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BAC-7399

Contact Information

Contact Name	Doug Lazure	Home Address	368 S. Washington St.
Preferred Phone	7202897251	Home City	Denver
Preferred Email	doug.lazure@denvergov.org	Home State	CO
Other Phone		Home Zip	80209
Other Email	doug.lazure@denvergov.org	County	Denver
DOB		Hispanic or Latino origin or Descent?	No
SSN		Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

Board Information

Board Name	Meiro Wastewater Reclamation District	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	City and County of Denver	Work Address	2000 W. 3rd Ave.
Position	Finance Manager, Wastewater	Work City	Denver
Business Phone #	3034463472	Work State	CO
Work Email	doug.lazure@denvergov.org	Work Zip	80223

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	7		

Education and General Qualifications

Name of High School	Creighton Preparatory	Name of Graduate School	University of Colorado at Denver
Location of High School	Omaha, NE	Location of Graduate School	Denver, CO
# of Years Attended High school	4	# of Years Attended Graduate School	4
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major MBA

Name of College Creighton University
 Location of College Omaha, NE
 # of Years Attended College 4
 Did you Graduate College Yes
 Undergrad Major Accounting and Finance

Reference Details

Reference Name #1 Peter Spanberger
 Reference Phone #1 3034463447
 Reference Email #1 peter.spanberger@denvergov.org
 Reference Address #1 2000 W. 3rd Ave.

Reference Name #2 Patrick Kneeland
 Reference Phone #2 7205304985
 Reference Email #2 patrick.kneeland@gmail.com
 Reference Address #2 2638 Dexler St.

Reference Name #3 Nathan Cook
 Reference Phone #3 3034463491
 Reference Email #3 nathan.cook@denvergov.org
 Reference Address #3 8935 Silver Maple Way

Agree to a background check ☒

Owner Romaine Pacheco

Created By Denver Integration, 6/16/2021 11:26 AM

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Notes & Attachments

Doug Lazura Resume.docx

Type Attachment

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Description

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Doug Lazure, CPA, MBA

368 S. Washington St. • Denver, CO 80209 • 720.289.7251 • Doug.Lazure@gmail.com

EDUCATION AND ACCREDITATIONS

Certified Public Accountant (CPA)

MBA with Emphasis in Business Strategy

University of Colorado at Denver

B.S.B.A., Double Major in Accounting and Finance

Creighton University, Omaha, NE. Graduated in 2004

Successfully Completed Wharton School at University of Pennsylvania's College of Business *The CFO: Becoming a Strategic Partner* Leadership Program

PROFESSIONAL EXPERIENCE

CITY AND COUNTY OF DENVER; Denver, CO

Finance Manager

January 2020 – Present

- Manage the month-end close process and financial reporting for the City of Denver's largest agency overseeing \$1B in assets
- Implement process improvements to improve cash flow, reduce the month-end close process, and implement a strong control environment
- Report directly to the Executive Leadership team to communicate monthly, quarterly, and annual financial results

COLORADO STATE UNIVERSITY – GLOBAL CAMPUS; Denver, CO

Controller

July 2017 – December 2019

- Responsible for the management of over \$100 million in assets of the University
- Leader of the Accounting and Finance function of the University, including the management of five accounting and finance professionals
- Oversee the development and implementation of finance and accounting policies to ensure the financial well-being and integrity of the Organization
- Strategic Partner of the Organization's Leadership team to shape the University's Vision and Strategic Initiatives

XCEL ENERGY; Denver, CO

AUGUST 2009 – JULY 2017

Team Lead/Financial Consultant – Xcel Energy Regulatory Accounting

April 2015 – July 2017

- Responsible for accurately and timely completion of the month-end close process for the Xcel Regulatory Accounting team, focusing on Xcel's Electric business. Assume lead role for presenting month-end financial reporting and analysis to CFO leadership in a clear, concise manner while addressing any questions or concerns from all levels of management
- Assumes supervisory duties for the review and approval of journal entries, FERC forms, and account reconciliations for the Xcel Regulatory Gas Analyst and Joint Venture Senior Analyst.
- Co-Led the Documentation phase of the Accounting True-up Project to break down siloes to improve accounting and financial reporting. Coordinating with Regulatory Accounting, Revenue Requirements, and Rates teams to align efforts to identify process improvements and accuracy of Rider Mechanism, Production Formula, and Earnings Test estimates.

