



## BOARD OF TRUSTEES MEETING

Thursday, July 10, 2025 at 6:00 PM

Palmer Lake Town Hall – 28 Valley Crescent, Palmer Lake, Colorado

\*LIVE STREAM available on Town website\*

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### AGENDA – REVISED 7/9/25

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*This agenda is subject to revision 24 hours prior to commencement of the meeting.*

***The Board of Trustees values public comment on issues relevant to Town government. To permit the fair and orderly expression of such comments, the Board will adhere to the following rules for public comment, whether for an agenda item or during public comment for non-agenda items brought by the public.***

***A speaker must be recognized by the Mayor to step to the podium, sign in, use the microphone, state name and address for the record, and address comments solely to the Board, as a whole.***

***Each speaker is limited to 3 minutes, cannot pool time with another, and each speaker may only speak once per topic. Civility and respect is required. Comments should not be directed to Town staff, individual Board members or to public members. Comments or disruption from audience members not recognized by the Mayor are prohibited. Points already made should not be duplicated. Only written comments limited to one page will be permitted. Public members are also invited to submit comments by email to be distributed to the Board separately. Note that comments submitted to the Board are public record. Please understand that the Board will listen and consider public comments; however, members will not discuss or take action on your comment but may refer it to staff and/or a future meeting for discussion.***

***Thank you for your cooperation.***

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Call to Order

Roll Call

Invocation by Guest

Pledge of Allegiance

Presentations

- [1.](#) Recruiting Proposals - KRW Associates; Strategic Government Resources Inc (SGR)

**Consent Agenda** - *Items under the consent agenda may be acted upon by one motion. If, in the judgment of a board member, a consent agenda item requires discussion, the item can be placed on the regular agenda for discussion and/or action.*

- [2.](#) Minutes from June 30, 2025 Meeting
- [3.](#) Checks over \$15,000 - Craig Fire & Safety Inc (\$17,825.00) for fire extrication equipment

Staff/Department Reports

- [4.](#) Water
- [5.](#) Public Works including Roads & Park Maintenance
- [6.](#) Police

7. Fire
8. Administration
9. Attorney
10. Administrator

**Business Items**

11. Resolution 53-2025 to Authorize Hiring Recruiter to Fill Town Administrator Position
12. Resolution 50-2025 Approving an Appointment to Fill a Vacancy on the Town Board (remaining term 2022-2026) & Possible Oath of Office
13. Resolution 56-2025 to Appoint Citizen Member to Parks and Trails Commission
14. Resolution 54-2025 Appointing Town Clerk & Administer Oath of Office
15. Resolution 55-2025 to Establish Details for the September 9 Election
16. Recognition of Employee Years of Service
17. Discussion/Direction to Consider Real Estate Agent for Elephant Rock Lodge
18. Discussion/Direction for Elephant Rock Planning and Engineering Services for the Planned Development Plan
19. Distribute Draft Schedule for 2026 Budget

**Public Comment** - *Public comments are encouraged to be emailed to the Town office at [info@palmer-lake.org](mailto:info@palmer-lake.org) with subject line of Public Comment (24 hours prior to meeting) and shall be distributed and read at the meeting. Otherwise, please be recognized to speak, sign in, and address the Board on matters not on the agenda. Thank you!*

**Board Reports****Next Meeting (7/24) and Future Items**

**Convene to Executive Session** - *For the purpose of:*

*A) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – Hermosa property easement;*

*B) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – El Paso County Parks property;*

*C) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – input to annexation (proposed Buc-ees).*

**Reconvene to Open Session****Adjourn**

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**Americans with Disabilities Act**

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Reasonable accommodations for persons with a disability will be made upon request. Please notify the Town of Palmer Lake (at 719-481-2953) at least 48 hours in advance. The Town of Palmer Lake will make every effort to accommodate the needs of the public.

Website: [KRW-Associates.com](http://KRW-Associates.com)

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Managing Partners- Lorne Kramer, MPA – Jerry Williams, DPA - Lynn Johnson, BA

June 30, 2025

Mayor and Board of Trustee Members  
Town of Palmer Lake  
42 Valley Crescent  
Palmer Lake, Colorado 80133

**RE: Recruitment & Selection Process Proposal for Palmer Lake's Town Administrator**

Dear Mayor Stern and Board of Trustee Members,

KRW Associates LLC appreciates the opportunity to convey our interest in assisting the Town of Palmer Lake with the recruitment and successful placement of its next **Town Administrator**. Enclosed please find a proposal from KRW Associates LLC (KRW), that we believe meets the criteria to not only recruit highly qualified candidates, but to eventually succeed in the selection and placement of the very best candidate for your community.

Based on our professional experience as practitioners and executive search consultants, KRW has a reputation for delivering quality, reliable governmental executive recruitment services. In addition to being experienced executive search consultants for the past 18 years, we have professional backgrounds as City/Town Managers and law enforcement executives. KRW has contacts and professional friendships with highly qualified municipal and county executives in Colorado, the intermountain region and throughout the country that is beneficial in reaching prospective candidates.

KRW has earned a reputation of being “values-based” with a strong commitment to our client’s interest and ensuring the search process results in a diverse pool of qualified applicants. Very few search firms have the combination of professional and consultant backgrounds of KRW.

***Lastly and perhaps most importantly, we know Colorado and have a solid track record of recruiting for smaller communities.***

The attached proposals provide detailed information regarding our firm, the proposed process, project fee, warranty, and references. If you or your staff have any questions, they can contact me directly at (719) 310-8960 or by sending an email to [chiefcos@aol.com](mailto:chiefcos@aol.com). The KRW staff biographies assigned to the projects are included in Attachment A.

Sincerely,

*Lorne Kramer*

Lorne Kramer, Managing Partner  
KRW Associates, LLC

## PROPOSAL

### Executive Search Services

#### Town of Palmer Lake, CO – Town Administrator

##### Introduction

KRW Associates, LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. (Mailing address: PO Box 2263, Littleton, CO 80161).

We are specialists in all aspects of Public Sector executive recruitment. KRW's Managing Partners are the principals of the firm with a long record of success working with government leaders in identifying, recruiting, and placing executives who possess outstanding credentials, proven histories of success, and the highest degree of professionalism and personal character.

##### **Experience and Qualifications**

KRW Associates has decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with *the highest level of graduate public administration education of any search firm in the country*, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and desires of the hiring authority.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for government leadership while retaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration by the Town.

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by Town leadership with information and guidance about all applicants provided by KRW. This provides the Town with the ability to select the candidate that is the best fit for your community.

The KRW team, comprised of the three managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience. The principles of KRW Associates LLC have served a variety of cities, towns, and other entities with successful executive searches, including City/Town/County Managers, Police Chiefs, Public Works Directors, Park and Recreation Directors, Community Development Directors, and Fire Chiefs.

Successful placements by KRW in the past few years that are similar to the Palmer Lake project are:

**City/County/Town Managers**

Carbondale, CO; Yuma, CO; Minturn, CO; Ouray, CO; Hudson, CO; Fort Morgan, CO; Akron, CO; Hugo, CO; Eagle, CO; Ogallala, NE; Trinidad, CO; Routt County, CO;

**Current Active Projects**

Basalt, CO Town Manager; Monte Vista, CO Chief of Police; Trinidad, CO Chief of Police

In addition to the above, KRW has successfully recruited and placed a variety of other government executives such as Public Works Directors, Planning Directors, Community Development Directors, Police Chiefs and Parks and Recreation Directors.

Besides executive recruitment, KRW Associates LLC provides a variety of services including organizational audits, training solutions, strategic planning, and assessment centers. KRW brings the expertise of our partners to every project as well as the experience of other qualified subject matter experts, as necessary.

Lorne Kramer is a Managing Partner and will be directing the Palmer Lake project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 18 years. KRW Senior Associate Mark Collins, a former City Manager in both Colorado and Wyoming will be a co-director on the project. Mark also served as a University Vice President and currently teaches graduate classes in Public Administration. Gina McGrail, KRW Senior Associate has 30+ years of experience working with public sector clients. She will assist with the development of the job posting brochure and applicant screening.

Detailed biographies of the project consultants and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients is listed below.

The cost of the proposed project is **\$21,500.00** which covers consultant fees and most direct consultant expenses. Our fee includes all phases of the project: consultation and preparation of the advertisement, the recruitment and selection process, the assessment and background checks of candidates, and the final recommendations and notifications. See breakdown on Project Cost Sheet below.

**Scope of Work and Schedule****1. Mission Statement:**

KRW relies heavily on establishing the most productive, trusting, and cooperative relationship with our clients as possible. Relationships are an important value for the firm. We do not believe in long, drawn out processes and work diligently to ensure the timeline and established process protocols are met. We have a reputation as knowledgeable professionals, delivering quality, reliable service and cost our proposals with the appreciation for budget challenges and affordability.

**2. Recruitment Philosophy:**

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and Town staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other stakeholders identified by the Town may also be interviewed.

**3. Recruitment Process**

KRW is familiar with conducting simultaneous recruitment efforts and has an established recruitment protocol which has been very successful for many years. Working with the Town Board, and staff, KRW would follow this process:

- a. Conduct meetings with the Mayor/Town Board to compile input/information relative to the skills, abilities, attributes desired in the new Town Administrator and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with department heads to obtain their insight into the ideal qualities of the new Town Administrator.
- c. Based on this information, KRW will draft the position announcement, submit it to the Town for approval, and post the announcement (with emphasis in the Rocky Mountain Region) for a minimum of 30 days.

**Note:** KRW acknowledges that the search be focused “regionally”, however, it would be our professional recommendation to expand the searches nationally to ensure a diverse and qualified candidate pool.

- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the resumes in three “tiers” (Tier A, Tier B., etc.), based on credentials and qualifications, in descending order for the Mayor/Board review. KRW will confer with the Mayor/Board to select the top candidates as semi-finalists to move to the next phase of the process.
- g. KRW will conduct a due diligence process, including telephonic interviews and national media check on the top candidates and provide a written report to the Mayor/Board to review and consider before selecting the finalists.
- h. KRW will meet with the Mayor/Board to discuss candidates and offer input as they select finalists.
- i. KRW will perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for Town Board review.
- j. KRW will work with the Town in designing the assessment/interview process and assisting the Town in organizing candidate visits. The specific process will be discussed with the Mayor/Board but may include a community reception and panel interviews.
- k. KRW will administer the assessment/interview process in Palmer Lake and assist with final candidate deliberations.

**Potential candidates:** Our firm has a database of both assistant town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives. They call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. Also, we are in constant contact with “sitting” managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. KRW uses a tiered ranking process to present all candidates to the appointing

authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality and credibility. We understand the job, the public sector, and the needs of the hiring authority and the community.

## Schedule / Timeline

1. **July 2025** – Finalize Service Agreement
2. **July 2025** – Meet with the Mayor and Town Board to develop a clear, detailed set of preferred qualifications which will include the special consideration given to experience and knowledge.

Design an advertising/communication/marketing campaign for the position to include:

- a. Developing a profile of the Town, highlighting Palmer Lake’s character, and outlining the job description, qualifications, and preferred experience and education of the ideal candidates.
  - b. Contacting professional associations.
  - c. Advertising in professional and industry journals, job boards and publications with a focus on the Rocky Mountain region. If agreed upon by Town officials, the opportunity will also be posted in high visibility national sites (e.g., ICMA, CML, CCCMA and other specific sites designed to attract a diverse candidate pool).
  - d. Posting on the KRW Associates website
  - e. Providing to the Town for posting on Palmer Lake’s website and social media platforms.
  - f. Identifying and aggressively marketing the position to potential candidates in the field, using KRW’s established database and professional contacts.
  - g. Additional methodologies may be included after the needs and desires of the Mayor/Board are more fully identified.
3. **Late July 2025** – Upon Board approval, KRW will initially post the Town Administrator advertisement for a minimum of 30 days. All applications will be submitted to KRW electronically. Applications will consist of 1) a cover letter, 2) a current resume, and 3) six professional references. KRW will receive and initially screen applications and resumes for minimum requirements, using the Town approved criteria. A periodic status of the search progress will be provided to the Town. KRW will manage administrative details such as correspondence with candidates and inquiries about their candidacy.
  4. **Late August 2025** – Review and rank resumes and facilitate a process whereby the Board can develop a group of semi-finalists. This will essentially be a review of the KRW tiering of qualified applicants and narrowing the group down to a number manageable for the next step. KRW will conduct recorded virtual interviews of the semi-finalists. Those interviews will be provided to the Town Board for their review and consideration in selecting finalists. KRW will meet with the Board during this phase and provide input on the candidates.
- Note:** To expedite the process, it is recommended that this conference with the Board be either a conference call or a Zoom session.
5. **September 2025** – KRW will conduct further due diligence on finalists including reference checks, social media and national criminal background inquiries. A detailed report will be prepared for the Mayor/Board review on findings.

6. **Late September/ Early October 2025**– Design interview and assessment materials including sample interview questions and/or assessment exercises, a “suitability” rating template, as well as note-taking sheets. Administer the interview process on-site in Palmer Lake for final candidates. The specific process will be discussed with the Town Board. Suggested formats may include a community reception (Meet & Greet), two separate interview panels (Town Board and a Professional/Staff panel). KRW will prepare materials, including appropriate questions for the panels and facilitate the interviews.
7. **October 2025** – Assist the Town with a job offer to the selected candidate.

**Methods used to communicate and to work with the Town:**

As stated in this Proposal the KRW team will communicate frequently by email, phone calls and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to all contacts/liaisons of the Town whenever the need arises to answer questions or concerns or to provide clarification. We provide excellence in customer service and put our clients first and that is evident in all our dealings with our clients.

**Recruitment & Selection Process for the Town of Palmer Lake, CO – 2025**

- 1. **Oversight and administration of executive search process..... \$17,000.00.**  
Includes overall project administration; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to the Mayor/Board regarding both semi-finalists and finalist candidates.
- 2. **Assessment System..... \$2,000.00**  
Includes use of all custom written materials, research support materials, training, and process administration of exercises to candidates/finalists. Exercises may include structured interviews with the Town Board, professional staff, and community members as well as presentation exercises.
- 3. **Assessor training, included in set fee. .... No charge**
- 4. **Final Candidate orientation, included in set fee..... No charge**
- 5. **Travel..... \$1,500.00**
- 6. **National Criminal Background/Social Media Investigation\* ..... \$1,000.00**
- 7. **Meals ..... No charge**
- 8. **Development, copying and printing of Assessment Materials..... No charge**

**\* ESTIMATED CONSULTANT COSTS FOR PROJECT..... \$21,500.00**

***There are no consultant per-diem costs.*** Initial costs of advertisements in professional publications or websites and a National Background/Social Media investigation will be paid by KRW Associates and invoiced for reimbursement to the Town of Palmer Lake.

*\*National Criminal Background/Social Media Investigation* cost shown is based on five finalists, this may be adjusted with the final project invoice. Other expenses related to candidates will be the responsibility of the Town of Palmer Lake. In addition, the Town of Palmer Lake would bear the cost of candidate travel, lodging and associated expenses.

**Process of Payment:**

- 1. Upon execution of the service agreement, KRW will invoice the Town for 30% (\$6,450.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the Town such as administration and advertising.
- 2. A second payment on of 30% (\$6,450.00) will be invoiced following the due-diligence process on semi-finalists.
- 3. Final payment of 40% (\$8,600.00) will be invoiced upon successful completion of the project.

**WARRANTY:** KRW Associates has developed a very positive reputation with previous clients. Our placement record is particularly strong due to our professional contacts and commitment to excellence. It is our responsibility and commitment to recruit quality candidates for consideration by the hiring authority/client. The client has a responsibility to select the right person for their needs and to negotiate terms of employment in good faith. In the rare event a selected candidate does not complete a full year and is dismissed for performance related issues, KRW Associates will confer with the client to discuss all alternatives—including conducting an additional search charging only for travel, related expenses and advertising.

**Summary**

In summary, the scope of work for *KRW Associates LLC* includes conferring with the Mayor/Board to develop a candidate profile, complete the advertisement, receive and review candidate application materials, resume evaluation, screening, and ranking, due diligence as outlined above, and the on-site administration of an assessment (interview) process.

Thank you for your consideration of our proposal and potential working agreement by use of this Letter of Agreement.

Sincerely,

*Lorne Kramer*

Lorne Kramer, Managing Partner  
KRW Associates, LLC

**Agreement**

**Town Administrator - Recruitment & Selection Process for the Town of Palmer Lake, CO**

**Signed:**

\_\_\_\_\_  
Authorized Signature                      Date  
Mayor Stern

\_\_\_\_\_  
Lorne C. Kramer                              Date  
Managing Partner  
KRW Associates, LLC

## Attachment A

### Consultant Biographies

**Lorne C. Kramer, MPA**  
 Managing Partner, KRW Associates, LLC  
 (Co-Founder)

Police Chief/City Manager (Retired)  
 Former President, Police Executive Research Forum (PERF)  
 and Colorado Association of Chiefs of Police

Lorne Kramer served as the City Manager of Colorado Springs, Colorado from 2002 to 2007, a municipality of over 500,000 people. Prior to this appointment, he was the Deputy City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.



While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems Board.

His academic accomplishments include a master's degree in public administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute, and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

**Mark Collins, MPA**  
KRW Senior Associate

Mark Collins is a KRW Senior Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most



recently served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan and the City Manager in Laramie Wyoming. Previously he served as the City Manager in Gunnison Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served ten years as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in

Human Resources and Strategic Management and facilitates numerous strategic planning retreats for local communities.

