote.

Acting City Manager applicant interviews. Mayor Baca Gonzalez reiterated that the interviews would be conducted in alphabetical order according to surname. She further announced for those present that Council, with the assistance of consultant Ron Miller, had solicited letters of interest and resumes to fill the vacancy and the deadline for receiving them was at noon this date. Letters of interest and resumes were received prior to the deadline from Mr. Mark B. Garcia, Mr. Tom Acre, Mr. Richard Harlan, who withdrew from consideration before noon today, and Mr. Joe Reorda. Therefore there

are three individuals to be interviewed and they will be interviewed in alphabetical order according to surname. Following the interviews Council will vote by written ballot as was specified by legal counsel. Ron Miller has suggested questions to Council and she said she would ask the initial introductory question seeking information about themselves and their backgrounds and why they are interested in the position. She asked Council to each select a couple of the questions provided. Councilmember Miles asked if they are allowed to ask off-script questions. Mayor Baca Gonzalez and Mr. Miller advised that she may. Councilmember Bonato selected question #3 & #8; Councilmember Velasquez chose #12 & #13; Councilmember Miles only reserved question #4; Councilmember Mattie selected #9 & #10; Councilmember Shew chose #5 and #1 to be alternated with #7; Councilmember Bolton chose to ask two of her own questions; and, Mayor Baca Gonzalez reiterated that she would only ask the introductory question to allow time for follow up questions. Councilmember Bolton asked if they need to ask the same questions to each interviewee. Mayor Baca Gonzalez answered that to the extent possible they should, however if there's something in one resume that is not like the others a question could be asked about it. Councilmember Bolton advised that she had individual questions selected for each applicant. City Attorney Downs reviewed the written questions Councilmember Bolton had and informed Council that he didn't think there was a problem with those questions being posed. Councilmember Miles advised that she has one question, however not in written form, about qualifications lacking in one resume and not in the other. Mayor Baca Gonzalez said that would be reasonably related to job duties and therefore not a problem. City Attorney Downs recommended that the applicants wait in the conference room so they cannot hear the other's interviews. Tom Acre was invited into Council Chambers and welcomed. Mayor Baca Gonzalez asked Mr. Acre to provide an overview of his work history and credentials and why he is interested in the position. Mr. Acre told Council that he most recently had been Deputy City Manager for the City of Commerce City for about four and one-half years when earlier this year he said he made the decision to leave to pursue other opportunities after about 15 years at the City of Commerce City. He said he started in Commerce City as their Parks Planner. They hired him away from a non-profit to implement a greenway trail project working with three other jurisdictions, called the Sand Creek Regional Greenway Trail and also became the liaison for the water district. Previous to that he said he worked for a non-profit, Volunteers for Outdoor Colorado, a stewardship organization that does trail work and stream restoration. He added that both he and his wife were long-time volunteers and he was a board member of that non-profit. The project director asked him to step in one project season and thereafter he took on the role of Projects Director for two years. He was an environmental consultant for six to eight years before that with Woodward Clyde. Before that Mr. Acre said he worked for an environmental firm in Dallas, Texas. Mr. Acre said he has learned a lot working for the City of Commerce City and it will be beneficial to bring that experience to a community of this size. He said he is looking to continue his City Management career and make the next step into a City Manager role. This is an opportunity for him to look at that role and it will give the City of Trinidad a chance to look at him as well, explaining that he intends to apply for the permanent City Manager position. Mr. Acre said he also has an economic development background and experience. As part of his Deputy City Manager role he was over the finance department during those tough years with the down turn in the economy. He added that he's got some creative ideas and this community fits him from a size standpoint as well. Councilmember Bonato asked Mr. Acre what his experience has been with economic development. Mr. Acre answered that his experience largely was within the past four and one-half years whereby he was involved through the City Manager's office working with the Economic Development Department and he served as their Director for about six months when the position was vacant. He continued that he would work with them with they would get prospects and with some of the financial considerations, as well as from a water standpoint. The Economic Development staff would often ask him to go out with them on sight visits with companies looking for a place to relocate or with some of the companies they were trying to attract to Commerce City. Mr. Acre said he would also make trips out to the International Council's shopping center convention. Some people would question why he wanted to do that, but it was to build those relationships. He said he thought he brought a different kind of vent to the Economic Development because he worked in other departments, looked at things a little differently and asked some different questions. Councilmember Velasquez asked Mr. Acre what his approach would be to maintaining good community relations and media relations. Mr. Acre answered that he thought it was important with both aspects to be open and as transparent as you can be. We want to be honest