Utility Accounting Productivity Through Technology (PTT) Lead Change Agent

November 2014 – July 2017

- Ensure successful completion of the General Ledger phase of the PTT Project and SAP implementation for Utility Accounting through collaboration with multiple departments and individuals both within and outside of Utility Accounting. All of these efforts helped with the success of the implementation as evidenced by the completion of all financial reporting deadlines for each month-end close, low volumes of calls to the Super User hotline, and a high level of employee morale as evidenced by PTT Change Tracking Surveys.
- Led PTT Utility Accounting Change Agents to successfully transition Utility Accounting departments to the new SAP environment and coordinate PTT deliverables for all Utility Accounting departments. This includes, but is not limited to: Timely completion of all deliverables for Utility Accounting departments, Communicated the timeline of project deadlines and status updates to Senior Management, Ensured all Utility Accounting employees have appropriate business roles and access to the SAP system, Coordinated with Utility Accounting Managers and Directors to ensure all business processes are documented in preparation for the General Ledger Conversion, and lead a smooth transition from JD Edwards to SAP
- Assumed a lead role as Subject Matter Expert for both the Xcel Commercial Accounting and Xcel Regulatory Accounting teams to facilitate successful implementation of the SAP system. Worked closely with team members to help solve and improve their experiences with a new General Ledger system. This voluntary role involved answering questions, training new employees, and teaching existing employees how to use the new General Ledger system to bridge the gap from J.D. Edwards to SAP.

Senior Financial/Accounting Analyst – Commercial Accounting

September 2013 – April 2015

- Accurately completed the month-end close process, financial reporting, and resolve complex, abstract business issues
- Improved processes, reporting, and developed new analytics to streamline the month-end close process, ensured accurate financial reporting, and fulfilled business area and rate case requests in an accurate and timely manner
- Completed FERC Regulatory Reporting and all other financial reporting requests in an accurate and timely manner

Senior Financial Analyst – Retail & Customer Accounting

August 2009 – September 2013

- Accurately and timely completed the month-end close process, financial reporting, and resolve complex business issues
- Nominated and Selected to participate in the CFO'S Wheel Rotational Program. Demonstrated learning agility by cross-training across multiple departments while developing other Wheel program participants in Accounting job responsibilities
- Automated the Non-Commodity Billing process by restructuring the billing process. This included: research of multiple accounting information systems to identify the capabilities and deficiencies of each system, collaborated with IT to ensure a successful implementation, and performed due diligence with the appropriate amount of testing prior to go-live
- Managed the Non-Commodity Billing process for Retail and Customer Accounting. This includes, but is not limited to, the review of complex contracts with third-parties, ensured all Transmission project costs are accurate and reimbursable in accordance with contract terms, completion of the invoice process in the CRS billing system, ensured accurate financial reporting to management, and managed the accounting for these projects from beginning to end

PEPSICO; Chicago, IL

Customer Financial Services - Senior Accountant

September 2007 – August 2009

- Prepared, analyzed, and reviewed financial data for 20 Income Statement and Balance Sheet accounts and communicated results to PepsiCo Management
- Served as Project Lead for implementation of process improvement initiatives designed to strengthen internal controls, improve efficiencies, and eliminate redundant processes
- Presented results of reviews to multiple levels of PepsiCo Management (including Corporate Controller) and provided value-added solutions to identified deficiencies

ERNST & YOUNG LLP; Chicago, IL

Business Risk Services – Senior Associate

June 2006 – September 2007

- Managed planning, execution, and reporting phases for Audit and Process Improvement projects, including reporting control issues to client Senior Management and the E&Y leadership team
- Led documentation and testing of key business processes as part of Internal Audit and Sarbanes-Oxley (SOX) 404 Projects for a variety of industries and clients, including the following: Caterpillar, HSBC, Navistar, Tenneco Automotive, ABM Industries, Zurich Financial, and the City of Chicago

CONAGRA FOODS; Omaha, NE

Senior Audit Associate

June 2004 – June 2006

- Led multiple financial, operational, and compliance audits for Retail, Food Ingredients, and Food Service businesses
- Performed substantive and control testing in order to comply with Sections 404 and 302 of the Sarbanes-Oxley Act, with areas of expertise in Trade Promotions Marketing, Commodity and Futures Trading (including derivatives), and Manufacturing