**Gina McGrail, CEBS**  
KRW Senior Associate

Gina McGrail has over 32 years working with public sector clients, including 10+ years in executive management, serving as the Chief Benefits Officer at the Fire and Police



Pension Association of Colorado. Through her experience working with the public pension plan and her years of service with KRW Associates, Gina has gained expertise in recruiting, strategic planning, meeting facilitation, benefit administration and administrative oversight. Gina earned a bachelor's degree in speech communication, and associate's degrees in marketing and management. She also earned the Certified Employee Benefits Specialist (CEBS) designation from the International Foundation of Employee Benefit Specialists and the Wharton School, University of Pennsylvania.

**Attachment B****References****City of Ouray, CO**

Executive Searches: City Administrator and Parks & Recreation Director (Successful Appointments)

Melissa Drake, Finance & Admin. Services Director and Interim City Administrator  
(970) 325-7066

[drakem@cityofouray.net](mailto:drakem@cityofouray.net)

**Town of Akron, CO**

Executive Search: Town Administrator (Successful Appointment)

Gillian Laycock, Town Administrator

(970) 554-0832

[galaycock@gmail.com](mailto:galaycock@gmail.com)

**Town of Hudson, CO**

Executive Search: Town Manager (Successful Appointment)

Bryce Lange, Town Manager

(303) 536-4889

[manager@hudsoncolorado.org](mailto:manager@hudsoncolorado.org)

**City of Lamar, CO**

Executive Search: Chief of Police (Successful Appointment)

Robert Evans, City Administrator

(719) 336-4376

[robert.evans@ci.lamar.co.us](mailto:robert.evans@ci.lamar.co.us)

**City of Englewood, CO**

Executive Search: Chief of Police. (Successful Appointment)

Shawn Lewis, City Manager

(303) 762-2310

[slewis@englewoodco.gov](mailto:slewis@englewoodco.gov)

**Town of Oak Creek**

Executive Search: Town Administrator (Successful Appointment)

Melissa Dobbins, Mayor

(304) 445-5751

[mayor@townofoakcreek.com](mailto:mayor@townofoakcreek.com)

**City of Sheridan, WY**

Executive Search: Director of Public Works and City Planner (Successful Appointments)

Heather Doke, Human Resources Director

(307) 674-6483

[hdoke@sheridanwy.gov](mailto:hdoke@sheridanwy.gov)

**Attachment C****Sample List of Previous Clients****EXECUTIVE SEARCH, ORGANIZATIONAL ASSESSMENTS, AND TRAINING LOCATIONS**

ALAMO COLLEGES DISTRICT (TX)  
 CITY OF AMARILLO (TX)  
 CITY OF AVON (CO)  
 TOWN OF BAYFIELD (CO)  
 CITY OF BOULDER (CO)  
 CITY OF BRECKENRIDGE (CO)  
 CITY OF BRIGHTON (CO)  
 CITY AND COUNTY OF BROOMFIELD (CO)  
 CITY OF CASTLE ROCK (CO)  
 CITY OF CODY (WY)  
 CITY OF COMMERCE CITY (CO)  
 CITY OF CRAIG (CO)  
 CITY OF CRIPPLE CREEK (CO)  
 CITY OF DELTA (CO)  
 CITY OF DILLON (CO)  
 CITY OF DURANGO (CO)  
 TOWN OF EDGEWATER (CO)  
 EL PASO COUNTY, (CO)  
 CITY OF ENGLEWOOD (CO)  
 CITY OF EVANS (CO)  
 CITY OF FERNDALE (MI)  
 CITY OF FORT COLLINS (CO)  
 CITY OF FORT LUPTON (CO)  
 CITY OF FRISCO (CO)  
 CITY OF GEORGETOWN (CO)  
 CITY OF GLENWOOD SPRINGS (CO)  
 CITY OF GOLDEN (CO)  
 TOWN OF GRANBY (CO)  
 CITY OF GRAND JUNCTION (CO)  
 CITY OF GREENWOOD VILLAGE (CO)  
 CITY OF JACKSON (WY)  
 JEFFERSON COUNTY (CO)  
 CITY OF JOHNSTOWN (CO)  
 JOINT POWERS WATER BOARD (WY)  
 CITY OF LARAMIE (WY)  
 CITY OF LONE TREE (CO)  
 CITY OF MANITOU SPRINGS (CO)  
 CITY OF MILLIKEN (CO)  
 CITY OF MONTE VISTA (CO)  
 TOWN OF MONUMENT (CO)  
 TOWN OF MORRISON (CO)  
 CITY AND COUNTY OF MONTROSE (CO)  
 CITY OF MOUNTAIN VIEW (CA)  
 MESA COUNTY (CO)  
 CITY OF OURAY (CO)  
 PITKIN COUNTY (CO)  
 CITY OF POWELL (WY)  
 PUEBLO COUNTY (CO)  
 CITY OF SHERIDAN (WY)  
 CITY OF SILVERTHORNE (CO)  
 SOUTH METRO FIRE DISTRICT (CO)  
 CITY OF TELLURIDE (CO)  
 CITY OF TRINIDAD (CO)  
 TOWN OF WELLINGTON (CO)  
 CITY OF WHEAT RIDGE (CO)  
 TOWN OF WINDSOR (CO)

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**Town Administrator  
Town of Palmer Lake, Colorado**

**June 30, 2025**

**This proposal is valid for 60 days**



Strategic Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

Austin Holifield, Chief Operating Officer  
[AustinHolifield@GovernmentResource.com](mailto:AustinHolifield@GovernmentResource.com)



June 30, 2025

Hon. Mayor Dennis Stern & Board of Trustees  
Town of Palmer Lake, Colorado

Dear Mayor Stern & Trustees,

Thank you for the opportunity to submit this proposal to assist the Town of Palmer Lake in your recruitment for a Town Administrator. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 20,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city & county management professionals.

We are happy to provide references upon request. We are enthusiastic about the prospect of conducting this recruitment for the Town of Palmer Lake, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Austin Holifield, Chief Operating Officer  
[AustinHolifield@GovernmentResource.com](mailto:AustinHolifield@GovernmentResource.com)

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## About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 27 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Montana, Nevada, New York, North Carolina, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>

## SGR's Unique Qualifications

### Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

### Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

**Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

**Accessibility and Communication**

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

**Comprehensive Evaluation and Vetting of Candidates**

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

**Executive Recruitment Clients**

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>

## DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2024 placements, 33% of candidates were female and 31% indicated they were a person of color. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

## Project Personnel

### Larry Gilley, Senior Vice President

Email: [larrygilley@governmentresource.com](mailto:larrygilley@governmentresource.com)

Phone: 325-660-4208



Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

## Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
  - Project Kickoff Meeting and Develop Anticipated Timeline
  - Stakeholder Interviews and Listening Sessions
  - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
  - Advertising and Marketing
  - Sourcing Prospective and Active Candidates
  - Communication with Prospective Applicants
  - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
  - Written Questionnaires
  - Recorded One-Way Semifinalist Interviews
  - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
  - Comprehensive Media Searches - Stage 2, as described below
  - Background Investigation Reports
  - DiSC Management Assessments (if desired, supplemental cost)
  - First Year Plan or Other Advanced Exercise
  - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
  - Face-to-Face Interviews
  - Stakeholder Engagement (if desired)
  - Deliberations
  - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
  - Determine Terms of an Employment Offer
  - Negotiate Terms and Conditions of Employment
  - Press Release Announcing New Hire (if requested)

## **Step 1: Organization/Position Insight and Analysis**

### **Project Kickoff Meeting and Develop Anticipated Timeline**

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

### **Stakeholder Interviews and Listening Sessions**

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

### **Develop Recruitment Brochure**

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit: <https://sgr.pub/OpenRecruitments>

## **Step 2: Recruitment Campaign and Communication with Candidates**

### **Advertising and Marketing**

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Sourcing Prospective and Active Candidates**

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

### **Communication with Prospective Applicants**

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

### **Step 3: Initial Screening and Review by Executive Recruiter**

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

### **Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists**

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

### **Step 5: Evaluation of Semifinalists**

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

### **Written Questionnaires**

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

### **Recorded One-Way Semifinalist Interviews**

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

### **Media Searches - Stage 1**

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

### **Step 6: Search Committee Briefing to Select Finalists**

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes,

and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

## **Step 7: Evaluation of Finalists**

### **Comprehensive Media Searches - Stage 2**

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

### **Background Investigation Reports**

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

### **DiSC Management Assessments (if desired, supplemental cost)**

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

### **First-Year Plan or Other Advanced Exercise**

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are

encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

## **Step 8: Interview Process**

### **Face-to-Face Interviews**

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

### **Determine Terms of an Employment Offer**

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

### **Press Release (if requested)**

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

### **Satisfaction Surveys**

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

### **Post-Hire Services**

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

For additional information on our leadership development workshops, please email [training@governmentresource.com](mailto:training@governmentresource.com) or visit <https://www.governmentresource.com/leadership-development-training-resources/workshops-retreats>

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

# Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. \*

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> <li>● Contract Execution</li> <li>● Kickoff Meeting to Discuss Recruitment Strategy and Timeline</li> <li>● Organization/Position Insight and Analysis</li> <li>● Stakeholder Interviews and Listening Sessions</li> <li>● Deliverable: Draft Recruitment Brochure</li> <li>● Deliverable: Recommended Ad Placements</li> <li>● Organization Approves Ad Placements</li> <li>● Search Committee Reviews and Approves Brochure</li> </ul>	<p><i>Timing varies. Estimated to take 2 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> <li>● Post Position and Firm up Timeline</li> <li>● Recruitment Campaign and Outreach to Prospective Applicants</li> <li>● Initial Screening and Review by Executive Recruiter</li> </ul>	Weeks 1-4
<ul style="list-style-type: none"> <li>● Search Committee Briefing to Review Applicant Pool and Select Semifinalists</li> </ul>	Week 5
<ul style="list-style-type: none"> <li>● Questionnaires</li> <li>● Recorded One-Way Semifinalist Interviews</li> <li>● Media Searches - Stage 1, as described in Approach/Methodology</li> </ul>	Week 6
<ul style="list-style-type: none"> <li>● Deliverable: Semifinalist Briefing Books via Electronic Link</li> <li>● Deliverable: Recorded Online Interviews, if applicable</li> </ul>	Week 7
<ul style="list-style-type: none"> <li>● Search Committee Briefing to Select Finalists</li> </ul>	Week 8
<ul style="list-style-type: none"> <li>● Comprehensive Media Searches - Stage 2, as described in Approach/Methodology</li> <li>● Background Investigation Reports</li> <li>● Disc Management Assessments (if desired, supplemental cost)</li> <li>● First-Year Plan or Other Advanced Exercise (if desired)</li> </ul>	Weeks 9-10
<ul style="list-style-type: none"> <li>● Deliverable: Finalist Briefing Books via Electronic Link</li> </ul>	Week 11
<ul style="list-style-type: none"> <li>● Face-to-Face Interviews</li> <li>● Stakeholder Engagement (if desired)</li> <li>● Deliberations</li> <li>● Reference Checks (may occur earlier in process)</li> <li>● Negotiations and Hiring Process</li> </ul>	Week 12

\* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

## Fee Proposal

**Not-to-Exceed Price: \$29,419**

**Not-to-Exceed Price is comprised of:**

- Fixed Fee of \$26,919
- Up to \$2,500 in Ad Placements (billed at actual cost)

**The Fixed Fee includes:**

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
  - Outreach to Prospective Applicants
  - Custom Graphics for Email and Social Media Marketing
  - Announcement in SGR's Servant Leadership e-Newsletter
  - Post on SGR's Website
  - Ad on SGR's Job Board
  - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
  - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
  - Questionnaires for up to 15 Semifinalists
  - Recorded One-Way Interviews for up to 15 Semifinalists
  - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

**Reimbursable Expenses included in the not-to-exceed price:**

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

**Reimbursable Expenses not included in the not-to-exceed price:**

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

**Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:**

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional online interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

## Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

## Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

## Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal. This placement guarantee is subject to the following conditions:

- Onboarding and Orientation: The Town of Palmer Lake must provide comprehensive onboarding and orientation for the new Town Administrator, including detailed information about the town's operations, policies, and procedures. This should include instructions to key stakeholders, a review of the Town Charter, and an overview of any

ongoing litigation or significant challenges the town is facing.

- **Adherence to Municipal Code:** The Town must ensure that the new Town Administrator's responsibilities and authorities are clearly defined and aligned with Palmer Lake's Municipal Code (Title 2 as well as any other relevant/applicable provisions.) Any deviations or special considerations must be documented and communicated to the Town Administrator at the onset.
- **Continuous Feedback and Evaluation:** The Town must conduct a formal evaluation of the Town Administrator's performance at the six month mark. This evaluation should include comprehensive feedback from the Town Council and other relevant parties, and it should be used to identify areas of strength and areas for improvement. The results of this evaluation should be shared with the Town Administrator in a constructive and timely manner.
- **Support for Litigation and Legal Matters:** The Town must provide the Town Administrator with the necessary resources and support to address any ongoing litigation or legal challenges. This includes access to legal counsel, relevant documentation, and any other resources needed to manage these issues effectively.
- **Performance-Based Adjustments:** If the Town Administrator is not meeting the expectations outlined in the Municipal Code and the onboarding process, the Town must provide clear and constructive feedback, along with a plan for improvement. If, after nine months, the Town Administrator is still not meeting these expectations, the Town reserves the right to terminate the placement and seek a replacement. Under those circumstances, SGR will conduct a new search for no additional professional fee.
- **If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.**

## SGR Similar Recruitments

### City & County Management Recruitments, 2019-Present

#### In Progress

- Argyle, Texas (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, Georgia (pop. 130,000) - County Manager
- Blaine, Minnesota (pop. 73,500) - City Manager
- Cameron, Missouri (pop. 7,300) - City Manager
- Clay County, Missouri (pop. 260,000) - County Administrator
- Dundee, Florida (pop. 6,000) - Town Manager
- Edgewater, Florida (pop. 23,600) - City Manager
- Elgin, Texas (pop. 12,300) - City Manager
- Finney County, Kansas (pop. 38,000) - County Administrator
- Nederland, Texas (pop. 18,000) - City Manager
- Oak Point, Texas (pop. 6,000) - City Manager
- Pacific, Missouri (pop. 7,500) - City Administrator
- Palm Coast, Florida (pop. 107,000) - City Manager
- Sedalia, Missouri (pop. 22,000) - City Administrator
- Springfield, Missouri (pop. 170,200) - City Manager
- Stevenson, Washington (pop. 1,600) - City Administrator

#### 2025

- Abilene, Texas (pop. 125,000) - City Manager
- Biddeford, Maine (pop. 22,300) - City Manager
- Bonner Springs, Kansas (pop. 7,600) - City Manager
- Garden Ridge, Texas (pop. 5,000) - City Manager
- Heath, Texas (pop. 10,400) - City Manager
- Jonestown, Texas (pop. 2,500) - City Administrator
- La Junta, Colorado (pop. 7200) - City Manager
- North Central Texas Council of Governments (NCTCOG), Texas - Executive Director
- Perryton, Texas (pop. 8,500) - City Manager
- Plainview, Texas (pop. 20,000) - City Manager
- Trinidad, Colorado (pop. 8,100) - City Manager

#### 2024

- Brunswick, Maine (pop. 21,800) - Town Manager
- Chester County, Pennsylvania (pop. 540,000) - County Administrator
- Coffeyville, Kansas (pop. 8,800) - City Manager
- Des Moines, Washington (pop. 32,400) - City Manager

- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,200) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 67,000) - City Manager
- Leavenworth, Kansas (pop. 37,600) - City Manager
- Manhattan, Kansas (pop. 55,000) - City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Medford, Oregon (pop. 90,900) - City Manager
- Miami, Oklahoma (pop. 12,200) - City Manager
- New Rochelle, New York (pop. 80,800) - City Manager
- New Smyrna Beach, Florida (pop. 32,400) - City Manager
- Orono, Maine (pop. 11,400) - Town Manager
- San Juan County, Washington (pop. 18,600) - County Manager
- St. Joseph, Missouri (pop. 72,000) - City Manager
- Topeka, Kansas (pop. 125,500) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

## 2023

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

**2022**

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

**2021**

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager

- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager

- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator



# TOWN MANAGER

Town Of Richlands,  
Virginia

**Are you an innovative Leader with a passion for driving success in local government and the communities it serves?** The Town of Richlands, VA, is looking for its next Town Manager—a forward-thinking, results-driven professional ready to shape the town’s future while honoring its rich history.

We’re seeking a leader who:

- Excels in public administration, local government finance, and economic development
- Communicates with transparency, fostering trust and collaboration among stakeholders
- Brings strategic vision, guiding infrastructure, fiscal sustainability, and operational excellence

Richlands is known as “The Center of a Friendly Circle” – a town that blends small-town warmth with economic opportunity. Read on to discover how you can be a part of its next chapter!

# A LEGACY OF COMMUNITY, A VISION FOR TOMORROW.

Nestled in the scenic Appalachian Mountains, Richlands, VA, is a close-knit town spanning 2.7 square miles with a population of 5,261 (2020 Census). This community is rich in history, deeply rooted in tradition, and brimming with potential.

Bordered by the Clinch River, Richlands is a paradise for outdoor enthusiasts, offering fishing, kayaking, hiking trails, and ATV routes. The town also boasts a vibrant arts and cultural scene, from historic sites to seasonal performing arts events.

Richlands has evolved from its industrial roots as the “Pittsburgh of the South” – a former hub for coal, iron, and timber—into a town focused on sustainable growth. Today, it features a nationally recognized historic district, strong educational institutions, and emerging industries, including manufacturing and energy development.

Richlands is a town that values community, progress, and opportunity – a place where history meets innovation.

[Richlands History](#)



[Area Tourism](#)



POPULATION  
**5,261**



MEDIAN HOUSEHOLD INCOME  
**\$31,169**



MEDIAN HOME VALUE  
**\$94,800**

## Key employers include

Tadano Mantis Corporation  
*(crane manufacturing)*

CNX Resources  
*(natural gas development)*

Pure Salmon  
*(an innovative fish farming initiative)*

Item 1.