and address things head on. He added that there should be communication about what's going on in the community and at City Hall and with the City itself. He said with respect to community relations he thinks it is good to get out there and talk with people, meet business owners and residents. It is also important to know who the leaders are in service organizations and get to know them. Also he said it is important to be approachable by the public and businesses and to listen to them and learn what some of their concerns are, however don't over promise. He may not have the answer they want to hear, but will give them an answer and be respectful. That goes with citizens as well. With the media he said it is important to be honest and give them the facts and be as transparent as we can be as City Manager or City staff. Councilmember Miles asked Mr. Acre when he arrived in Trinidad. Mr. Acre said it was between 3:00 and 3:30 p.m., a couple of hours later than he had anticipated because he left Denver later. Councilmember Miles noted that in his resume it identifies Deputy City Manager and within that Internal Services and External Services and within External Services there is Economic Development and Planning and Development Services. She asked if there were two Deputy City Managers or one. Mr. Acre answered that at that time there were two Deputy City Managers and he was lucky enough to serve in both roles for a time period. Currently they have one Deputy City Manager. Councilmember Miles asked if there was an Internal Services and External Services. Mr. Acre said there were two. Councilmember Miles asked and if he served in both roles, three in External Services and almost a year and one-half in Internal Services. Mr. Acre confirmed that he had and the time periods. Councilmember Miles asked Mr. Acre to speak to his budget experience, recognizing that they had a rapidly growing population. What is his experience with one that is not as blessed with growth? Mr. Acre said he didn't have any directly, however with Commerce City when the building stopped with the downturn in the economy, they faced tough budget decisions like most cities were. Commerce City had a rapid growth and relied on building permits for revenue, something that wasn't sustainable. In the last four and one-half years they took a different approach with budgeting and looked at revenues that are constant and stopped relying on one-time revenue to balance the general fund. Therefore, he surmised that he would look at revenue and match reoccurring budget items with reoccurring revenue stream and then use that one-time revenue for projects. Councilmember Miles asked as someone who hasn't lived in Trinidad, what Mr. Acre saw as some of Trinidad's assets and liabilities. Mr. Acre stated that he thinks the assets include the community itself. He explained that he drove around part of downtown and found that it was very vibrant. The vibrant down town is an asset to continue to develop. Also, being located on the interstate Trinidad has that chance to draw people off of the interstate and have them stop and stay a while. There needs to be a draw. He said he's been guilty of driving through himself and not getting off of the highway. Mr. Acre said some of the challenges include job creation so people can stay in Trinidad to have an increase in revenues. Trinidad has to have a stable community and stable City staff to be responsible to the citizens and to the business needs. Councilmember Mattie changed his pre-selected question and asked Mr. Acre what his experience has been with intergovernmental relations. Mr. Acre said he has quite a

bit of experience. Part of his role as Deputy City Manager and Projects Manager was working with different jurisdictions on projects or issues. He exemplified that he worked with some of the neighboring communities on a transportation task force called the Northern Area Transportation Alliance. Commerce City is in the northern area of Denver, but there is a big void of good transportation network other than highways – no light rail, not enough mass transit. So, he said, they formed a group to try to work with the regional Council of Governments and CDOT to try to get some mass transit, bypass or express lanes, to try to alleviate some of the congestion on I-25 in the northern area. It also gave people another way of getting into not only Commerce City, but also downtown Denver where a lot of people work. That was an example of working with three or four jurisdictions including the county. Mr. Acre said he also was the liaison between the City and water district. About eight years ago they were having some difficult times with the water district, had some growth occurring and did not have adequate water. They had to come up with a way to work with the district to get water. Mr. Acre said he worked with the district with their water attorney to formulate an agreement to figure out how to get water and to figure out a way to improve their relationships. They formed a water commission, consisting of staff, a couple of board members from the water district and a couple of council members, which allowed them a chance to meet informally on topics that may become issues and enabled them to have a discussion before an issue became a hot issue before City Council or the water district board in a public setting. He explained how it really helped their working relationship. Councilmember Shew asked what experience Mr. Acre had overseeing utilities, police and fire. Did he have any direct experience and any experience with conflict issues, ie. union matters? Mr. Acre said he had indirect experience with utilities, primarily a water utility. Additionally he said he negotiated along with the City Attorney for a franchise agreement with Xcel. That became rather contentious. He added that he has testified in front of the Public Utilities Commission on an environmental tariff that Xcel was trying to put in place. He said the City prevailed on that issue to the extent that they got what they wanted out of it. Mr. Acre elaborated that he has not had any direct experience with utilities because Commerce City did not have its own utilities, nor did they have a fire department. A district served them for fire protection. However they had a police department and the police chief reported to the City Manager. He said he was aware of and remotely involved with some of the issues that came up with that department. Mr. Acre said he did not negotiate the last police contract but did negotiate with the general employees. Councilmember Bolton noted that in Mr. Acre's application he listed the former Mayor and Director of Finance of Commerce City as references. She asked Mr. Acre why he didn't list the City Manager, to whom he would have directly reported. Mr. Acre answered that he hoped he had listed him. The City Manager who he worked most closely with was Jerry Flannery, who is no longer with Commerce City. The reason he didn't list the current City Manager he said was because he didn't work with him closely for very long. He added that he felt his reference would provide a better representation of his work. Mr. Acre told Council he has a letter of recommendation from the existing Commerce City Manager who he currently works for as a consultant on water and some other issues with Commerce City. Councilmember Bonato asked Mr. Acre how familiar he is with Trinidad's challenges and opportunities. Mr. Acre said he thought he was a little familiar but maybe not as much as other people. He said some of the challenges he's noted from his review of Trinidad through his application for the interim and permanent City Manager position, is sustainability of revenues to support what needs to be done. Also, he understands there are challenges within the City itself relative to direction and relationships. Mr. Acre said he thought that happens in all communities. An opportunity from an economic development standpoint and putting Trinidad as a destination is being right along the interstate. He said Trinidad has that opportunity to draw people to hopefully stay and maybe to live as well. There's a chance people will come here and find out what a good and unique community Trinidad has. Councilmember Velasquez asked Mr. Acre to describe his management style. Mr. Acre said he is a participatory manager. He said he works with people, wants to mentor people, explain why decisions need to be made or are being made. He added that he is not a micro-manager and believes staff is professional and knows their job better than he does. He trusts them but if he sees a project needs a little more work or detail he may get involved, or City Council may ask him to get involved. But he said he is not a manager who will stand over someone and tell them how he wants them to do the job. He may give suggestions and mentor them, however. However, he said he wants to hear their input and he wants them to disagree with him and tell him why they have certain feelings, and then they move forward together as a team. Councilmember Miles said she noticed that there are 357 employees in Commerce City. She asked how many were direct staff reports to him. Mr. Acre said he had six to eight department heads that reported directly to him and under them in Public Works for instance there were 75 to 80 employees that were indirect reports. Total direct and indirect reports to him were between 150 and 175 depending on the time period. The police department makes up approximately 100 employees in Commerce City. The 357 is full time employees. The part time and temporary, primarily in the Parks and Recreation Departments, might bring that up to well over 450 in the summer time. Councilmember Mattie asked Mr. Acre how he would go about establishing and maintaining good Council-staff working relations, to include himself. Mr. Acre answered that he thought the way to go about it is when he first started working in a community he would get to know the Council members and meet with them one on one, learn their issues, concerns and ideas. Then he said he'd do the same thing with staff, starting with department heads, get to know them and hear their concerns, suggestions and complaints to try to find a resolution. Thereafter he said he'd get to know the rest of the staff to put a face to a name. Trinidad is small enough to be able to do that. He would give them the same opportunity to give him input. In return, as City Manager, Mr. Acre said he would give them information about what's going on, explaining that when he was on a lower level he wouldn't know what was going on. The employees on the street interact with the public sometimes more than he may. A regular communication to that staff and City Council is important so everyone knows what's going on – transparency with two-way communication. Councilmember Shew asked what he thought his role as Acting City Manager would be. It may be short term or it may be long term. He said he's coming into a difficult situation, so what does he see as his role. Mr. Acre said he sees his role, if Council agrees, to get an idea of what some of those difficult challenges are and try to turn those into opportunities. He said that as an Interim City Manager one could either tread water or could work with City Council for the community and start to move things forward to set things up so when a permanent City Manager comes on that person can continue that momentum. One can't rock the boat and be too radical because you may not get the support, but you want to set that stage. Councilmember Bolton said she understands he intends to apply for the permanent City Manager position. She asked if he's selected as Acting City Manager would it preclude other qualified applicants from applying. Mr. Acre said he does intend to apply but that he didn't think it will preclude other people from the same opportunity that he has. This is a test drive, a time for Council to see if he's the right kind of person and for him to see if this is the community he wants to come to. Mr. Acre said he'd be dedicated if selected and would give them his all. He added that if he weren't allowed to apply for the permanent position he would still be looking at the Acting City Manager position. Mr. Ron Miller asked Mr. Acre to describe his approach for conducting an organization assessment. Mr. Acre said he'd get to know staff and what they do and then look at City Council roles and see if staff is actually working within those parameters. He'd also look at staff's experience and see what they are doing and determine if they are in the right job. Are their skills matched for the position they are in? Ultimately he'd make sure everyone is working as a team in the right position. Mayor Baca Gonzalez