## GOVERNANCE & ORGANIZATION

Richlands operates under a Council-Manager form of government. The Mayor, elected for a two-year term, presides over the six-member Town Council, whose members serve staggered four-year terms. The Town Manager, appointed by the Council, oversees daily operations and ensures the town’s policies and initiatives come to life.

Richlands delivers a full spectrum of municipal services, including public safety, utilities, and community services.



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## THE JOB

As the Town Manager, you will lead the day-to-day operations of Richlands' government, ensuring efficient service delivery, responsible fiscal management, and innovative strategic planning. Reporting to the Town Council, you will:

- Oversee all municipal departments, from public safety to community services.
- Develop and manage the town's operating and capital budgets.
- Drive strategic planning, including infrastructure upgrades and economic initiatives.
- Strengthen financial sustainability through new revenue streams and grant opportunities.
- Serve as the town's liaison with state, regional, and local agencies, as well as community stakeholders.

### TOWN QUICKFACTS



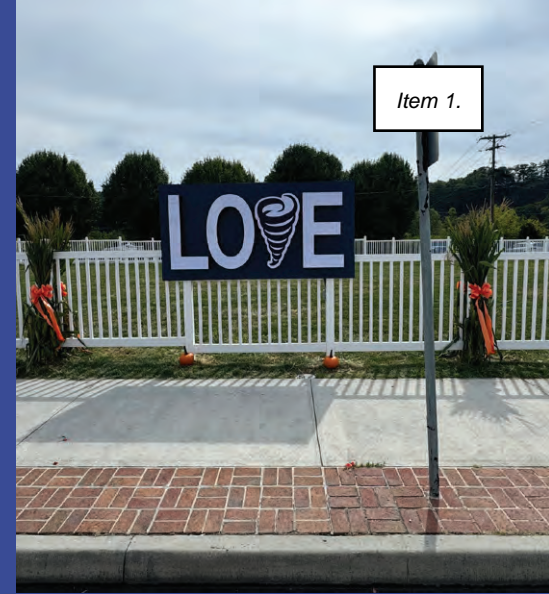
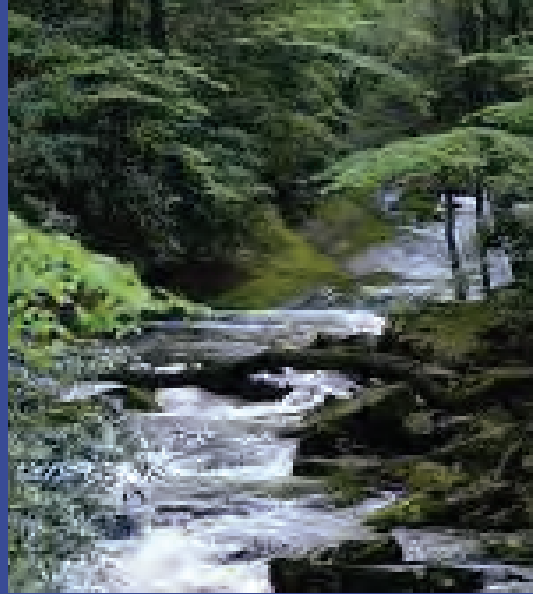
EMPLOYEES  
**80** & **20**  
 FULL-TIME PART-TIME/  
 SEASONAL



TOWN BUDGET  
**\$ 18**  
 MILLION  
 including utilities

### KEY PROJECTS FOR 2025

- **INFRASTRUCTURE:** UPGRADE WATER AND WASTEWATER TREATMENT FACILITIES.
- **ENERGY:** EXPAND NATURAL GAS SERVICE AND EXPLORE NEW POWER SUPPLY OPTIONS.
- **ECONOMIC DEVELOPMENT:** GROW THE TOWN'S TAX BASE THROUGH NEW PROJECTS.
- **PLANNING:** UPDATE THE COMPREHENSIVE PLAN TO BOOST TOURISM AND ECONOMIC GROWTH.
- **COMMUNITY DEVELOPMENT:** ENHANCE PROGRAMS AND STRENGTHEN CODE ENFORCEMENT.
- **WORKFORCE:** EVALUATE EMPLOYEE ROLES TO ENSURE THE RIGHT FIT FOR SUCCESS.



## THE IDEAL CANDIDATE

We seek a proven leader in municipal administration, financial stewardship, economic development, and infrastructure planning, who demonstrates integrity, emotional intelligence, and strong communication skills. They must engage effectively with the Town Council, staff, and residents, fostering trust through transparency. This individual will be responsive to the Mayor and Council, ensuring timely updates and follow-through on requests. A strategic problem-solver, they should delegate effectively while driving long-term initiatives to modernize operations and enhance the town's infrastructure and economy. Strong financial expertise is essential, including budget development, fiscal sustainability, and securing grants. They must also possess resilience, handling both positive and negative feedback while working collaboratively to implement innovative solutions that support Richlands' growth.

## EXPERIENCE & QUALIFICATIONS

### Required:

- Master's degree in public administration, business management, political science, or a related field
- 3-5 years of executive-level municipal management experience
- Expertise in public administration, finance, public works, and economic development

### Preferred:

- Experience in Virginia local government and familiarity with state municipal statutes
- Financial and risk management expertise, including securing grants and capital planning
- ICMA Credentialed Manager designation or active involvement in ICMA/VLGMA
- Background in engineering or infrastructure projects
- Strong foundation in strategic planning and organizational modernization





## SALARY & BENEFITS

- Compensation is dependent on experience and qualifications
- Health Benefits: Medical, dental, and vision coverage for employees and dependents
- Paid Leave: PTO, vacation, holidays, and sick leave
- Retirement: Participation in the Virginia Retirement System (VRS) pension plan
- Professional Development: Support for conferences, training, and continuing education
- Flexible Work Arrangements: As approved by the Town Council
- Additional Benefits: Potential vehicle allowance or mileage reimbursement for official travel

The Town of Richlands is committed to fostering a supportive and balanced work environment, ensuring its employees thrive personally and professionally.

## HOW TO APPLY

Apply Here



For more information on this position, contact:

**Kurt Hodgen Senior Vice President**

[KurtHodgen@GovernmentResource.com](mailto:KurtHodgen@GovernmentResource.com) | 540-820-0531

*The Town of Richlands is an Equal Opportunity Employer and values diversity and inclusion in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.*

**Agreement for Executive Recruitment Services (“PROJECT”)  
to Town of Palmer Lake, Colorado (“CLIENT”) between  
CLIENT and Strategic Government Resources, Inc., DBA SGR (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

**1. SGR promises and agrees:**

- A. To perform the services described in SGR’s Proposal for PROJECT dated June 30, 2025 (“PROPOSAL”) substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

**2. CLIENT promises and agrees:**

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

### 3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
  - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
  - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Colorado without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in El Paso County of the State of Colorado.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
  - i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
  - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

**Legal Notices:**

**SGR**

Attn: Melissa Valentine, Corporate Secretary  
 PO Box 1642  
 Keller, TX 76244  
[Melissa@GovernmentResource.com](mailto:Melissa@GovernmentResource.com)

**CLIENT**

Attn:  
 Address:  
 Email:

**PROJECT Representative:**

**SGR**

Austin Holifield  
 Chief Operating Officer  
[AustinHolifield@GovernmentResource.com](mailto:AustinHolifield@GovernmentResource.com)  
 817-337-8581

**CLIENT**

Name:  
 Title:  
 Email:  
 Phone:

**Billing and Invoicing:**

**SGR**

**CLIENT**

Attn: Finance

Name:

[Finance@GovernmentResource.com](mailto:Finance@GovernmentResource.com)

Title:

817-337-8581

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

**SGR**

**CLIENT**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Printed Name:

Printed Name:

Title:

Title:

Date:

Date:



## BOARD OF TRUSTEES MEETING (RESCHEDULED FROM JUNE 26)

Monday, June 30, 2025, at 6:00 PM

Palmer Lake Town Hall – 28 Valley Crescent, Palmer Lake, Colorado

### MINUTES

**Call to Order.** Mayor Stern called the meeting to order at 6:01 pm.

**Roll Call.** Present: Mayor Dennis Stern; Trustees Atis Jurka, Amy Hutson, Kevin Dreher, Tim Caves, Shana Ball.

**Invocation by Trustee Ball**

**Pledge of Allegiance led by Trustee Dreher**

**Presentation - Community Healing Initiative (Albright).** Ms. Becky Albright and Amber Newberry presented an opportunity from the Tri-Lakes Counseling Collaborative in an effort to support Palmer Lake. The presentation focused on community restoration following recent events, highlighting themes such as civic trust, identity, grief, and the impact of social media. They proposed visioning workshops and a written action plan. Trustee Atis inquired about metrics for success. Online signups and group forums could be scheduled.

**Consent Agenda.** Mayor Stern announced the consent items. MOTION (Ball, Dreher) to approve the consent agenda including 1) Minutes from June 12, 2025, Meeting; 2) Minutes from Special Meeting June 23, 2025; 3) Checks over \$15,000 – HMI LLC, (\$20,165.88) noxious weed service; CIRSA (\$42,065.84) for Property & Liability 2025-2026; Krob Law (\$25,270.00) Legal Services. Roll call vote – aye 6; nay 0. Motion passed.

#### Staff/Department Reports

5. Police - Chief Smith announced two new hires – Hernandez and Hurst (currently in training). Collins and Chief Smith administered a ceremonial oath for Officer Hurst.
6. Fire – Chief Vincent reported Deputy Chief Keough will be returning from a Fire Assignment next week.
7. Attorney Krob reported his attendance at CML and mentioned that he will provide a legislative update in the next couple months.
8. Administrator/Clerk – Collins announced that the public works parks maintenance position was filled. Additionally, Civic Rec, the Town’s new online reservation system, will officially go live on July 7, allowing residents to reserve all Town venues online. The water department is actively working on several key projects, including repair of the water tank lining, filter media replacement at the treatment facility, and replacement of the water line at Canon City roadway. She reported that JR

Engineering continues the design of the roadway improvement for Spruce Mountain Road involving the railway. Staff will draft the 2026 budget schedule with meeting dates for the board. Collins expressed her gratitude to the Board, staff, and community for their support over the past five years. She further clarified that the Board agreed to separate the Town Administrator and Clerk role and assign internal staff accordingly:

- Erica Romero will be appointed as Town Clerk
- Chief Glen Smith will serve as Interim Town Administrator while recruitment takes place
- Administration support will be provided by Erica Romero to the Administrator and Christi Birkeland for Human Resource functions

Land use applications will be routed to the Town's consultants and staff for review. An interim organizational chart was provided and Mayor Stern confirmed the Board's support of this transitional structure.

### Public Hearing

9. Application for Minor Resubdivision/Replat of Largo Terrace, Poco Ave -- Requested to Continue until October 23, 2025 - MOTION (Hutson, Ball) to continue until October as requested. Roll call vote – aye 6; nay 0. Motion passed.

10. Applications for Zoning Planned Development (PD) Plan, Subdivision Sketch Plan, and Annexation - Monument Ridge West LLC - Requested to Continue Hearing until August 28 (or another date). MOTION (Hutson, Dreher) to continue the hearing as requested. Roll call vote – aye 6; nay 0. Motion passed.

### Business Items

11. Consideration to Appoint Citizen Member to Trustee Vacancy (Remaining Term 2022-2026) One remaining applicant to interview for Trustee vacancy; no appointment made. MOTION (Dreher, Ball) to table until the next meeting and direct staff to keep the appointment open until 7/7. Motion passed 6-0.

12. Resolution 51-2025 Appointing the Mayor to the PPACG Board of Directors. Discussion ensued about who would fill the appointment. It was noted that typically it is a mayor appointment and any elected officials. Discussion also took place about an alternate. MOTION (Dreher, Hutson) to appoint Mayor Dennis Stern to the PPACG Board of Directors and Trustee Atis Jurka as an alternate. Motion passed 6-0.

13. Resolution 52-2025 to Authorize Agreement for Survey of Elephant Rock Planned Development (PD) Plan. Trustee Atis Jurka requested clarification regarding the acreage outlined in the proposal. Administrator Collins explained that the proposal includes additional work beyond the core parcel, specifically outlining the perimeter and surveying the two parcels, Eco Spa and the current lodge areas, for possible subdivision. The survey will also identify existing structures, easements, and utilities. MOTION (Hutson, Caves) to approve Resolution 52-2025 to authorize Prism for the amount of \$4700 for the survey work. Roll call vote – aye 6; nay 0. Motion passed.

14. Resolution 53-2025 to Authorize Agreement with CMI for Elephant Rock Planned Development (PD) Plan. Discussion took place about the costs and various items possibly completed. Mr. Bill Fisher spoke about the high cost and possible alternatives specific to the proposals. He stated that items in the proposal were done and suggested utilizing those materials to save on costs. Mr. Richard Willans agreed with Mr. Fisher and stated that Eco Spa is willing to pick up some of the price. The Board agreed to table this item. MOTION (Ball, Hutson) to table until further discussion. Roll call vote – aye 6; nay 0. Motion passed.
15. Resolution 54-2025 to Authorize Agreement with GMS for Elephant Rock Planned Development (PD) Plan. Similar to item 14, Trustee Hutson and Caves will discuss it further with the tenant and Mr. Fisher. MOTION (Ball, Hutson) to table until further discussion. Roll call vote – aye 6; nay 0. Motion passed.
16. Resolution 55-2025 to Authorize Public Relation Services for the Town - Amy and Shana emphasized the importance for communication in planning and economic development. Trustee Jurka recommended tabling the item at this time. MOTION (Ball, Hutson) to table. Aye 6; nay 0. Motion passed.
17. Resolution 56-2025 to Authorize Recruitment for New Town Administrator. Discussion took place regarding proposals, and it was suggested that more time was needed to review the information. Collins mentioned that both firms were successful in Colorado. Trustee Caves suggested taking the lower bid. Trustee Dreher stated that he wanted additional time to review and an opportunity to address questions with the recruiters. Collins agreed to reach out to both parties to present at the next meeting, 7/10. MOTION (Ball, Dreher) to table until the next meeting. Aye 6; nay 0. Motion passed.
18. Ordinance 3-2025 to Amend Planning Commission Structure to Add Two Alternate Members. MOTION (Ball, Dreher) to approve Ordinance 3 to add two alternate members to Planning Commission. Aye 6; nay 0. Motion passed.
19. Review/Direction Relating to Recall Petitions. Administrator Dawn Collins reviewed the memo presenting two recall petitions. Trustees Ball and Dreher each stated they will not resign. It was suggested to set the recall election date for September 9, 2025. Trustee candidacy packets are available in the town office beginning July 1. Collins explained that statements from the Trustees under recall will be accepted with a limit of 300 words. The Board agreed to the recall election date of 9/9/2025. MOTION (Ball Dreher) to set the election date to September 9, 2025. Aye 6; nay 0. Motion passed.
20. Review/Direction for Ballot Initiative Petition. Attorney Krob provided guidance to the Board on the available options related to the proposed ordinance. Trustee Ball asked whether the ordinance would affect previously approved annexations. Attorney Krob clarified that if approved, the ordinance would apply retroactively to annexations within one year of the special election date. He also noted that under state statute, if the ordinance is adopted, all annexations moving forward would require a public vote. This item was opened for public comment. Mr. Shawn Sawyer, a resident of Monument, spoke on behalf of Tri-Lakes Preservation regarding the ballot initiative. He clarified that the organization did not participate in the recall effort. Based on community feedback, he emphasized the importance of allowing citizens to vote on annexations and recommended that the Board approve the ordinance as presented. Mr. Mathew Beverly, a resident of Monument, spoke about the financial impact of holding special elections. He specifically addressed the cost associated with annexation-related elections and expressed support for placing that financial responsibility on the petitioners. He

suggested the Town require applicants to cover the cost of the election related to annexation. Mr. Mark a resident of Monument, stated that his comments reflect his personal opinion. He stated potential risks to re-insurance coverage and rising insurance rates that the proposed annexation could bring. He stated that residents should have the right to vote on matters that could impact their ability to maintain or afford fire insurance. Ms Kat Gayle, a resident of Colorado Springs, reminded the Board and attendees that democracy functions best when government actions reflect the consent of the governed. She emphasized the importance of allowing the public to vote on annexation matters. She stated that this process strengthens trust in local government. Ms Gayle commented that the election cost of \$25,000 could instead be coordinated with the County. Ms Cyndee Henson, a resident of Palmer Lake, asked the Board for clarification regarding the annexation process. She asked if the town does not annex the proposed property, whether the business still could go there. She stated concern that the Town would still be responsible for providing all necessary services. Ms Marty Brodzik, a resident of Palmer Lake, expressed concern about misinformation surrounding the proposed business. She stated that there are three potential locations for the project - unincorporated El Paso County, Monument, and Palmer Lake - noting that the County was previously approached and chose not to move forward; that Monument has no interest in annexing the property; and concluded by expressing that Buc-ee's tends to target and take advantage of small towns. Ms Kelly Currie, resident of Palmer Lake, stated that "the cloud will soon pass." She suggested the importance of thinking long-term, and stated that the people should have a say in decisions that affect the future of the town. Mr. David Moon, a resident of Monument and representative of Tri-Lakes Preservation, shared results from the petition canvassing effort conducted between February and April. He noted that while some residents were in favor, others were opposed, and some remained undecided. Based on the data collected, he stated that 71.8% were against, 19.9% were undecided, and 8.3% were in favor of the proposed development. Mr. Moon emphasized that the most consistent and overwhelming message he received was that residents want their voices to be heard on this issue. Mr. Herbert Pressler, a resident of Palmer Lake, expressed concern about the high volume of people that the proposed development could bring into the town. He emphasized that residents should have the right to vote on what types of developments or businesses are allowed to come into Palmer Lake. Ms Joanne Peters, a resident of Woodmoor, stated that she respects the responsibility the Board holds in making difficult decisions. She expressed her support for approving the ordinance and encouraged the Board to move forward with it. Trustee Caves stated that he heard that people want the option to vote on the matter. Trustee Jurka asked if the ordinance would pass whether the annexation could be voted on. Ms Laura Maguire, a resident of Palmer Lake, stated her concern about clear communication about the initiative. She stated that she did not want the Board to vote on the ordinance but communicate it and allow the residents to decide. Mr. Charlie Ihlenfeld, a resident of Palmer Lake, asked about the annexation process and sought clarification on what would be voted on. He asked if annexation is put to a public vote, whether it is a vote on the proposed business or simply whether the property should be annexed to the town. Attorney Krob confirmed this, explaining that the ordinance, if approved, would require a public vote on the annexation of the property. Mr. Roger Mosley, a resident of Palmer Lake, provided a correction to a previous public comment, stating that the vote would be on the annexation agreement itself. Mayor Stern responded, explaining that the ordinance applies broadly to any annexation brought before the Town not just the current proposal. Roger went on to say that approving the ordinance ensures that any future annexation would go to a vote of electors. Mayor Stern closed the public comments. Board members discussed the ordinance. MOTION (Caves, Dreher) to deny the ordinance

and place the ballot initiative to an election on September 9, 2025. Roll call vote – aye 5; nay 1 (Jurka). Motion passed.

21. Review/Direction to Support Town Official Appointment to El Paso County Board of Health – Shana Ball received support to apply for the appointment to El Paso County Board of Health and represent the Town of Palmer Lake.

22. Direction for Possible Ordinance to Amend Code for Long Grass – Discussion about removing fire fuels took place. It was agreed that this item may come back in the future.

**Public Comment.** Ms Marty Brodzik, a resident of Palmer Lake, expressed surprise at the number of sections within the Town Code. She referenced specific code that is not enforced, and she stated concern about adding more. Rather than strict enforcement, Ms Brodzik recommended the Town focus on friendly reminders to residents to encourage compliance with code. Mr. Mark commented on the issue of overgrown grass and unmaintained properties, particularly in areas where homes are built closely together, noting the increased fire risk this creates. Mr. Roger Mosley, resident of Palmer Lake, addressed the Board to clarify comments he made at the last Board meeting regarding the employee training program. He stated that, in his view, the program is a failure and urged the Board to pay closer attention to these issues. Ms Kelly Currie questioned why Board members appear unable to conduct their own research or seek out information, suggesting they should be able to use resources to better understand issues before making decisions. She directed her question to the Town Attorney. Ms Currie recommended that the Town consider contacting the City of Manitou Springs as a resource for guidance on emergency preparedness planning. Attorney Krob responded to the concern explaining that Board members serve in both quasi-judicial and legislative roles, which requires them to follow due process and adhere to specific legal standards. He clarified that while seeking information is important, Board members must be careful not to independently research or discuss matters outside the official record in quasi-judicial cases, as it could compromise the proceedings. Krob emphasized that education is part of the process, but it must be done within the framework of the law to ensure transparency and integrity in decision-making. Commissioner Bill Wysong addressed the Board confirming that the Town has the authority to appoint a representative to the PPACG (Pikes Peak Area Council of Governments) and explained the responsibilities of the role. He welcomed Mayor Stern to the organization. Commissioner Wysong emphasized the importance of fire mitigation, calling it both critical and urgent. He added that City of Colorado Springs enforces a grass height regulation of 9 inches in their fire prevention efforts.

**Board Reports** - Trustee Jurka provided an update on veterans' benefits and compensation, as well as an upcoming Citizen College program this fall, and offered kudos to El Paso County for its continued support and initiatives serving veterans. Trustee Ball shared highlights from the recent CML (Colorado Municipal League) conference, which she attended with Trustee Hutson. She found the conference valuable and plans to organize the material and present information to the Board in a future workshop. Trustee Ball reported on state funding cuts, specifically noting that the retail marijuana tax will drop from 10% to 3.5% next month, which represents a significant revenue loss for Palmer Lake. She also expressed concern about Medicaid and Medicare budget cuts. Trustee Hutson offered an update on the Arts Council events, mentioning the upcoming Chautauqua events at the end of July. Trustee Ball also mentioned a grant opportunity focused on police officer retention, which could help fund training for law enforcement in Palmer Lake.

**Next Meetings 7/10 and Future Items.**

**Convene to Executive Session** - Mayor Stern announced the purpose for executive session.

*A) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – Hermosa property easement.*

*B) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – Twenty1Five LLC property purchase;*

*C) determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators under C.R.S. 24-6-402(4)(e) – input to annexation (proposed Buc-ees).*

MOTION (Stern, Ball) to convene to executive session at 8:51 pm. Aye 6; nay 0. Motion passed.

**Reconvene to Open Session** - at 10:04 pm, the Board reconvened to open session. Attorney Krob noted the participants. No objections were stated.

**Adjourn** – MOTION (Hutson, Stern) to adjourn at 10:05 pm. Motion passed.

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Mayor Dennis Stern

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ATTEST: Erica N. Romero, Deputy Town Clerk

Vendor ID	Name	Payment Number	Check Date	Check Number		
CRAIGFIRE	CRAIG FIRE & SAFETY, INC.	0003217	7/2/2025	50818		
Invoice Number	Date	Description	Amount	Amount Paid	Discount	Net Amount Paid
124855	7/2/2025	Fire extrication equipment	\$17,825.00	\$17,825.00	\$0.00	\$17,825.00

Item 3.

<b>Totals:</b>	\$17,825.00	\$17,825.00	\$0.00	\$17,825.00
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LMP100 M/P CHECK



**Craig Fire & Safety, Inc**  
21699 East Quincy Ave., Unit F # 262  
Aurora, CO 80015  
+18008163473  
bwillems@craigfs.com

# Invoice

**BILL TO**  
Chief John Vincent  
Palmer Lake Fire Department  
12 Valley Crescent St  
Palmer Lake, CO 80133 USA

**SHIP TO**  
Chief John Vincent  
Palmer Lake Fire Department  
12 Valley Crescent St  
Palmer Lake, CO 80133 USA

INVOICE #	DATE	TOTAL DUE	DUE DATE	TERMS	ENCLOSED
124855	07/02/2025	\$17,825.00	07/02/2025	Due on receipt	

QTY	PRODUCT	DESCRIPTION	PRICE	AMOUNT
1	159.000.171	HOLMATRO RESCUE EQUIPMENT HOLMATRO - PENTHEON - PCT 14 Combi Kit SN: HU00066803 - manufactured 2023-06	17,825.00	17,825.00T
2	151.004.315	Kit includes tool, 2 batteries, 1 charger, 1 on-tool charging cable, diagnostic cable, tool mount, and first years service. BATTERY PBPA288 FA225911-0731-0625CS & FA225911-0746-0731CS	0.00	0.00T
1	151.000.742	CHARGER PBCH2 115 VOLT FA222933-0002-4324C	0.00	0.00T
1	151.000.499	CHARGING CORD POTC1	0.00	0.00T
1	151.000.508	DIAGNOSTICS CORD PTDC1	0.00	0.00T
1	PP-HORZ. MOUNT	HORIZONTAL HOLMATRO TOOL MOUNT	0.00	0.00T

Delivered 7-2-2025

SUBTOTAL	17,825.00
TAX	0.00
TOTAL	17,825.00
BALANCE DUE	<b>\$17,825.00</b>

Pay invoice

*1041-6100-000 JLV*

## June 2025 Monthly Operations

### Water Department

#### Palmer Lake, Colorado

- Canon City Crest project started on 6/16. The water main at the intersection of Wheatridge and CC Crest was tapped and four 20' sticks of 6" main have been installed to date. Bradley Excavating had to return to and complete another project they had in progress, and they anticipate returning to Palmer Lake the second half of July.
- There were only four 0 usage reads during the most recent water meter read cycle, which is down from 25 in May. Many of those from May were due to unoccupied summer cabins, and a handful are just due to faulty equipment. All of them have been addressed.
- We continue to work on re-mapping and digitizing the town's distribution system drawings and prints. We're currently at 47% complete.
- Unaccounted-for water usage across the system stands at 5.6% for the month of June. As we continue working our way through town replacing sections of water main and old service lines, we will whittle this figure down.
- All monthly required samples and reports were collected and submitted on time to the Water Quality Control Division.
- Average daily water demand was 152, 000 gallons per day(gpd) / 107 gallons per minute(gpm). Demand will continue to increase for the next couple of months. As we move further into summer, the flow in Monument Creek continues to dwindle, and our reliance on ground water will increase substantially. The current level of water above our intake at the lower reservoir is at 6.29' (7/3/25). The water level needs to be at 6.17' or above to continue flowing over the spillway and downstream.
- A few maintenance items at Glen Park Reservoir were completed – clearing trees and debris from the spillway, and shoveling out a buildup of mud and rocks from the area on the downstream side of the reservoir outlet valve. Seepage from the dam is consistent and minimal at 730 mL/min or 0.193 gpm.

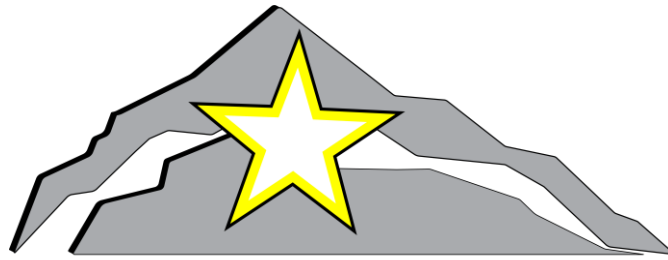
**Town of Palmer Lake Monthly Water Usage**

**Month Year June 2025**

	<b>Gallons</b>	<b>Acre Ft</b>
<b>Surface Water</b>	<b>2,636,000</b>	<b>8.09</b>
<b>Well A2</b>	<b>0</b>	<b>0</b>
<b>Well D2</b>	<b>1,929,000</b>	<b>5.92</b>
<b>Total</b>	<b>4,565,000</b>	<b>14.01</b>
<b>Avg. Gal/Day</b>	<b>152,000</b>	<b>0.47</b>

**Release To Lake 8.4 AF Max Allowed = 8.4 AF / Month**  
**Release Glen Park Evaporation 0 AF**  
**Water system 0 AF**

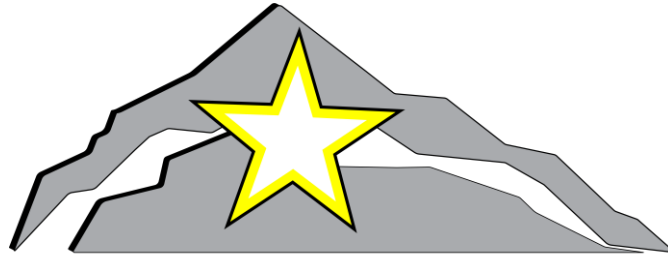
**Total 8.4 Af**



# Town of Palmer Lake

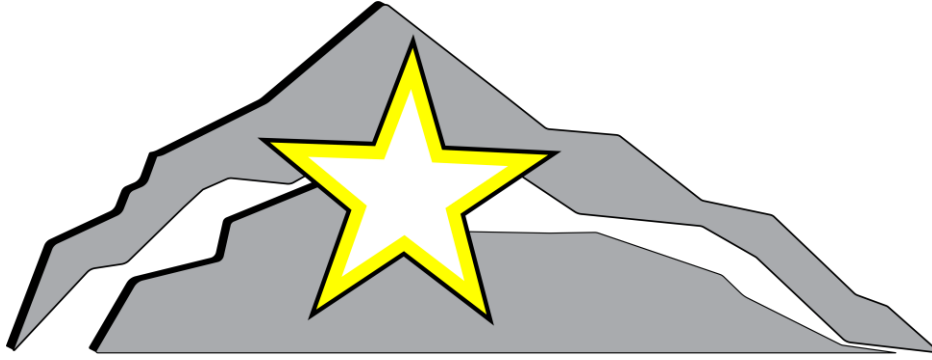
## Board of Trustees Summary Sheet

	<b>June 2025</b>
Title	<b>Public Works Monthly Report</b>
Date	July 3, 2025
Contact	Stacy DeLozier
Summary	<p>Grade and Mag Roads  Dust control  Cut drainage ditches on roads around PL City Limits  Cold Patch Asphalt Potholes all over Town  Clean out various road culverts  Cut tree limbs/ brush from roadways and parks  Extra attention towards making Centennial Park look great, mowing, weed whacking, tree trimming, trash pickup etc.  Replace and repair applicable road signs  Perform routine maintenance on all equipment  Empty trash cans at Lake Rec. area, parks, Pickleball Court and trailhead daily  Fix and maintain split rail fences around lake and town  Maintain Trailhead parking Kiosk daily  Attended lots of various meetings  The Pickleball Court bathrooms are finally open  Coordinate placement of Port A Potty's around town and move when needed for Parks, New service company Thrifty Thrones  Spring/Summer cleaning and maintenance around the shop/yard  Helped with lots of small projects at Town Hall, PLFD and PLPD  Several street-cut permits issued throughout PL City limits  Monthly playground maintenance and inspection  Work with parks and Awake The Lake on various projects, July 4th  Did the monthly repairs/ maintenance on all Parks lawn mowers/ equipment.  New section of EZ Dock has been added to existing one on the north end of the lake, dock is holding up well.  Placing acquired boulders all around Town and removing the former telephone poles</p>
Training	Ongoing weekly/ monthly safety training and meetings Monthly safety meetings



## Town of Palmer Lake

<p><b>Other Activity</b></p>	<p>Spruce Mt. road is in the design process with JR Engineering, now both railroads need to be involved, the first meeting with railroad and engineers will be in June</p> <p>GMS is working on the 105-sidewalk design, no new news yet</p> <p>Working with Habitat Management for Spring and Summer abutment weed mitigation, they did their first mitigation spray a few weeks ago</p> <p>PW Roads bought new dump trailer from allocated funds, thank you Town council members for approving this! The trailer is being used almost daily now!</p> <p>Had a meeting with Parks and Palmer Divide Soccer Club about potential future soccer field at the south end of the lake, discussions still taking place and the Town lawyer is involved.</p> <p>New fulltime Parks employee Luke White hired on June 30, 2025.</p> <p>Part time summer hire Cole Baugh will be with us till the end of July</p>
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# Town of Palmer Lake

## *Board of Trustees Summary Sheet*

	<b>JUNE 2025</b>
Title	<b>PARKS Report</b>
Date	Board Meeting 07/10/25 & 07/24/25 Parks Meeting 07/08/2025
Contact	Parks & Trails Commission
Summary of Volunteer Hours	Labor (clean up, maintenance) : 72 hr. Clerical (email, calls, grants, spreadsheets) : 30.5 hr. Miscellaneous Meetings (other than Parks) : 18.0 hr.
Total Volunteer Time	Total = 118.50 hours
Upcoming Activity	Workshop 7/22 to discuss MHYC/GOCO Grant

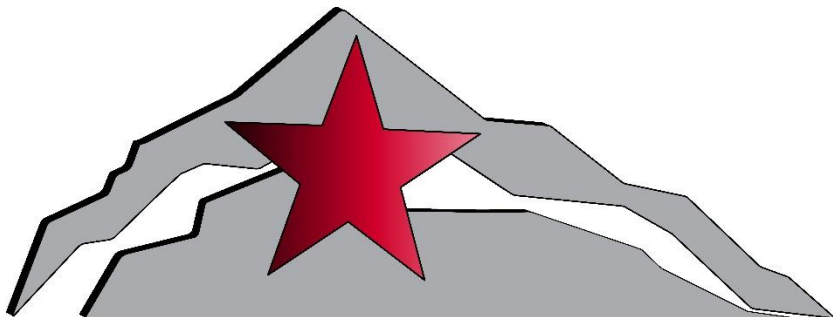
Date	Hours	YTD
Jan-24	111	111
Feb-24	76.5	187.5
Mar-24	130	317.5
Apr-24	211	528.5
May-24	178	706.5
Jun-24	215	921.5
Jul-24	81	1002.5
Aug-24	71	1073.5
Sep-24	110.75	1184.25
Oct-24	58.5	1242.75
Nov-24	74.5	1317.25
Dec-24	60.75	1378
<b>TOTAL 2024</b>	<b>1378</b>	<b>9970.75</b>
Jan-25	43	1421
Feb-25	92	1513
Mar-25	90.5	1603.5
Apr-25	50	1653.5
May-25	82.5	1736
Jun-25	118.5	1854.5
Jul-25		
Aug-25		
Sep-25		
Oct-25		
Nov-25		
Dec-25		
<b>TOTAL 2025</b>	<b>476.5</b>	<b>9781.5</b>



*Board of Trustees Summary Sheet*

<b>July 2025</b>	
Title	<b>Police Monthly Report</b>
Action	N/A
Date	06/1/25-06/30/2025
Contact	Lieutenant A. Lundy
Summary	In the month of June 2025, the PLPD made 133 traffic stops and issued 121 citations. Also, in the month of June 33 reports were taken and there were 5 traffic accidents. PLPD Officers charged 5 domestic violence cases in the month of June. PLPD made 26 citizen contacts.
Training	Officers Olson, Stevens, and Wagner attended a 3-day training course in Littleton Colorado, covering advanced investigations, advanced traffic stops, and advanced search and seizure. Officer S. Horst began his Field Training at the start of June.
	<div style="border: 1px solid black; height: 40px; width: 100%;"></div>
Other Actions	PLPD successfully hosted a blood drive collecting 17 units of blood with 15 donors. There was 1 first time donor and one “power red” donor for 2 units donated. Approximately 45 lives could be saved from these donations!