asked Mr. Acre if he had any questions of City Council. Mr. Acre asked what City Council is looking for in terms of a City Manager. Councilmember Mattie answered that he's new to Council and the comments he hears is that they need someone to straighten things out. Conversely he said he didn't think they need an enforcer, rather they need a mentor and shepherd. They need someone to bring vision and foresight, to provide some guidance and counsel to City Council and make this place a better place instead of what he sees it coming to. They would look to that person to offer leadership and direction. He added that they have ideas where they'd like to go. This is somewhat of a divided community and someone needs to help pull in back together. Council tries to work for the consensus and unity which often times doesn't bode well, however he said he thinks that the ultimate goal is to have a unified community working for the common good in a positive direction. Councilmember Shew added that they want someone who will work and not just draw a paycheck, someone who will get things they had before and try to get them going. Also, they want someone with enthusiasm to get things back in order and work on the betterment of the community. Councilmember Miles added that they need someone with a proven track record of achievement. There were some good things in his resume, she said, and one of the things she loved was that he started out in Commerce City in 1997 and stayed there until 2012 and achieve a lot in that time. It showed a combination of stability, which this community very much needs, and also achievement. Councilmember Mattie said in his experience, having been the interviewee, he always wanted someone to ask him to tell them something he had a really good answer to—something spiffy. Mr. Acre said he thinks his spiffiness is his stability. He said he is honest, he has integrity and is trustworthy. He added that he is excited and not your typical government employee because he has the private sector entrepreneurialship bent and also some non-profit experience. He surmised that he thinks he's got that broad background that isn't found often in a City Manager or even a Deputy City Manager. He added that he is very nimble and flexible. Mr. Acre thanked Council and said he is very excited about the opportunity and would love to give Trinidad the needed short-term leadership and assistance.

Mark Garcia was invited into Council Chambers to be interviewed. Mr. Garcia handed out his business cards to Council members and thanked them for having him tonight. Mayor Baca Gonzalez thanked him for his appearance on short notice. She asked Mr. Garcia to tell Council about his background and training and why he is interested in the position. Mr. Garcia said he is originally from Santa Fe, New Mexico, and currently resides in Pagosa Springs, Colorado, with his wife and three children. He said he has been in local government for 18 to 19 years and was Town Manager of Pagosa Springs from 2003 to 2008. Prior to that he said he worked for the town in various capacities. Mr. Garcia told Council he is an engineer by schooling, having gone to the University of New Mexico. He added that a number of his family ties are from this area and is therefore familiar with Trinidad, southern Colorado and northern New Mexico. Mr. Garcia said that when he resigned from the position of Pagosa Springs Town Manager his family didn't want to leave so he formed the company Gov-Plus, LLC. Since 2008 he has provided consulting services to small to mid-sized local governments, working predominantly throughout southern Colorado. Most recently he was the Interim County Manager for Alamosa County. Prior to that he was the Town Manager for the Town of Center; Interim Town Manager for Antonito, Colorado, and has done numerous other projects for various communities from land use code re-writes to municipal code re-writes, grant writing and project management, including a large water tank capital project. Project management was very easy for him with his engineering background. Mr. Garcia said he has been applying his local government experience to communities he works with. His company structure is to work within local governments because he understands all of the different channels and the chain of command and is effective and easily able to work within those organizations. Mr. Garcia told Council that he learned of the City's quest for a permanent City Manager and considered it; however his family does not want to move. Having learned of the City's recent search for an interim City Manager, Mr. Garcia said he had finished his work in Alamosa County so he submitted his information for consideration tonight. Councilmember Bonato asked Mr. Garcia if he is familiar with Trinidad's challenges and opportunities. Mr. Garcia answered that he has been reading some past meeting minutes and articles in the newspaper, therefore he knows of some of the challenges, but not all. He said he is not sure what his role would be as interim manager and how those challenges may affect him, but he feels he can adapt and work for City Council and with good direction and guidance do what is right to complete the