Calls for service	PLPD officers responded to 304 calls for service in the month of June.
B.H.C.O.N.	The PLPD B.H.C.O.N. program launched at the beginning of this year. The grant funded program is intended to circumvent arrests of mentally ill individuals when appropriate and afford these individuals resources to seek the help they need. The program has had 148 calls for service and has taken 23 case reports as a result.
S.T.E.P.	S.T.E.P. was instituted in March of 2021 and has made a great impact on police operations and overall street safety of Palmer Lake. Officers have conducted 360 shifts over the last 2 years. The most common citations written are for failure to stop at stop signs and speeding. Monies gained from these shifts have been a great benefit to the overall Town budget as a supplemental income. Proceeds from the S.T.E.P. program have recently purchased 2 vehicles for the PLPD which were previously unbudgeted for but needed.
H.V.E.	PLPD's High Visibility Enforcement (DUI/DUID) program has added to the safety of Palmer Lake's residents by effectively enforcing DUIs and DUIDs within its jurisdiction. H.V.E. has created 167 calls for service and taken 18 case reports. 290 hours have been worked between 3 Officers. There have been 133 contacts and 12 arrests, 2 of which were felony level DUIs. There is an average of 1 DUI arrest per H.V.E. shift.



***PALMER LAKE FIRE DEPARTMENT***

***Board of Trustees Summary Sheet***

Title	<b>Fire Department Report- June 2025</b>
Date	7 July, 2023
Contact	John Vincent, Chief
Summary	<p>Deputy Chief Keough is currently on fire assignment in Alaska.</p> <p>Responded to a working train fire.</p> <p>1 person obtained their Firefighter -2 certification.</p> <p>1 person obtained their Firefighter -1 certification.</p> <p>20 drops offs at slash pile occurred. 20 drops off also occurred in the month of May.</p> <p>Extrication power plant self-destructed. New extrication tool is at station and will be in service after training is completed.</p>
Training	See attached report
Photographs	
Other Action	
Code Enforcement	

# Completions



Type: Completions

Run Date: Jul 1, 2025 2:53 AM

Shared with: 3 Users

Filters: Type: All Assignments

Completion Date Range: From 06/01/2025 To 06/30/2025

User Status: Active, Offline

Assignment Name	Completion Date	Completion Time	Duration (hours)
2011 Bumper Line	06/25/2025	12:00 AM	2
2011 Bumper Line	06/02/2025	12:00 PM	.5
2011 Bumper Line	06/25/2025	12:00 AM	2
2011 Bumper Line	06/25/2025	12:00 AM	2
2011 High Rise Pack	06/06/2025	12:00 PM	1
2011 High Rise Pack	06/06/2025	12:00 PM	1
2011 High Rise Pack	06/12/2025	04:00 PM	1
2011 High Rise Pack	06/06/2025	12:00 PM	1
2011 High Rise Pack	06/02/2025	12:30 PM	.5
2011 High Rise Pack	06/26/2025	12:00 AM	2
2011 High Rise Pack	06/06/2025	12:00 PM	1
2011 High Rise Pack	06/26/2025	12:00 AM	2
470.22.HMA - 02 - Protective Actions and Notifications	06/23/2025	12:00 AM	1
470.22.HMA - 02 - Protective Actions and Notifications	06/25/2025	03:00 PM	.75
470.22.HMA - 02 - Protective Actions and Notifications	06/25/2025	12:00 AM	2
470.22.HMA - 02 - Protective Actions and Notifications	06/23/2025	12:00 AM	1

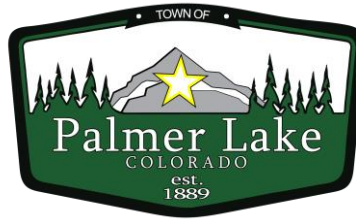
Assignment Name	Completion Date	Completion Time	Duration (ho
470.22.HMA - 02 - Protective Actions and Notifications	06/25/2025	04:00 AM	1
470.22.HMO - 03 - Action Plan Implementation	06/25/2025	04:00 PM	1
470.22.HMO - 03 - Action Plan Implementation	06/25/2025	03:45 AM	.5
470.22.HMO - 03 - Action Plan Implementation	06/17/2025	06:00 PM	1
470.22.HMO - 03 - Action Plan Implementation	06/25/2025	03:45 PM	2
B011 Taser Probe Removal	06/11/2025	03:45 PM	.5
B011 Taser Probe Removal	06/12/2025	12:00 PM	.5
B011 Taser Probe Removal	06/06/2025	02:00 PM	.5
B011 Taser Probe Removal	06/02/2025	05:00 PM	.5
B011 Taser Probe Removal	06/04/2025	12:00 AM	.5
B011 Taser Probe Removal	06/02/2025	05:00 PM	.5
B011 Taser Probe Removal	06/11/2025	11:00 AM	.5
B011 Taser Probe Removal	06/02/2025	05:00 PM	.5
D002, D003 Brady and tachydysrhythmias	06/12/2025	12:09 PM	
D002, D003 Brady and tachydysrhythmias	06/02/2025	01:35 PM	
D008 Neonatal Resuscitation	06/06/2025	02:00 PM	.5
D008 Neonatal Resuscitation	06/05/2025	03:00 PM	.5
D008 Neonatal Resuscitation	06/16/2025	02:00 PM	.5
D008 Neonatal Resuscitation	06/06/2025	02:00 PM	.5
D008 Neonatal Resuscitation	06/25/2025	02:00 PM	.5
D008 Neonatal Resuscitation	06/25/2025	01:30 PM	.5
D008 Neonatal Resuscitation	06/03/2025	10:00 AM	.5
D008 Neonatal Resuscitation	06/25/2025	02:00 PM	.5
D008 Neonatal Resuscitation	06/06/2025	02:00 PM	.5

Assignment Name	Completion Date	Completion Time	Duration (hours)
D008 Neonatal Resuscitation	06/25/2025	02:00 PM	.5
DOP-01 / Apparatus per-trip and tool inspection	06/17/2025	08:00 AM	1
DOP-02 / Apparatus maneuvering on pre-determined route	06/17/2025	08:00 AM	1
DOP-03a / Defensive Driving Techniques	06/17/2025	08:00 AM	1
DOP-04 / In cab procedures	06/17/2025	08:00 AM	1
DOP-05 / Alley dock or apparatus station parking	06/17/2025	08:00 AM	1
DOP-06 / Serpentine exercise	06/17/2025	08:00 AM	1
DOP-07 / Confined space turn-around exercise	06/17/2025	08:00 AM	1
DOP-08 / Diminishing clearance exercise	06/17/2025	08:00 AM	1
DOP-09 / Place pump into service	06/17/2025	08:00 AM	1
DOP-10a / Pump pre-connect from tank to 2nd floor with fog	06/17/2025	08:00 AM	1
DOP-10b / Pump pre-connect from tank to ground floor w fog	06/17/2025	08:00 AM	1
DOP-10c / Pump pre-connect from tank to 3rd floor fog	06/17/2025	08:00 AM	1
DOP-10d / Pump pre-connect from downhill with fog nozzle	06/17/2025	08:00 AM	1
DOP-10e / Pump pre-connect from tank uphill with fog	06/17/2025	08:00 AM	1
DOP-10f / Pump pre-connect from tank to 1st floor with fog	06/17/2025	08:00 AM	1
DOP-11 / Water source transfer	06/17/2025	08:00 AM	1
DOP-12a / Pump smooth bore multi-story	06/17/2025	08:00 AM	1
DOP-12b / Pump smooth bore elevation +/-	06/17/2025	08:00 AM	1
DOP-12c / Pump fog nozzle elevation +/-	06/17/2025	08:00 AM	1
DOP-12d / Pump gated wye, supply 2 lines with fog	06/17/2025	08:00 AM	1

<b>Assignment Name</b>	<b>Completion Date</b>	<b>Completion Time</b>	<b>Duration (hours)</b>
DOP-12e / Pump single line master stream with elevation +/-	06/17/2025	08:00 AM	1
DOP-12f / Pump 2 line master stream with elevation +/-	06/17/2025	08:00 AM	1
DOP-13a / Supply sprinkler or stand pipe	06/17/2025	08:00 AM	1
DOP-13b / Supply foam fire stream	06/17/2025	08:00 AM	1
DOP-14a / Relay pumping from static source-1 supply line	06/25/2025	12:00 AM	2
DOP-14a / Relay pumping from static source-1 supply line	06/17/2025	08:00 AM	1
DOP-14a / Relay pumping from static source-1 supply line	06/25/2025	12:00 AM	2
DOP-14a / Relay pumping from static source-1 supply line	06/15/2025	11:15 AM	2
DOP-14a / Relay pumping from static source-1 supply line	06/25/2025	12:00 AM	2
DOP-14a / Relay pumping from static source-1 supply line	06/12/2025	09:00 AM	2
DOP-14a / Relay pumping from static source-1 supply line	06/20/2025	09:45 AM	1
DOP-14b / Relay pumping from static source-2 supply lines	06/17/2025	08:00 AM	1
DOP-15 / Return pumper to service	06/17/2025	08:00 AM	1
FF1-2D / Mayday Operations	06/25/2025	12:00 AM	2
FF1-2D / Mayday Operations	06/01/2025	09:00 AM	1
FF1-2D / Mayday Operations	06/12/2025	12:15 PM	1
FF1-2D / Mayday Operations	06/25/2025	12:00 AM	2
FF1-2D / Mayday Operations	06/25/2025	12:00 AM	2
FFI-3N / Water supply	06/12/2025	09:00 AM	1
FFI-3O / Extinguishers	06/06/2025	12:45 PM	.5

<b>Assignment Name</b>	<b>Completion Date</b>	<b>Completion Time</b>	<b>Duration (hours)</b>
FFI-3O / Extinguishers	06/12/2025	12:15 PM	1
FFI-3P / Scene Lighting	06/06/2025	10:00 AM	1
FFI-3P / Scene Lighting	06/06/2025	10:00 AM	1
FFI-3P / Scene Lighting	06/06/2025	10:00 AM	1
FFI-3P / Scene Lighting	06/12/2025	03:00 PM	1
FFI-3P / Scene Lighting	06/06/2025	10:30 AM	1
FFI-3P / Scene Lighting	06/06/2025	10:00 AM	1
FFI-3P / Scene Lighting	06/06/2025	10:00 AM	1
FFII-2A / Complete Basic Incident Report	06/17/2025	09:00 PM	1
FFII-2A / Complete Basic Incident Report	06/25/2025	02:30 PM	1
FFII-2A / Complete Basic Incident Report	06/25/2025	03:15 PM	1
FFII-2A / Complete Basic Incident Report	06/16/2025	12:15 PM	1
FFII-2A / Complete Basic Incident Report	06/25/2025	03:15 PM	1
FFII-2A / Complete Basic Incident Report	06/17/2025	09:00 PM	1
FFII-2A / Complete Basic Incident Report	06/20/2025	10:00 AM	1
FFII-2A / Complete Basic Incident Report	06/25/2025	03:15 PM	1
FFII-2B / Communicate need for Team Assistance	06/25/2025	12:00 AM	2
FFII-2B / Communicate need for Team Assistance	06/16/2025	03:00 PM	1
FFII-2B / Communicate need for Team Assistance	06/06/2025	10:15 AM	1
FFII-2B / Communicate need for Team Assistance	06/25/2025	12:00 AM	2
FFII-2B / Communicate need for Team Assistance	06/03/2025	12:30 PM	1
FFII-2B / Communicate need for Team Assistance	06/25/2025	12:00 AM	2
Firefighter rescue/ RIT	06/16/2025	02:00 PM	3
Relay pumping and nursing operations	06/23/2025	09:30 AM	4
Relay pumping and nursing operations	06/23/2025	09:30 AM	4

<b>Assignment Name</b>	<b>Completion Date</b>	<b>Completion Time</b>	<b>Duration (hours)</b>
Relay pumping and nursing operations	06/23/2025	09:30 AM	4
Relay pumping and nursing operations	06/23/2025	09:30 AM	4
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/06/2025	05:30 PM	.5
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/01/2025	04:45 PM	.5
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/02/2025	08:00 PM	.5
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/02/2025	12:00 AM	.5
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/02/2025	08:00 PM	.5
Template: B009, H001, H023 - Pain Management, tylenol, motrin	06/06/2025	01:00 PM	.5
Virtual Documentation training	06/09/2025	06:00 PM	1
Virtual Documentation training	06/10/2025	05:30 PM	1
Virtual Documentation training	06/05/2025	08:30 PM	1.1
Virtual Documentation training	06/13/2025	08:00 PM	1
Virtual Documentation training	06/18/2025	08:00 AM	1



## Board of Trustees Summary Sheet

	<b>JUNE 2025</b>																																					
Title	<b>Administration</b>																																					
Date	07/10/2025																																					
Contact	Admin personnel																																					
Kiosk Revenue	<p><b>June Collections for the Kiosk</b></p> <p style="text-align: right;">8114.3 Gross Collections (1531 Transactions)</p> <p>\$ (459.30) Fees</p> <p>\$ (70.00) Monthly T2 Svc charge</p> <hr/> <p>\$ 7,585.00 Net Collections - June</p> <p><b>YTD Collections 2025 - YTD Transactions: 4723</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;">\$ 25,031.60</td> <td style="width: 65%;">Gross Collections</td> <td style="width: 20%; text-align: right;"><u>YTD # of Transactions</u></td> </tr> <tr> <td>\$ (1,416.90)</td> <td>Fees</td> <td style="text-align: right;">4,723</td> </tr> <tr> <td>\$ -</td> <td>Supplies (Kiosk Paper)</td> <td></td> </tr> <tr> <td>\$ (420.00)</td> <td>Monthly T2 Svc charge</td> <td></td> </tr> <tr> <td><hr/></td> <td></td> <td></td> </tr> <tr> <td>\$ 23,194.70</td> <td>Net Collections</td> <td></td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <td>\$ (1,836.90)</td> <td>Total Fees and Maintenance</td> <td style="text-align: right;">8%</td> </tr> </table>		\$ 25,031.60	Gross Collections	<u>YTD # of Transactions</u>	\$ (1,416.90)	Fees	4,723	\$ -	Supplies (Kiosk Paper)		\$ (420.00)	Monthly T2 Svc charge		<hr/>			\$ 23,194.70	Net Collections					\$ (1,836.90)	Total Fees and Maintenance	8%												
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Land Use permits Issued	<p><b>June 2025</b></p> <p>Type: Single Family; Qty: 0</p> <p>Other; Qty: 8</p> <p>Total water taps issued: <b>1043</b></p>																																					

Business Licenses

<b>BUSINESS LICENSE STATUS CHANGES BY BUSINESS TYPE</b>	2025	2025
	Jun	Jun
Business Type	STR	other
New Licenses	2	6
Licenses Renewed	0	10
Licenses Expired	0	0
Businesses Closed	0	0
<b>CURRENT BUSINESS LICENSES BY BUSINESS TYPE (New + Renewed)</b>		
	44	153
<b>TOTAL CURRENT BUSINESS LICENSES (New + Renewed)</b>		197

**SCHEDULED TO RENEW IN AUGUST 2025:**

<b>BUSINESS NAME</b>
Alpine Essentials LLC
Aspen Roofing Company, Inc.
C & C Roofing and Exteriors Inc
Front Range Cabinets Distributors, Inc.
Ion Developer, LLC
JJ Construction
K & S Enterprises, Inc
Lynn Roth Imagery
Monumental Microderm, LLC dba Monumental Medspa
Palmer Lake Economic Development Group
Pizzazz, LLC dba Luna Hair
Real Red Riding Hoods, LLC
Reliable Roofing and Restoration
Scenic Summit Hideaway
Shaw Industries, Inc.
Soli Deo Gloria Estates, LLC
West Fork Construction LLC

Water Billing

Year	Month	# of Water Accounts	# of Gallons Sold	# of Shutoffs
<b>2022</b>	Jan-Dec	1015	41,405,900	11
<b>2023</b>	Jan-Dec	1018	44,855,150	7

	<b>2024</b>	Jan-Dec	1,022	47,011,334	0
	<b>2025</b>	January	1022	3,505,500	0
		February	1022	3,114,600	1
		March	1023	2,787,302	1
		April	1023	3,058,632	0
		May	1023	3,148,147	1
		June	1024	4,150,990	3
	<b>YTD</b>	<b>1,024</b>	<b>19,765,171</b>	<b>6</b>	

Grant Activity Updates	<b>Dept</b>	<b>Name</b>	<b>Grantor</b>	<b>Grant Purpose</b>	<b>Grant Amount</b>	<b>STATUS/NEXT STEPS</b>
	<i>Police</i>	<i>POST Equipment</i>	<i>State of Colorado</i>	training equipment, scholarship	\$7,892	Applied.
	<i>Police</i>	<i>HVE (High Visibility Enforcement)</i>	<i>CDOT</i>	DUI enforcement, extra duty	\$9,686	Awarded.

Approved Special Events	Fun Run - PLES PTO	7/4/2025
	Festival on the 4th	7/4/2025
	Chautauqua - PLAC	7/28-8/3
	Movie In The Park	7/18/2025
	24 Hours of Palmer Lake	8/27/25 & 8/28/25

Other Activity	New hire f/t PW Maintenance - Luke White, started 6/30/2025 Advertising for f/t Municipal/Deputy Clerk
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## Code Compliance July 10, 2025

Code Compliance – 20-hour week breakdown:

Administrative – respond to emails, phone calls, document progress, generate letters, file hard copy documents

Site Visits – verification of complaints, observance of issues and location

Follow-Ups – connect with resident face-to-face; follow-up on prior issues that often recur

Research and Investigation – confirm with Code; validate action

Attend meetings as required

### **June/July Active Complaints:**

Dogs, barking dogs, loose dogs/Roosters

Junkyards and dumping

Signs (business)

Health/Safety and Sanitation

Short Term Rentals

### **Greatest challenges:**

Residents who refuse to comply and ability to “enforce” is not available due to specific circumstances. Such as, Elephant Rock Trailer Park

Timing of resolution is difficult for community to understand

Municipal Code is outdated and does not represent much of what we desire in town; there is a great need for editing and current language

**Code Procedure/Process:**

1. Complaint received
  - a. Protect PII
  - b. Info provided is public record
2. Acknowledge complaint received
3. Research code violation
  - a. Investigate/Research
  - b. Identify if Code Violation
4. Document information on tracking spreadsheet
5. When determined violation exists
  - a. Communicate situation with violator
  - b. Provide # of days to cure and comply with code
  - c. Include specific Code reference
6. Document progress and meeting/discussion to spreadsheet
7. Inform complainant of progress when appropriate
8. Notate calendar to follow up after “cure” deadline
9. When completed, note compliance date on spreadsheet
10. When not completed
  - a. Contact violator to discuss
  - b. When appropriate allow additional time to comply
  - c. Possible need for written warning
11. When issue is outstanding, and violator refuses to comply
  - a. Cite the Violation Fee and advise consequences
  - b. Generate and deliver citation
  - c. Follow-up daily when non-compliance
  - d. When issue is sensitive or threatening, involve PD or Fire, as appropriate



**TOWN OF PALMER LAKE  
BOARD OF TRUSTEES - AGENDA MEMO**

<b>DATE:</b> July 10, 2025	<b>ITEM NO.</b>	<b>SUBJECT:</b> Review/Direction on Recruiter for Town Administrator Position
<b>Presented by:</b> Town Administrator/Clerk		

**Background:**

At a prior Board of Trustees meeting, the Board requested presentations from both recruitment firms under consideration to assist in the hiring of a new Town Administrator. In response, proposals were received from the following firms:

- SGR (Strategic Government Resources) – Proposal: \$29,419
- KRW Associates – Original Proposal: \$21,500

**SGR has confirmed** their participation and will present their proposal at the upcoming meeting. A representative will also be available to answer any questions from the Board.

**Update on KRW Associates:**

Please see the attached correspondence for KRW's response regarding participation in the presentation. At this time, they have opted not to present but have expressed interest in offering support through interim placement services, should the Town wish to explore that option.

---

**Staff Request for Direction:**

Staff is seeking Board direction on whether to:

- Proceed with consideration of SGR's proposal only,
- Solicit additional proposals from other firms,
- Explore KRW's interim administrator option, or
- Determine alternate next steps in fulfilling the Town Administrator position.

Please advise on how you would like to proceed.

**Dawn Collins**

---

**From:** Mark Collins <wyocollins7@gmail.com>  
**Sent:** Tuesday, July 8, 2025 9:58 AM  
**To:** Dawn Collins  
**Cc:** Jerry Williams; Lynn Johnson; Lorne Kramer  
**Subject:** Re: KRW Proposal for Town Administrator Search

-----**WARNING: This email originated from outside the Town of Palmer Lake. DO NOT CLICK on any attachments or links from unknown senders or unexpected emails. Always check the sender's display name and email address are correct before you communicate.**-----

Good Morning Dawn,

Thanks for following up. I've had important discussions with our KRW team and we have decided to revise our proposal. Please allow me to provide relevant details.

We do not believe that the current political environment in Palmer Lake would allow us to recruit highly qualified candidates for the Town Administrator position at this time. As you know, qualified applicants in the local government field do their research and due diligence. We believe that it would be in the Town's best interest to allow the current development proposal to fully proceed through both the planning and legal process before undertaking an extensive executive search.

Given the information outlined above, KRW would be willing to assist the Town of Palmer Lake with the placement of a highly qualified interim administrator. Our firm maintains a database of experienced local government professionals who would be available to assume the duties of the position. Frequently, they have demonstrated experience in the planning/development field. We would recommend the placement of an interim administrator for a period of 6-9 months.

We understand that this revised proposal does not align with the original outline you provided to our firm. Accordingly, we do not believe it would be prudent for us to make a presentation at the Town's upcoming meeting on July 10th. We would be willing to engage in a separate discussion with the Town Board if they are receptive to the idea of an interim administrator.

Please do not hesitate to contact me directly (307-460-1941) if you have questions, or need additional information.

Sincerely,

Mark Collins  
Senior Associate, KRW Associates  
307-460-1941  
[wyocollins7@gmail.com](mailto:wyocollins7@gmail.com)

On Tue, Jul 8, 2025 at 8:41 AM Dawn Collins <[dawn@palmer-lake.org](mailto:dawn@palmer-lake.org)> wrote:

Hello Mark,

**TOWN OF PALMER LAKE, COLORADO**

**RESOLUTION NO. 53-2025**

**A RESOLUTION AUTHORIZING HIRING A RECRUITER TO FILL THE TOWN ADMINISTRATOR POSITION FOR PALMER LAKE, COLORADO**

**WHEREAS**, the Board of Trustees of the Town of Palmer Lake, Colorado, pursuant to Colorado statute and the Town of Palmer Lake Municipal Code, is vested with the authority of administering the affairs of the Town of Palmer Lake, Colorado; and

**WHEREAS**, the Town Board appoints, among other officials, a Town Administrator; and

**WHEREAS** the Board has recently received the resignation of the current Town Administrator; and

**WHEREAS**, the Town Board desires to utilize the services of a recruiter to locate and vet a new Town Administrator; and

**WHEREAS**, the Town Administrator presented the Town Board proposals for recruitment services to use in seeking a new Town Administrator and the Board has considered the proposals.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE, COLORADO AS FOLLOWS:**

- 1. The Board of Trustees for the Town of Palmer Lake hereby selects [redacted] to provide recruitment services to identify and vet candidates for the position of Town Administrator, and authorizes the Mayor to execute an agreement for such services in an amount not to exceed \$ [redacted], substantially in the form used by the town.
- 2. Severability. If any article, section, paragraph, sentence, clause, or phrase of this Resolution is held to be unconstitutional or invalid for any reason such decision shall not affect the validity or constitutionality of the remaining portions of this Resolution. The Board of Trustees hereby declares that it would have passed this resolution and each part or parts thereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.
- 3. Repeal. Existing resolutions or parts of resolutions covering the same matters embraced in this Resolution are hereby repealed and all resolutions or parts of resolutions inconsistent with the provisions of this Resolution are hereby repealed.

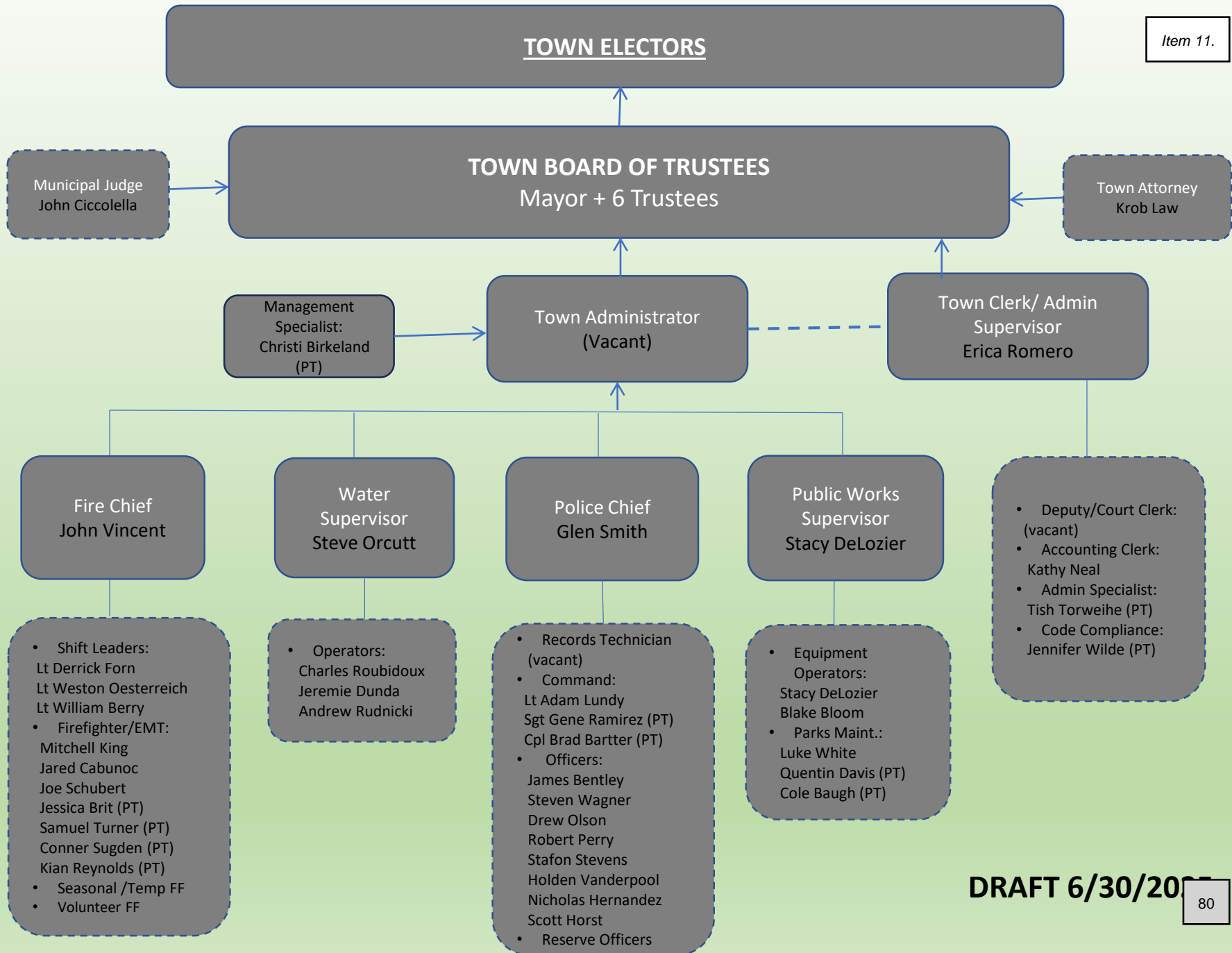
**INTRODUCED, RESOLVED, AND PASSED AT A REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE ON THIS 10<sup>th</sup> DAY OF JULY 2025.**

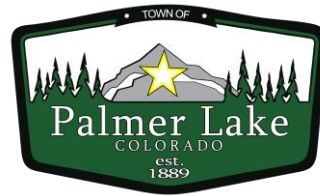
ATTEST:

TOWN OF PALMER LAKE, COLORADO

\_\_\_\_\_  
Erica Romero  
Deputy Town Clerk

BY: \_\_\_\_\_  
Dennis Stern  
Mayor





Item 12.

**TOWN OF PALMER LAKE  
BOARD OF TRUSTEES - AGENDA MEMO**

<b>DATE:</b> July 10, 2025	<b>ITEM NO.</b>	<b>SUBJECT:</b> Resolution to Appoint Citizen Member to Trustee Vacancy
<b>Presented by:</b> Town Administrator/Clerk		

This item is to consider any of the five applicants to appoint to fill the vacancy on the Board of Trustees remaining term through December 2026.

Candidates interviewed on 6/30 included –

John Marble  
Alex Farr

Candidates anticipated to interview on 7/10 are –

Beth Harris  
Mike Beeson  
Mike Boyett

Resolution 50 will require insertion of the individual name for approval and possibly administer the oath of office.

**TOWN OF PALMER LAKE, COLORADO**

**RESOLUTION NO. 50-2025**

**A RESOLUTION OF THE TOWN OF PALMER LAKE  
APPROVING AN APPOINTMENT TO FILL A VACANCY ON THE  
TOWN BOARD OF TRUSTEES**

**WHEREAS**, the Board of Trustees of the Town of Palmer Lake, Colorado, pursuant to Colorado statute and the Town of Palmer Lake Municipal Code, is vested with the authority of administering the affairs of the Town of Palmer Lake, Colorado; and

**WHEREAS**, a vacancy for the position of Town trustee was declared on June 12, 2025; and

**WHEREAS**, applicants were interviewed at a Board workshop on June 30 and July 10, 2025, and their applications were reviewed; and

**WHEREAS**, based on the applications and interviews, the Board desires to appoint a citizen to fill the vacancy on the Board of Trustees.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE, COLORADO AS FOLLOWS:**

1. The Board of Trustees hereby appoints [REDACTED] as Trustee for the remaining term through the Town’s municipal election in 2026.
2. Severability. If any article, section, paragraph, sentence, clause, or phrase of this Resolution is held to be unconstitutional or invalid for any reason such decision shall not affect the validity or constitutionality of the remaining portions of this Resolution. The Board of Trustees hereby declares that it would have passed this resolution and each part or parts thereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.
3. Repeal. Existing resolutions or parts of resolutions covering the same matters embraced in this Resolution are hereby repealed and all resolutions or parts of resolutions inconsistent with the provisions of this Resolution are hereby repealed.

**INTRODUCED, RESOLVED, AND PASSED AT A REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE ON THIS 10th DAY OF JULY 2025.**

ATTEST:

TOWN OF PALMER LAKE, COLORADO

\_\_\_\_\_  
Erica Romero  
Deputy Town Clerk

BY: \_\_\_\_\_  
Dennis Stern  
Mayor

**TOWN OF PALMER LAKE  
EL PASO COUNTY  
STATE OF COLORADO**

**RESOLUTION NO. 56 - 2025**

**A RESOLUTION TO APPROVE A CITIZEN APPOINTMENT TO THE PALMER LAKE PARKS AND TRAILS COMMISSION, PALMER LAKE, COLORADO**

**WHEREAS**, Palmer Lake is a statutory town organized under Part 3 of Article 4 of Title 31 of the Colorado Revised Statutes; and

**WHEREAS**, pursuant to State Statute and the Palmer Lake municipal code, the Board of Trustees is authorized to approve the recommendation of appointed officials to the Parks and Trails Commission; and

**WHEREAS**, at the regular meeting on July 8, 2025, the Parks and Trails Commission recommended approval of a citizen appointment to fill a vacancy.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE OF EL PASO COUNTY, COLORADO, AS FOLLOWS:**

**Section 1.** The following individual is appointed to fill the 2023-2025 remaining vacancy for the Town of Palmer Lake Parks and Trails Commission:

Two Year term ending January 2026 – Lauren Penner

**Section 2. Severability.** If any article, section, paragraph, sentence, clause, or phrase of this Resolution is held to be unconstitutional or invalid for any reason such decision shall not affect the validity or constitutionality of the remaining portions of this Resolution. The Board of Trustees hereby declares that it would have passed this resolution and each part or parts thereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

**Section 3. Repeal.** Existing resolutions or parts of resolutions covering the same matters embraced in this Resolution are hereby repealed and all resolutions or parts of resolutions inconsistent with the provisions of this Resolution are hereby repealed.

**INTRODUCED, RESOLVED, AND PASSED AT A REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE ON THIS 10th DAY OF JULY 2025.**

TOWN OF PALMER LAKE, COLORADO

\_\_\_\_\_  
Dennis Stern, Mayor

ATTEST:

By: \_\_\_\_\_  
Erica N. Romero, Deputy Town Clerk



**TOWN OF PALMER LAKE  
BOARD OF TRUSTEES - AGENDA MEMO**

<b>DATE:</b> July 10, 2025	<b>ITEM NO.</b>	<b>SUBJECT:</b> Resolution Appointing Town Clerk & Administer Oath of Office
<b>Presented by:</b> Town Administrator		

**Background**

As part of the recent organizational updates for the Town of Palmer Lake, the Board of Trustees previously took action to separate the combined Town Administrator/Clerk position to two roles to better support Town operations and ensure focused leadership in both areas.

In accordance with Section 2.08.010 of the Palmer Lake Municipal Code, which outlines officer appointments by the Board, the attached resolution formally appoints Erica Romero who has been serving as Deputy Town Clerk to the Town Clerk position.

This appointment reflects both her past experience and her recent contributions to the Town. This will ensure continuity in administrative functions and statutory duties related to public meetings, licensing, records, elections, administrative support of all town departments, and overall customer service to the public.

Enclosed with this item is the organizational chart as directed by the Board of Trustees and the separated Town Clerk job description.

With approval of the resolution for the appointment, effective July 18, the oath of office will be administered.

**Recommended Action**

Move to approve the Resolution appointing Erica Romero as Town Clerk for the Town of Palmer Lake, effective on July 18, 2025, the day following her completion of the municipal clerk certification and the day following Administrator Collins' last day.

**TOWN OF PALMER LAKE  
EL PASO COUNTY  
STATE OF COLORADO**

**RESOLUTION NO. 54 - 2025**

**A RESOLUTION APPOINTING THE TOWN CLERK FOR PALMER LAKE, COLORADO**

**WHEREAS**, Palmer Lake is a statutory town organized under Part 3 of Article 4 of Title 31 of the Colorado Revised Statutes; and

**WHEREAS**, pursuant to statute and the Town’s municipal code section 2.08.010, Officers Appointed, the Town Clerk is one of the officers the Board of Trustees is required to appoint; and

**WHEREAS**, Dawn Collins is the present Town Administrator and Town Clerk, but has tendered her resignation indicating her last day will be July 17, 2025; and

**WHEREAS**, the Town of Palmer Lake Board of Trustees wishes to separate the Town Clerk position from the combined Town Administrator/Clerk position.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE OF EL PASO COUNTY, COLORADO, AS FOLLOWS:**

**Section 1.** Erica Romero, formerly Deputy Town Clerk, is hereby appointed as the Town Clerk for the Town of Palmer Lake, Colorado, with such appointment to be effective July 18, 2025.