job. He added that in his experience, most communities have challenges in one way or another, but in particular with financial issues. He reiterated that he doesn't know them all but is sure he can adapt with direction from Council. Councilmember Bonato asked what he sees as Trinidad's opportunities. Mr. Garcia said that Trinidad is a unique city and it has enormous potential—more than a lot of communities in Colorado. With its historic district, everything that Trinidad was is everything that Trinidad can be. He compared Trinidad to Las Vegas, New Mexico, with its historic district, college, train, similar demographics, but Las Vegas is unable to get any traction for all the wrong reasons. The potential is there. They have the infrastructure, but it is a matter of gaining a vision that the community can embrace and start working towards. He added that communities like Las Vegas and Trinidad and other similar community, had we not had a recession would be in a totally different position right now. It's just a matter of time and Trinidad will benefit immensely from baby boomers. Councilmember Velasquez asked Mr. Garcia what his approach would be to maintain good community and media relations. Mr. Garcia answered that transparency is critical for the organization in being able to work with its citizens. There are different sectors of citizens with certain interests and you have to work with them all and explain what the City can and cannot do for them. It's always a challenge to make sure everyone gets equal time when working with your citizens. Some groups can be a total time commitment and energy commitment from a manager's standpoint because they are always in the office demanding time. It's a balancing act where you have to work with them day in and day out and try to convey information to them as clearly as possible. Regarding the media he said the City needs to be transparent and get everything out to the media that they are entitled to. They should have good information on what is happening with the City in advance if possible. Both have unique requirements and it is part of the City Manager's job to work with those groups. Councilmember Miles asked Mr. Garcia if he's selected would his family remain in Pagosa Springs. Mr. Garcia said they would, realizing that the Acting City Manager position would not exceed 180 days pursuant to the City's Home Rule Charter. Councilmember Miles asked if he would stay in Trinidad during the week and go back home on weekends. Mr. Garcia said that is correct. Councilmember Miles noted that these are tough economic times in southern Colorado and Trinidad is facing a budget process and are trying to squeeze blood out of a stone. She asked Mr. Garcia if he can give an example of where he's done that successfully—financial management and budgeting whereby he's made tough budget decisions to bring things in balance. Mr. Garcia said when he was at the Town of Center their budget and financials were a mess. They hadn't submitted audits for five years and the state seized their property tax until they got their audits in. Mr. Garcia said he jumped in and worked through all of their financials. When he left they were still trying to get them satisfactory for the auditor and they were bringing in new software programs. Trinidad is unique in that it owns its own utilities. Looking at the budget Trinidad has a \$19 million utility budget in the 2013 draft budget. The utilities are an anchor in many respects for the City's budget. He suggested the City may need to look at rates. The general fund and staff within the general fund

are providing services for the utilities and there may not be a clear cost-sharing agreement between the enterprise funds and general fund. That may be an area to look at as well to see if the enterprise funds should be paying more to the general fund for those services. He said that was an area in Center that they really delved into because the general fund wasn't being adequately compensated for its services from the enterprise funds. It helped them finally get some raises to staff after not having any for 7 or 8 years. He said financials are not a problem for him. He said he can tear through a budget quickly and develop a lot of questions and he can provide his insight for changes to the budget. It is an important position for the City Manager to have a full understanding of the City's financials in detail. If it is not understood, a City Manager would be unable to execute his job effectively. He said he would anticipate that as interim the budget adoption would be top priority. He said if Council chooses to enlist his services he would jump right in. Councilmember Miles asked when he would anticipate starting work if selected. Mr. Garcia answered that he could start on Monday. Councilmember Mattie asked Mr. Garcia to speak to his intergovernmental relations experience – the various government entities working together for a common interest. He said it seems they all have limited resources so maybe if it were pooled together they could help each other. Mr. Garcia agreed. He said he's been a staunch advocate of regional forms of government. He exemplified that there is a single municipality in Archuleta County yet there were two administrators, one municipal and one county; there's cross over with finance directors and public works directors, the police chief and sheriff. In single municipal counties there is a lot of potential to change how they do business. It's not to root out anyone from any particular job; it is just being able to do the work more effectively. He said he is an advocate for intergovernmental relationships. He has worked closely with school districts and with counties. Archuleta County, when he was with Pagosa Springs, experienced financial problems and almost went bankrupt. He worked very closely with the county to share resources to do as much as they could. It is critical in this day and age to work together to be as efficient and effective