**Section 2. Severability.** If any article, section, paragraph, sentence, clause, or phrase of this Resolution is held to be unconstitutional or invalid for any reason such decision shall not affect the validity or constitutionality of the remaining portions of this Resolution. The Board of Trustees hereby declares that it would have passed this resolution and each part or parts thereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

**Section 3. Repeal.** Existing resolutions or parts of resolutions covering the same matters embraced in this Resolution are hereby repealed and all resolutions or parts of resolutions inconsistent with the provisions of this Resolution are hereby repealed.

**INTRODUCED, RESOLVED, AND PASSED AT A REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE ON THIS 10th DAY OF JULY 2025.**

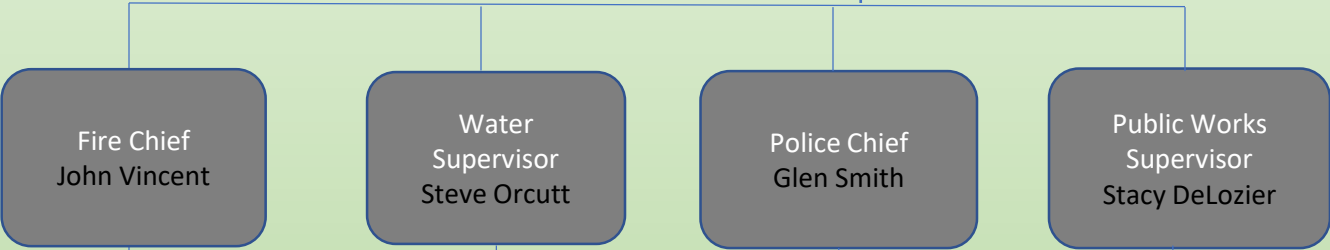
TOWN OF PALMER LAKE, COLORADO

\_\_\_\_\_  
Dennis Stern, Mayor

ATTEST:

By: \_\_\_\_\_  
Dawn A. Collins, Town Administrator

# TOWN ELECTORS



- Deputy/Court Clerk: (vacant)
- Accounting Clerk: Kathy Neal
- Admin Specialist: Tish Torweihe (PT)
- Code Compliance: Jennifer Wilde (PT)

- Shift Leaders:  
Lt Derrick Forn  
Lt Weston Oesterreich  
Lt William Berry
- Firefighter/EMT:  
Mitchell King  
Jared Cabunoc  
Joe Schubert  
Jessica Brit (PT)  
Samuel Turner (PT)  
Conner Sugden (PT)  
Kian Reynolds (PT)
- Seasonal /Temp FF
- Volunteer FF

- Operators:  
Charles Roubidoux  
Jeremie Dunda  
Andrew Rudnicki

- Records Technician (vacant)
- Command:  
Lt Adam Lundy  
Sgt Gene Ramirez (PT)  
Cpl Brad Bartter (PT)
- Officers:  
James Bentley  
Steven Wagner  
Drew Olson  
Robert Perry  
Stafon Stevens  
Holden Vanderpool  
Nicholas Hernandez  
Scott Horst
- Reserve Officers

- Equipment Operators:  
Stacy DeLozier  
Blake Bloom
- Parks Maint.:  
Luke White  
Quentin Davis (PT)  
Cole Baugh (PT)



**Position:** Town Clerk  
**Reports to:** Town Board of Trustees  
**Supervision Exercised:** Statutory duties and supervise Administration  
**FLSA:** Exempt  
**Salary Range:** DOQ (full range \$77,445 - \$108,423)

**General Statement of Duties**

This position performs administrative and professional functions as provided by law and serves as one of the Town’s key management staff. It is a highly responsible position providing key leadership, strategic direction, and supervision to the Administration office personnel. The responsibilities may be delegated to a Deputy Town Clerk or other staff as appropriate. It is intended that the Town Clerk be the responsible party with others carrying out much of the day to day work, although this position is a hands-on manager working closely with the Town Administrator and Board of Trustees.

NOTE: The essential functions and major responsibilities listed are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position. Duties and responsibilities are also subject to change by the employer as the needs of the employer and requirements of the job change. The following are the duties anticipated to be performed, however, designated employees may perform duties as assigned.

**Essential Functions**

**Supervise Administration personnel:**

- Provide leadership and administrative support to all departments.
- Develop administrative staff to provide excellent customer service to internal and external customers.
- Evaluate, recommend change and/or improvements for the administrative office.

**Clerk role:**

- Provide full support, or oversee support, to Town Board meetings, workshops as necessary, Planning Commission, Board of Adjustment, and Parks and Trails Commission and other public meetings. This includes scheduling, preparing the agenda, attending the meeting, recording proceedings, distributing minutes, and performing required follow-up.
- Support Board activities, functions and needs, including necessary orientation and training.
- Establish records management and oversee maintenance of Town files and records in accordance with state archival guidelines and Town policies.

- Maintain Municipal Code of Ordinances and policies to ensure amendments and updates are incorporated accordingly.
- Coordinate and monitor the preparation and required publication of Town ordinances, resolutions, and other notices in accordance with the requirements in Town Ordinance and State Statutes.
- Conduct Municipal Elections in accordance with the Colorado Municipal Election Code or coordinated elections with El Paso County as appropriate.
- Administer and maintain Town licensing provisions as specified by Town Code, State Statutes and regulations, including liquor and marijuana licensing.
- Communicate with and interact with the public to ensure all pertinent Town information and questions are answered accordingly; maintain Town website content.
- Oversee maintenance of proper financial records in accordance with governmental accounting practices and procedures.
- Oversee the preparation, implementation, and monitoring of the Town's annual budget.
- Responsible for all Colorado Open Records Act requests and requirements.
- Oversee the administrative functions related to the Town of Palmer Lake Municipal Court.
- Assist with Human Resources functions for Town employees.
- Carry out other duties and responsibilities as assigned or necessary for the proper conduct of Town business.
- Continually seek to improve job skills through education/training.

**Finance role:**

- Perform and/or oversee designation of required duties of the Budget/Finance Officer for the Town.
- Ensure compliance with the adopted budget, performing cost control and cash-flow analysis throughout the year, ensuring effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Advise the Board and Administrator of the Town's financial condition and current/future needs.
- Provide the appropriate tools to ensure that modern accounting practices are employed.
- Administer grant applications and grant contracts through completion.
- Develop and administer necessary contracts and other agreements.

**Citizen communications:**

- Communicate Board plans, municipal code requirements, and Town policies and procedures to citizens, commissions, groups, and other agencies as needed.
- Receive, respond to, and assist to resolve public inquiries and complaints, while keeping the Board of Trustees and Town Administrator informed on the status of various citizen concerns.
- In conjunction with designated staff, coordinate the administration of the Town website and media communication.
- Represent the Town at presentations, workshops, conferences, and other assigned gatherings.

**Other:**

- Attend professional development meetings, trainings, seminars, and workshops, and works to enhance a professional communication network at state levels, regional levels, and within the professional community in general.

- Assist designated staff with insurance and benefits administration, day-to-day clerical needs, permitting and licensure issuance, information technology maintenance, records management and other tasks as needed.

**Knowledge of:**

- Firm grasp of established best practices and state of applicable law in the field of local governance.
- Knowledge of business retention and redevelopment and related public financing methods.
- Familiarity with trends in technology useful for municipal functions.
- Knowledge of commercial sector needs and responsive to local business community concerns.
- Thorough knowledge and demonstrated skills in municipal management; financial accounting; and municipal, state, and federal programs and decision-making processes.
- Thorough knowledge and demonstrated skills in problem-solving, ability to synthesize information and work with others to develop alternative solutions and resolve conflict.
- Analytical skill and a talent for innovation that can introduce to local government effective management practices from private business.
- Strong knowledge of fiscal and other laws specific to Colorado, such as GASB, TABOR, CGIA, Gallagher, CORA, Sunshine Law.
- Broad knowledge of employment law and Human Resources practices for a public employer.
- Knowledge of federal and state laws regulating the Town's financial, environmental, and general operations.
- Familiarity with historic preservation and the Colorado State Historical Fund.
- Demonstrated skill in interpersonal, written, and oral communications.
- Demonstrated skill in managing difficult or emotional customer or staff situations, focusing on solving not blaming, maintaining confidentiality, and keeping emotions under control yet remaining open to the ideas of others.

**Ability to:**

- Understand and follow oral and written instructions in the English language.
- Operate a personal computer to create and manipulate databases, word processing, spreadsheets, records archival software, email, and internet.
- Proficiency in Microsoft Office products.
- Work cooperatively with elected officials, employees and the public, often under stressful circumstances.
- Communicate orally and in writing with co-workers, employees, and the public in a tactful and courteous manner, in person, by telephone, and electronically.
- Operate a variety of standard office equipment requiring continuous or repetitive arm-hand movements, such as keyboard, calculator, etc.
- See well enough to operate office machines and review work products.
- Lift and maneuver file boxes and other office items of up to 25 pounds.
- Dexterity to allow general reaching, handling, and grasping of routine office items.
- Work safely without presenting a direct threat to self or others.

### **Education/Training Requirements:**

- High School degree or equivalent. A Bachelor's degree or higher in Public Administration or related field is preferred, or a field closely related to a multiservice business organization or municipal government.
- A minimum of three years responsible experience in the Municipal Clerk or Administrator profession.
- Certified Municipal Clerk or Master Municipal Clerk designation preferred, or the ability to obtain CMC certification within 3 years of employment.
- An appropriate combination of private or public sector experience and professional education leading to a proven capability to manage the affairs of this municipal corporation. Any equivalent combination of education and experience will be considered.

### **Additional Requirements:**

- This position may require travel to off-site locations for errands or training. If a Town vehicle is used, must be physically capable of operating the vehicle safely, possess a valid driver's license and have an acceptable driving record.
- The person hired for this position must be able to provide documentation of eligibility to work in the United States.

### **Personal Characteristics:**

- Unquestioned integrity and ethics; demonstrates the highest standards of professional conduct.
- Genuine interest in the community; community pride and character; approachable; and responsive toward residents, businesses, and stakeholders.
- Understanding of the need to listen and learn before acting upon initiatives or making significant changes; acknowledgement that reasonable people do not always agree; ability to deal with conflict professionally and respectfully.
- Tactfulness, professionalism, respectfulness, consideration, follow-through, and ability to respond well under pressure.
- High energy, imaginative, patient, and good humored.
- Shows open rapport with staff members, valuing the talents and accomplishments of everyone.
- Ability to learn from past mistakes; accepts responsibility; and puts the success of the team and Town ahead of personal goals or interests.
- Commitment to appearing at Board meetings and actively participating in Town and community functions as appropriate.
- Understanding of the importance of positive public relations, including communications with the public and media and skill in public speaking and presentations.
- Recognition of the importance of the public profile of appointed officials and comfort with participation in community affairs.

### **Performance Expectations and Appraisal:**

A Town Administrator can expect to establish mutually agreeable performance expectations and goals with the Board of Trustees within the first six months of employment. The Board will review these on a regular basis and adjust compensation accordingly.

**Physical Requirements:**

This job is conducted mostly in an indoor environment with typical indoor climate, lighting, and air quality. Tasks may be conducted either sitting or standing at a desk for most of the workday. The person in this position should expect to experience pushing/pulling of up to 25 pounds; bending/reaching/twisting occasionally; and to occasionally lift and carry up to 25 pounds. Outdoor environment and vehicle travel may be experienced occasionally during errands out of the office.

**Notice:**

All qualified applicants will receive consideration for employment without regard to ancestry, color, creed, gender variance, genetic characteristics, immigration status, marital status, mental disability, national origin, physical disability, race, religion, sex, sexual orientation, source of income, age, or pregnancy.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time.

**Sunshine Law Notice:**

Résumés and all application materials will be kept confidential until finalists are announced. The full record of finalists will be subject to public disclosure no later than 14 days prior to an offer of employment, as per Colorado Statute 24-6-402 (3.5).

7-2025



**KROB LAW OFFICE, LLC**  
Attorneys at Law

**REVISED MEMORANDUM**

**To:** Dawn Collins, Town Administrator/Clerk

**From:** Scotty P. Krob, Town Attorney

**Date:** July 7, 2025 – REVISED 7.7.25 AT 3:00 P.M.

**Re:** Whether recall elections and initiated ordinance election can be conducted as coordinated elections through El Paso County on November 4, 2025

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NOTE: This memo represents my final opinion on the above-referenced issue. I provided an initial memo earlier today and noted that I would be following up with additional inquiry. Having done so, the analysis is largely the same and further supports my previous conclusions.

I have reviewed the statutes governing recall elections and initiated ordinance elections and it is my conclusion that the recall elections and the initiated ordinance election cannot be conducted as part of a coordinated election through the County on November 4, 2025, because under the Town Code and state statute the November 4, 2025 election is not a regular election. Accordingly, the Town should proceed with the recall and initiated ordinance elections on September 9, 2025, as previously discussed with the Board. These conclusions are based on the following analysis.

Municipal elections in statutory towns, such as the Town of Palmer Lake, are governed by Title 31, unless a municipality has specifically elected to be governed by Title 1, which Palmer Lake has not done. See §1-1-102, C.R.S.

Scheduling the recall petition elections is governed by §31-4-503(4), C.R.S., which provides:

(4) When a recall petition is determined sufficient and any review pursuant to subsection (3)(d) of this section is concluded, the municipal clerk shall submit the petition, together with a certificate of its sufficiency, to the governing body of the municipality at the first meeting of the governing body following expiration of the

period within which a protest may be filed, at the first meeting of the governing body following the determination of a hearing officer that a petition is sufficient, or at the first meeting of the governing body following the conclusion of any review pursuant to subsection (3)(d) of this section, whichever is later. The governing body shall thereupon order and fix a date for the recall election to be held not less than thirty days nor more than ninety days from the date of submission of the petition to the governing body by the municipal clerk and determine whether voting in the recall election is to take place at the polling place or by mail ballot; but, if a regular election is to be held within one hundred eighty days after the date of submission of said petition, the recall election shall be held as a part of the regular election. (emphasis added)

The recall petitions were submitted by the clerk to the BOT on June 30, 2025 and it is my understanding the next date the County Clerk will be conducting an election is November 4, 2025, which is less than 180 days from June 30, 2025. Therefore, the critical issue is whether the County Clerk’s November 4, 2025 election is a “regular election”. If it is, then coordinating the elections with the County on November 4, 2025 is mandatory. If the County’s November 4, 2025 election is not a regular election, then the recall elections cannot be coordinated with the County and the Town must hold a special election within the 30 to 90 day window.

The term “regular election” is defined in Section 2.28.010 of the Palmer Lake Town Code, which provides:

The regular election of the town shall be held on the Tuesday on which the general statewide election is held in November of each even-numbered year.

The Town’s definition of regular election is consistent with the Title 31 definition, contained in §31-1-101, C.R.S. which provides, in relevant part:

“As used in this title, except where specifically defined, unless the context otherwise requires:

...

(10) “Regular election” means:

(a) Before July 1, 2004, the election held in towns on the first Tuesday of April in each even-numbered year; the election held in cities on the first Tuesday of November in each odd-numbered year; and the election held in any other municipality at which the regular election of officers takes place;

(b) On and after July 1, 2004, the election held in any municipality in accordance with paragraph (a) of this subsection (10) unless a majority of the registered electors of the municipality voting on the question have voted to hold the regular election on a date different than specified in paragraph (a) of this subsection (10) pursuant to [section 31-10-109\(1\)](#), in which case “regular election” means, for any particular municipality, the date on which the regular election of officers takes place as determined by the registered electors of the municipality.

It is my understanding that prior to my representation of the Town of Palmer Lake, the electors voted to move their regular elections to November of even-numbered years, as reflected in the above-referenced section of the Town Code.

Accordingly, my conclusion is that under the town code and the state statutes, the County's odd-numbered year November 4, 2025 election is not a regular election. Therefore, the Town is obligated to schedule a special election within the 30 to 90 day window for the recall elections.

Since coordinating with the County's November election would result in substantial savings of staff time and money for the Town, I followed up with Robert Sheesley, the attorney for the Colorado Municipal League, who agreed with my conclusion. I also checked with the El Paso County attorney, as he is the County Clerk's legal advisor. The County Attorney expressed no concern with my conclusion.

I also looked at the statute regarding setting the election for the initiated ordinance. It is governed by Section 31-11-104(1), C.R.S., which provides:

- (1) Any proposed ordinance may be submitted to the legislative body of any municipality by filing written notice of the proposed ordinance with the clerk and, within one hundred eighty days after approval of the petition pursuant to [section 31-11-106\(1\)](#), by filing a petition signed by at least five percent of the registered electors of the city or town on the date of such notice. The proposed ordinance may be adopted without alteration by the legislative body within twenty days following the final determination of petition sufficiency. If vetoed by the mayor, the proposed ordinance may be passed over the mayor's veto within ten days after the veto. If the proposed ordinance is not adopted by the legislative body, the legislative body shall forthwith publish the proposed ordinance as other ordinances are published and shall refer the proposed ordinance, in the form petitioned for, to the registered electors of the municipality at a regular or special election held not less than sixty days and not more than one hundred fifty days after the final determination of petition sufficiency, unless otherwise required by the state constitution. The ordinance shall not take effect unless a majority of the registered electors voting on the measure at the election vote in favor of the measure. (emphasis added)

Since the initiated ordinance was presented and not adopted by the BOT on June 30, 2025, the September 9, 2025 date previously discussed with the BOT is within the required window. Therefore, both the recall elections and the initiated ordinance election should be conducted at a Town special election on September 9, 2025.