as possible. Those boundary issues are not as distinct with those groups because it is more of a funding issue than a boundary issue. The key is to have a vision. If everyone understands what they are working towards those boundaries don't become as problematic. Councilmember Shew asked Mr. Garcia what he sees as his role as temporary City Manager coming in for a short period of time. Mr. Garcia answered that he'd rely on Council for direction on that. Trinidad has a large number of departments and staff. He'd have to be the go-to person to work through issues and day to day operations. He'd have to be available to them. Mr. Garcia said there's a learning curve on what's happening within an organization. He suggested that the timeline in bringing in a permanent City Manager would dictate how he would approach the work. He'd either be learning more about the organization or just dealing with point issues that he's directed to work on. He reiterated that he'd rely on Council's direction. Mr. Garcia said one thing he has done in his interim work is organizational assessments and work from the top to the bottom. He said that's where he can be very effective. He surmised that he'd rely on Council for direction, deal with the day to day operations, get the budget taken care of and ready for 2013 to bring the permanent person in. He added that in Alamosa his work was unique and they were courting him for the permanent position but his family issues were the obstacle. When he spoke with the County Commissioners he told them he was very interest in the job and asked them to allow him to assume full responsibilities for six months. He approached it as though he were the permanent person and built relationships with all of the public officials and department heads and gathered as much information as he could about the organization. Whereas, here if it is only a two or three month tenure he would probably approach it differently and ask Council what areas he should focus on. Councilmember Bolton asked Mr. Garcia what his experience has been overseeing public service operations such as utilities, police, fire, public works, emergency management, and parks and recreation. Mr. Garcia said he has managed all of those service operations with the exception of fire. Fire services have been special districts in all of the communities where he has worked. He said he did however have an intergovernmental relation with some of the districts sharing equipment and services. He said he has managed all of the other areas and elaborated on some of those experiences. He said Pagosa Springs was unique in that its population was just under 2,000 but its service area was just over 12,000 for its Parks & Recreation programs. There was a lot of cross over and equipment sharing. He concluded that he is comfortable with all of the departments except fire but feels he could work with them. Councilmember Bonato asked Mr. Garcia his experience with economic development. Mr. Garcia said it is pretty broad. He said he sat on the Region 9 Economic Development Board for Southwest Colorado. They take a regional approach to economic development. A lot of his colleagues from other cities were on the board, as well as private business representation, bankers, etc. They are the organization that distributes a lot of the CDBG revolving loan funds. Locally he said they've had some ups and downs with the Economic Development Association in Archuleta County. That was local where representatives from the City and County and private sector were involved. He added that economic development is a difficult venture to work with. One thing that makes Trinidad unique and puts it above other communities in Colorado is its gas and electric utility. He said he's curious how the rates are structured and thought there might be the ability to convey to the citizens that a small portion of their rate will go to economic development. In that jobs would be created and the children would not have to leave Trinidad. No other utility regulated by the Public Utility Commission can do that, however municipal utilities can. Through a comprehensive rate structure the City could create enormous economic potential. He added that he was working on that when he left Center and they continue to do so. Councilmember Velasquez asked Mr. Garcia to describe his management style. Mr. Garcia described it as holistic whereby he likes to know all of his employees and he likes them to know him. He doesn't have a very gruff approach. He'd work with all of the employees because they are all valuable to the organization. You can't have a \$31 million corporation without everyone understanding their place in it. Often times municipal employees don't see it that way. He said he'd work with Council in the same fashion and he is transparent. He said he'd have an open door policy for the public and staff. He concluded that he has been successful with his approach. Councilmember Miles said she notice he has two on-going projects, his consulting firm and consulting work for the City of Ouray. She asked if he'd be suspending his business and if the work in Ouray is coming to a conclusion. Mr. Garcia said Gov-Plus is his LLC that he works from. His only work right now is for the City of Ouray and it is just about done. It should be done by the end of the year. In the past in Alamosa County and Center he said what he tried to do was his consulting work first thing in the morning, at lunch and at the end of the day. He said he was able to manage it pretty well. Councilmember Miles asked if he'd be taking on any new projects. Mr. Garcia said Trinidad would be his focus. He has two other irons in the fire but they haven't materialized. If they do and he is selected, he'd tell Council more about them and learn more about the time commitment involved. He said he'd be fully committed to Trinidad working 50+ hours per week until the full time position is filled. Councilmember Mattie asked given the limitations of an interim position how he would go about establishing and maintaining Council-staff working relationships, including himself. Mr. Garcia said he'd rely on City Council while learning Council dynamics and priorities and look to Council's direction to work with staff. If there are difficulties he needs to address it may not be an organizational assessment, per se, but it is working within that department to try to remedy potential problems. Mr. Garcia said he read in the Charter that Trinidad has a Council-Manager form of government and opined that to be the ideal form of government. He said in his role he would fully understand and want to work with Council to oversee their directives and mainstream that with staff. He said he recognizes that they have