If you have any questions or want to discuss further, feel free to give me a call.

sk

**TOWN OF PALMER LAKE, COLORADO**

**RESOLUTION NO. 55-2025**

**A RESOLUTION OF THE TOWN OF PALMER LAKE  
APPROVING DETAILS OF A SPECIAL ELECTION TO BE CONDUCTED ON  
SEPTEMBER 9, 2025 TO CONSIDER THE RECALL OF TWO TOWN TRUSTEES  
AND TO CONSIDER AN INITIATED ORDINANCE RELATED TO ANNEXATIONS**

**WHEREAS**, the Board of Trustees of the Town of Palmer Lake, Colorado, pursuant to Colorado statute and the Town of Palmer Lake Municipal Code, is vested with the authority of administering the affairs of the Town of Palmer Lake, Colorado; and

**WHEREAS**, petitions for recall of Trustees Shana Ball and Keven Dreher were determined sufficient and review of the petitions has been concluded and, therefore, the town clerk submitted the petitions to the Board of Trustees, as provided in Section 31-4-503(4), C.R.S.; and

**WHEREAS**, on June 30, 2025 the Board of Trustees set the date of September 9, 2025 to conduct recall elections as provided by the statute; and

**WHEREAS**, a petition for an initiated ordinance regarding annexations was determined sufficient and the proposed ordinance was provided to the Board of Trustees on June 30, 2025, as provided in Section 31-11-104(1), C.R.S.; and

**WHEREAS**, at its meeting on June 30, 2025, the Board of Trustees declined to adopt the initiated ordinance as presented and therefore set the date of September 9, 2025 to conduct an election on the proposed initiated ordinance; and

**WHEREAS**, specific details for the September 9, 2025, election are to be established by the Board of Trustees.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE, COLORADO AS FOLLOWS:**

1. The Board of Trustees hereby sets the date of Tuesday, September 9, 2025, for a special election to consider the recall of Trustees Ball and Dreher and to consider the initiated ordinance regarding annexations.
2. The Board of Trustees hereby specifies the Town Clerk as the Designated Election Official (DEO).
3. The September 9, 2025 election shall be conducted as a mail ballot election.
4. The Board of Trustees grant the Town Clerk, DEO, the authority to appoint election judges as needed for the September 9 election and to take all other reasonable steps to facilitate such election.

5. Severability. If any article, section, paragraph, sentence, clause, or phrase of this Resolution is held to be unconstitutional or invalid for any reason such decision shall not affect the validity or constitutionality of the remaining portions of this Resolution. The Board of Trustees hereby declares that it would have passed this resolution and each part or parts thereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

6. Repeal. Existing resolutions or parts of resolutions covering the same matters embraced in this Resolution are hereby repealed and all resolutions or parts of resolutions inconsistent with the provisions of this Resolution are hereby repealed.

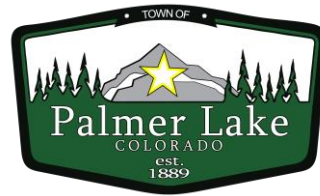
**INTRODUCED, RESOLVED, AND PASSED AT A REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE TOWN OF PALMER LAKE ON THIS 10th DAY OF JULY 2025.**

ATTEST:

TOWN OF PALMER LAKE, COLORADO

\_\_\_\_\_  
Erica Romero  
Deputy Town Clerk

BY: \_\_\_\_\_  
Dennis Stern  
Mayor



**TOWN OF PALMER LAKE  
BOARD OF TRUSTEES - AGENDA MEMO**

<b>DATE:</b> July 10, 2025	<b>ITEM NO.</b>	<b>SUBJECT:</b> Years of Service
<b>Presented by:</b> Town Administrator/Clerk		

This item is to recognize employees who have years of service over 5, 10, 15, or more.

This year, on June 9, Lt Adam Lundy completed 15 years of law enforcement service with the Town of Palmer Lake Police Department.

In September, Tish will have five years of service supporting the Town of Palmer Lake.

We are extremely grateful the commitment of town staff for their service in town operations.

Also, this year, we want to acknowledge Toni Vega for over 13 years committed to the town. She will be missed.



**TOWN OF PALMER LAKE  
BOARD OF TRUSTEES - AGENDA MEMO**

<b>DATE:</b> July 10, 2025	<b>ITEM NO.</b>	<b>SUBJECT:</b> Direction on Elephant Rock Planned Development Plan
<b>Presented by:</b> Town Administrator/Clerk		

**Background**

As previously discussed with the Board of Trustees, the elephant rock property requires a Planned Development Plan (PDP) per the land use regulations.

The next steps include authorizing town consultants to assist with the PD process and further review the plans for completeness to schedule before Planning Commission for recommendation of the PD Plan to the Board of Trustees.

Staff needs direction on next steps.

## MEMO

Date: Saturday, May 17 and Monday, May 19<sup>th</sup>, 2025. [June 11, 2025](#).

To: Dawn Collins, Town Administrator, and Tim Caves and Amy Hutson, Board of Trustees

From: Barb Cole, Executive Director, Community Matters Institute,  
Mike Davenport, AIA, AICP, Community Matters Institute,  
[Mark A. Morton, P.E., GMS, Inc.](#)

Re: **Palmer Lake Elephant Rock Property - Hours Estimate to finalize PD Sketch Development Plan, Prepare PDP Plan Drawing(s) and PDP Plan based on materials provided by Hutson and Caves**

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**Summary:** For the Elephant Rock property owned by the Town of Palmer Lake (TOPL), this memo is Community Matters Institute's estimate, [and GMS, Inc.'s estimate in blue text](#), of the time needed to:

- 1) Attend a required Pre-Application Conference
- 2) Review existing documents and prepare a PD Sketch Development Plan
- 3) Prepare a written PDP plan for the Elephant Rock property owned by the Town of Palmer Lake.
- 4) Prepare the required PDP drawings, which consist of one or more drawing sheets in digital form.

### Assumptions:

- 1) Trustees Hutson and Caves will provide the vision and direction for the PD, gather pertinent information to assist CMI in reviewing and editing the above required documents. Dawn to attend when possible. This team shall be noted as **HCC** (Hutson, Caves, Collins).
- 2) A survey of the property and legal description is necessary to undertake the PDP. [The survey work should include a boundary survey indicating property corners, legal monuments and the necessary metes and bounds descriptions for the entire property, as well as a site survey to identify existing site conditions, topography, structures, utilities and surface improvements. Survey work is assumed to be completed by a third-party surveyor; CMI/GMS estimates have not included the survey work.](#)
- 3) Hutson and Cave will present all documents to the Planning Commission and Board of Trustees as required.
- 4) The drafting of the Planned Development Plan includes consultant time with the two trustees. For efficiency, this shall include drafting specific questions for Hutson and Caves to respond to, telephone calls, and Zoom calls as needed.
- 5) Once the PDP is drafted and under consideration for approval, it is the responsibility of the EcoSpa to develop the required FDP and undertake the subdivision process. Because public improvements are needed, this is a major subdivision pursuant to section 16.20.010.
- 6) All documents drafted by CMI [and GMS](#) are subject to review and approval by Hutson and Caves.
- 7) The PDP must be flexible enough to allow desired uses to locate over at least a 10-year time frame.
- 8) [CMI and GMS will need to coordinate on the preparation of drawings and exhibits for the appropriate staff/expertise to be utilized, efficiency may be gained by assigning certain drawings or exhibits to CMI and others to GMS. Estimate descriptions have attempted to delineate](#)

between assistance or coordination on a task or document, versus actual preparation of the document. Final assignment of document preparation may change the estimates given below.

- 9) CMI and GMS will also coordinate as the work progresses to minimize any overlap of tasks or gaps in scope responsibility.

Please note that pursuant to 17.72.040, “From start of construction, the maximum time allowed is one year after approval of the final development plan (FDP). If development has not commenced, a new FDP shall be required. One or more extensions may be allowed for good reason by the planning commission and the board of trustees.” The FDP is submitted by the developer of any parcel and can run concurrently with the subdivision submittal. Subdivision is under the purview of Mark Morton, PE, Town Engineer. The CMI estimate does not include any work on an FDP or required subdivision, which often occurs after the approval of the PDP. [The CMI/GMS estimate does not include the preparation of the FDP or subdivision submittals, assuming those submittals will be prepared by the developer of any parcel in the future.](#)

**Documents:** This estimate used the following documents about the proposed use of the property.

- Elephant Rock Development Plan
- ER PD zones PDF file
- ER PD Site Plan DP2 05-1-25

### **Task 1: Pre-application Conference- 17.72.120**

CMI and GMS will meet with Caves, Hutson and Dawn Collins to include review and markup of the above files, noting what needs to be addressed, and to discuss submittal materials and technical and engineering, and 1 hr. pre-application Zoom call.

**By or before this conference, the Town will provide to GMS/CMI either a survey plat of the entire boundary of the complete property. The survey plat or legal description shall include distances, bearings, and curve data for any curved portion of the boundary line and locate all structures as noted above.**

**CMI Estimated Hours: 3 hours**

**GMS Estimated Hours: 3 hours**

### **Task 2: Sketch Plan -17.72.130 and application for Zoning-17.14.010**

- **10 hours** CMI to prepare drawing per code requirements (note all lands within the ER property must be included. **5 hours** GMS coordination and review.
- **3 hours** CMI to review and modify the narrative as needed. **2 hours** GMS coordination and review.
- **5 hours** Hutson and Caves to prepare rezoning application, CMI to review and edit rezoning application to include Sketch Plan requirements and required application materials pursuant to 17.14.010. *Note, this is considered a town-initiated rezoning.* **1 hour** GMS coordination and review.

- **24 hours** to include a scaled base map with lots and tracts shown, location of proposed and existing buildings and structures, calculate proposed density, layout of roads by functional classification and configuration of required open space, and entrances.<sup>1</sup> **24 hours** [GMS to prepare the map based on survey data and survey drawing provided from third-party surveyor, coordination with third-party surveyor and coordination with CMI on development data tabulation](#)
- **6 hours**- CMI to draft the General design architectural policies and treatment of environmentally sensitive land. **2 hours** [GMS coordination and review](#).
- **3 hours**- CMI review and markup of required narrative, including zoning narrative. Hutson and Caves to review and modify. **2 hours** [GMS coordination and review](#).

**CMI Estimated Hours: 51 hours**

**GMS Estimated Hours: 36 hours**

### **Task 3: PDP (Plan 17.72.050 through 17.72.100 and 17.72.140)**

#### **PDP Written Documents**

- **3 hours** Create Planning Areas and draw required setbacks pursuant to 17.72.070- drawings and map to be recorded. **2 hours** [GMS coordination and review](#).
- **25 hours**. For each of the 5 Planning Areas, create a list of permitted principal uses by right, accessory uses, and any conditional review uses. Include all standards for uses- e.g., parking, landscaping, lighting, site design. Planning areas must include all lands within the surveyed parcel. (e.g. parking area is outside of a Planning Area, and some areas seem outside the parcel) **18 hours** [GMS coordination and review](#).
- **15 hours** CMI to establish maximum density per Planning Area pursuant to 17.72.140 (7) (lot coverage, square feet of non-residential, approximate parcel size gross and net densities, amount of required dedicated open space (30%) – written narrative to accompany required graphics. This assumes no residential dwellings. **8 hours** [GMS coordination and review](#).
- **15 hours** CMI to draft all required written documentation required by 17.72.140 (a) (3, 4, and 5)- A description of the character of the proposed development, the goals and objectives of the project, an explanation of how the development incorporates innovative design, the rationale behind the assumptions and choices made by the applicant, and an explanation of how it has been planned to conform to the adopted community master plan; Statements clearly outlining the proposed maximum (up to and including) limits or amounts of all design standards contained in this title that will be included, or alternate development standards requested to be applied to the PD: A general description of the proposed open space, how this requirement for the development and an explanation of how said open space shall be integrated with surrounding developments, both existing and proposed, or how the payment of fees in-lieu of open space and/or in-kind improvements will provide a benefit to the town. **12 hours** [GMS coordination and review](#).

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<sup>1</sup> Since Davenport will be out on medical leave for two months, GMS to provide OR CMI to find another subconsultant but the cost of said consultant is likely to be much greater than the rate CMI is charging.

- **3 hours-** CMI to create development schedule with GMS, GMS lead 17.72.140 (a) (6). **6 hours** GMS compile development schedule, coordination and review with CMI and Hutson and Caves.
- **6 hours-** Maintenance provisions and Plan (Town Attorney and GMS to provide template), CMI to provide a draft outline. **16 hours** GMS compile Maintenance Plan, coordination and review with CMI and Town Attorney
- **10 hours-** Narrative to address 17.72.050- Conditions and Standards. **5 hours** GMS coordination and review.

**CMI Estimated hours for PDP Written Plan: 77 hours**

**GMS Estimated hours for PDP Written Plan: 67 hours**

#### Task 4: PDP Graphic Documents (17.72.140 (a) (9))

These documents are compared to Municipal Code section 17.72.140(a)(9) “Graphic Documents” for a Planned Development Plan (PDP). This part of the estimate is **only for the PDP drawing(s)** and does not include the other documents required to be submitted with a PDP application.

**Hours Estimate:** The following table includes a time estimate for each item listed in 17.72.140(a)(9). The **estimate is 65 hours plus information needed from others** regarding utilities, drainage, and lighting. When the plan is prepared, individual line items may cost more or less, so it may be necessary to shift time from one line to another but within the overall total. **GMS estimates are given in the table below in the form of “coordination and review hours/preparation hours”.** For example, 16.0/24.0 would represent 16.0 hours for coordinating and reviewing the item with CMI preparing the item, or 24.0 hours for GMS to prepare the item. As with the CMI estimates, individual item hours may vary, and hours may be shifted between items with the intent to arrive at the same overall total hours.

<b>Table: Planned Development Plan (PDP) Drawing Time Estimate</b>				
For estimated time, the total should be used and not individual line items below.				
Section	Topic	Notes	Task	Hours
a.	Vicinity map		Find, edit, place on sheet	1.0 1.0/1.0
b.	Existing site	Contours, water features, wildlife, vegetative cover	Find information, draw	24.0 10.0/32.0
c.	Development plan	Site design, buildings, standards, elevations	Design, draw, draft text	24.0 14.0/36.0
d.	Open space	Open, recreation, public use	Analyze, draw	4.0 2.0/4.0
e.	Circulation	Drives, pedestrian, bicycle <sup>2</sup>	GMS to provide internal road/drive layout and access to Hwy 105 and provide CMI with GIS layer	Unknown

<sup>2</sup> GMS will need to review and classify roads and address CDOT access

f.	Grading	Generalized grading	Analyze, draw- GMS to provide and provide CMI with GIS layer	Unknown
g.	17.68 Hillside	Restrictions due to slope	Analyze, draw- GMS to provide and provide CMI with GIS layer	Unknown
h.	Utilities	Water, sanitary sewer, storm sewer, electric, gas, cable, phone	GMS to provide and provide CMI with GIS layer	Unknown
i.	Drainage	Drainage plan, facilities	By GMS/Chavez engineer	Unknown
j.	Lighting plan		By lighting firm or GMS	Unknown
k.	Requests by PC		Unknown	Unknown
<b>Total</b>	<b>55 hours (27/73) + additional time for work needed from others</b>			

**CMI Estimated hours for PDP Graphic Plan: 55 hours**

**GMS Estimated hours for PDP Graphic Plan: 27/73 hours**

### SUMMARY OF TIME AND MATERIALS ESTIMATE FOR ELEPHANT ROCK PD

TASK	WHO	HOURS CMI (GMS)	COST CMI (GMS)
<b>Task 1: Pre-application Conference- 17.72.120</b>	CMI/ HCC (GMS)	3 (3)	\$420 (\$480)
<b>Task 2: Sketch Plan -17.72.130 and application for Zoning- 17.14.010</b>	CMI/HCC to present to rezoning to PC (GMS)	51 (36)	\$7,140 (\$5,760)
<b>Task 3: PDP (Plan 17.72.050 through 17.72.100 and 17.72.140)</b>	CMI, HCC, GMS and perhaps Lighting (GMS)	77 (67)	\$10,780 (\$10,720)
<b>Task 4: PDP Graphic Documents (17.72.140 (a) (9))</b>	CMI, (GMS)	55 (27/73)	\$7,700 (\$4,320/\$11,860)
<b>Zoom calls, questions to HCC, edits</b>	CMI/HCC (GMS)	35 (35)	\$3,500 (\$4,000)
<b>ESTIMATED COST FOR CMI ONLY (GMS)</b>		<b>221 (168/214)</b>	<b>\$30,940 (\$26,880/\$34,240)</b>

/bc/mjd/mam

## Schedule for Town of Palmer Lake - 2026 Budget - DRAFT

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Distribution of 2025 Budget Material to Dept: June financials + material by early August

Department reviews: scheduled August 12 ~ September 17

Department Retreat with Board: Fri., Sep-26 or Oct-3 (tentative)?  
*\*Consider one hour focus to review priority projects with departments to create draft*

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**Distribute Draft 2025 Budget:**

*\*\* due by 10/15 per statute*

**Thu., October 9 Board Meeting**

**Set hearing date: November 13th**

**Department Presentation of Draft 2024 Budget**

*Publication for 11/13 Hearing*

**Fri., October 10 workshop, Town Hall (9-3)**

*Send Notice by October 22 to Publish October 29*

***Distribute/Review Revised 2025 Budget***

***Thu., October 23 Board Meeting***

***Review at 5PM, if needed***

**Review of Proposed 2025 Budget**

**Thu., November 13 Board Meeting – 5PM**

**2024 Budget Public Hearing – 6 PM**

*Note: November 20, special meeting, if needed*

*\*No meeting November 27 (Thanksgiving)*

*Note: December 4, special meeting, if needed*

**Adoption of 2025 Budget**

**Thursday, December 11 Board meeting**

*\*No meeting December 25 (Christmas)*

***\*\* File 2026 Budget:***

*El Paso County – December 15 (mill levy cert.)*

*DOLA - January 31 (2025 budget)*