been without a City Manager since May and so there's been a period where staff is trying to find some direction and leadership. He said he'd jump in and try to be that person but would rely on Council. Councilmember Shew asked what he is looking for in the future. Is he satisfied working as an Acting City Manager? He complimented his qualifications and background but said it seems like he's undecided on his career. Mr. Garcia said meeting the needs of his family and work life is his biggest challenge. His family does not want to relocate from city to city. He said he created Gov-Plus and enjoys very much working in local government, having worked in every sector of government previously. In local government you affect people's lives every day and so he is passionate about it. He said it isn't easy being away from home and he's been looking for work at home but hasn't found anything permanent. Therefore he said he intends to maintain Gov-Plus and that he's formed some great relationships throughout the state. He can continue it and grow it if he wants. He said he is ready to work for Trinidad and would be fully committed in an interim capacity. He said he would hope that in that time he would be able to make a difference in the community. Councilmember Bolton had no other questions for Mr. Garcia. Mayor Baca Gonzalez asked Mr. Garcia if he had any questions of Council. Mr. Garcia asked the time frame involved for the interim position. Mayor Baca Gonzalez said that Mr. Ron Miller has set a deadline for application of December 21, 2012. Therefore, depending on interviews they are looking at three to six months. Mr. Miller said he hopes to expedite the process. Mr. Garcia said he anticipated they'll have a permanent manager in three months. Mr. Garcia asked if there are any other challenges they would want the interim manager to address. Mayor Baca Gonzalez said Council has their plate full with trying to fill the City Manager position. Councilmember Bolton said they would want the interim to dig right into the budget and into possibly looking at reorganization. Mr. Garcia responded that wouldn't be a problem. He pointed to the references he provided and said they should feel free to contact them. He reiterated his availability as soon as Monday however has Christmas plans already made.

Joseph Reorda was invited into Council Chambers to be interviewed last. Mayor Baca Gonzalez asked Mr. Reorda to describe his background and experience and explain why he is interested in the position. Mr. Reorda said he is a native of this community for 78 years and has lived here 77 of the 78 years, having spent one year in Denver. His father was from the old country and came over on a boat. His mother was born in the small mining community of Engleville, east of Trinidad. He is the product of Mrs. Clinton's book. He explained that he was raised by a village. In the neighborhood he grew up in there were 48 kids in a four-block area. That was before television. There were seven children in each household. No one knew who was sitting at the dinner table because everyone took care and fed everybody. Everyone loved each other and worked well together. Every nationality was living in that area. He continued that his father was brew-master at the brewery. It opened and closed three times and his family left and came back three times. They ended up here. He was educated in the Catholic school, went to Trinidad State Junior College and got his BA from Northern Colorado University and Masters Degree from Adams State College. Mr. Reorda said he worked in education for 41 years, 31 in public schools and 10 in the Catholic school system. Twenty-seven of those years he was principal of K-12 and kind of a superintendent of the parochial school. He continued that he made two promises to himself growing up after losing his father when he was 17 years old and there were seven children and still four at home, that he would never forget his father came over on a boat and that they were poor. He said he's survived in this community through three mine openings and closings and we've struggled. He said he wants this job because he loves this town and wants to protect what we've got and what he's done when he was the mayor. We are going in different directions and we need to start working together. Councilmember Bonato asked Mr. Reorda what his experience is with economic development. Mr. Reorda responded that we need jobs. Both the City and County are investing in Economic Development. We have a Chamber of Commerce. Both are struggling. Why can't we combine them and get a director and assistant director and let one do the economic development and one the chamber's job? It would save the City and County money. He added that he wants to see something happen where young people want to come back and work in Trinidad. They can't because there are no jobs, except minimum wage jobs. Councilmember Bonato asked his familiarity with Trinidad's challenges and opportunities. Mr. Reorda said he served eight years as mayor and is very well aware of what's happening here. He reiterated the need for jobs. We also need to not be so territorial and work with the county. It is all taxpayer money. He suggested they share resources and work together. He exemplified jointly building an asphalt plant for joint use. He further suggested they have joint meetings and spoke of past efforts and issues. Councilmember Bonato recalled when they were on Council together they tried to work with the County. He asked what his suggestions would be to get the two to unite. Mr. Reorda suggested monthly joint meetings where they can share their problems. Councilmember Velasquez asked Mr. Reorda what his approach would be to maintaining good community relations and media relations. Mr. Reorda answered that he'd meet with staff, all of the department heads first and tell them everything better be positive that comes out of their mouths. Work together and be positive. He said he thinks he has a lot to offer and doesn't make promises he can't keep. This community has so much potential. We have some of the finest people here. We can't do it by ourselves; we have to start working together. The County will do this - they're without a manager. The City Manager needs to go to the County Manager once one starts and tell them it's the same money, the same pot - why can't we share resources? He said we need to look to Homeland Security money to help get fire trucks. That money goes to the County. Councilmember Velasquez asked him to describe his management style. Mr. Reorda said some people would say it's harsh, and it is. He was told his voice served him well when he was a principal but now he needs to tone it down working with adults. He said sometimes that is true and sometimes it is not true. We are very fortunate to have the quality people we have on our staff. He said he will not run this town, they will and they will teach him. Regarding the budget, having served eight years as the mayor he said the Finance Director did the budget with input from the City Manager. He said he didn't know a manager nor an accountant that could put a budget together like the Finance Director did. Let's use them and give them some confidence. Mr. Reorda concluded that he can work with staff. Councilmember Miles thanked Mr. Reorda for his many years of service. She recalled Mr. Reorda having previously said that his biggest regret was ARPA and one of his motivations for trying to come back was to try to fix ARPA. She asked if he had any specific ideas. Mr. Reorda said ARPA was a debacle that he takes complete responsibility for. He explained that he had confidence in the people who served on the ARPA Board representing the City and the information they were giving Council. They kept coming back saying we needed to give ARPA more money and now we are at \$157 million and the plant hasn't produced one kilowatt hour. He said he wants them to go into court. He asked how they can run the plant fully staffed and not generate power. We need to try to make them claim bankruptcy, let someone else buy it and produce electricity. He said the reason we were in the debacle was because we put our confidence in the people who were in charge, the director of light and power and the City Manager. He reiterated that they need to try to force them into bankruptcy. The City has a pretty good lawyer. He apologized to the entire community for not doing due diligence. Councilmember Mattie told Mr. Reorda he had two questions but he eloquently spoke on both issues - intergovernmental relationships and working relationships between Council and staff and himself. Councilmember Shew asked what he would see as his role as interim City Manager. Mr. Reorda said he first would meet with staff and build report and next meet with each business with

Council in attendance and hear what they want the City to do for them. We have to get people to come into this town. We need to find out their problems and what they want the City to do for them. They are struggling and we need to let them know we are here for them. Councilmember Shew said his other question was working with utilities. Mr. Reorda said he'd like to work with Councilmember Miles more. Councilmember Shew commented that ARPA is at reduced staff for the last year. Councilmember Bolton asked Mr. Reorda about his experience with conflict resolution. Mr. Reorda said he was a principal which should qualify him for a doctorate in conflict resolution. He joked that he thinks he causes more conflict than resolution. He said his wife reminds him he needs to start listening instead of talking. He said he wants the kind of report with the staff where they tell him when he is wrong and he can tell them when they are wrong. He reiterated that we have to work together and said he knows every staff member by name. He concluded that he is here for Council no matter who they choose. He said if chosen he might get involved by helping physically because he won't be spending time in his office. He wants to get down and dirty.

Selection of Acting City Manager. City Attorney Downs reminded them that the selection process is the same as was used when they selected Councilmember Miles. He asked Council to vote for two applicants in the first round and reminded them to sign their ballot. The ballots will be tallied by he and the City Clerk and they will be advised of the two who prevail from that first round. The second round they will vote for one of the two who survived the first round, and sign the ballots to likewise be tallied. Council voted the first round of ballots and the surviving applicants were Tom Acre and Mark Garcia. Council next voted the second round and Tom Acre received the most votes. A motion to approve the selection of Mr. Tom Acre as Acting City Manager was made by Councilmember Mattie and seconded by Councilmember Shew. The motion carried unanimously upon roll call vote.

There being no further business, Councilmember Velasquez moved to adjourn the special meeting and Councilmember Bonato seconded the motion. The motion carried unanimously upon roll call vote and the meeting adjourned at 7:06 p.m.

ATTEST:

BERNADETTE BACA GONZALEZ,
Mayor

AUDRA GARRETT, City Clerk