COMPUTER SKILLS

Extensive knowledge of CORE, Great Plains, SAP, Net Suite, Business Objects, and all Microsoft Office applications

ASSOCIATIONS & VOLUNTEER ACTIVITIES

Participated in Spring 2018 Impact Denver Leadership Program

Associate Board Member of The Big Green Foundation

Former Director and Treasurer for the Audubon Society of Greater Denver's Board of Directors

Former Member of Mile High United Way's (MHUW) Emerging Leaders Steering Committee (ELC)

Former Member of Mile High United Way's Public Policy Committee (reporting to MHUW's Board of Directors)

2014 Chairman of MHUW's UnCorked Wine Tasting Event raising over \$20,000 for MHUW

2013 Chairman of MHUW's UnCorked Wine Tasting Event raising over \$15,000 for MHUW

INTERESTS

Spending time with my Wife and two Daughters, Running Half-Marathons, Travel, Volunteering, and Skiing



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BAC-7188

Contact Information

Contact Name	Jennifer Williams	Home Address	1202 S Clarkson St
Preferred Phone	303-446-3549	Home City	Denver
Preferred Email	jennifer.williams@denvergov.org	Home State	CO
Other Phone	615-497-0002	Home Zip	80210
Other Email	jwill6228@gmail.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	7		

Education and General Qualifications

Name of High School	George Jenkins High School	Name of Graduate School	Vanderbilt University
Location of High School	Lakeland, Fl	Location of Graduate School	Nashville, Tn
# of Years Attended High school	4	# of Years Attended Graduate School	2
Did you Graduate High School	Yes	Did you Graduate	Yes
		Graduate Major	Environmental Engineering
Name of College	University of Florida		
Location of College	Gainesville, Fl		
# of Years Attended	4		

College
Did you Graduate College Yes
Undergrad Major Ag & Bio Engineering

Reference Details

Reference Name #1 Peter Baertlein Reference Email #1 peter.baertlein@denvergov.org
Reference Phone #1 720-865-3113 Reference Address #1

Reference Name #2 Barry Burch Reference Email #2 barry.burch@denvergov.org
Reference Phone #2 720-865-9128 Reference Address #2

Reference Name #3 Jeff Shoemaker Reference Email #3 jeff.shoemaker@greenwayfoundation.org
Reference Phone #3 303-818-8078 Reference Address #3

Agree to a background check ☒

Owner Romaine Pacheco

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Notes & Attachments

Resume Williams Jennifer 2021.docx

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Description

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Jennifer L. Williams, P.E.

1202 S Clarkson St, Denver, Colorado 80210
303-446-3549 Jennifer.Williams@denvergov.org

Profile

A professional engineer with 11 years of experience in both the public and private sector, where I have been involved in a wide range of stormwater and sanitary projects, with an emphasis on collection system master plans.

Employment

Senior Engineer, City and County of Denver, Denver, Colorado (December 2014 - current)

- Project manager for the city-wide 2021 Sanitary Sewer Master Plan, which included coordination and collaboration with Metro Wastewater Reclamation District (MWRD), as well as previous Sanitary Sewer Metrics and prioritization studies for capital projects.
- Project manager for the coordination of an IGAs with MWRD to remove a sanitary sewer lift station from service.
- Project manager for the United State Army Corps of Engineers (USACE) 1135 Southern Platte Valley study to evaluate ecosystem restoration opportunities on the South Platte River from Alameda Avenue to the confluence with West Harvard Gulch.
- Assisted in the development of two 6-year Capital Improvement Plans.
- Project Manager for several Major Drainageway Plan (MDP) in coordination with the Mile High Flood District (MHFD).
- Participated in Peak Academy's Black Belt training and obtained my black belt certificate.
- Governmental Entrepreneurial Leadership Accelerator (GELA) Participant (2017) – A member of Team Aging, we successfully pitched a Mobile Resource Unit for the Office on Aging, which was later implemented.

Engineer, CDM Smith, Nashville, Tennessee (August 2006-June 2011)

- Assisted in construction management of water treatment plant upgrades and facilitated communication between design engineers, inspector, and contractor
- Assisted in a filter evaluation and development of an operation and maintenance plan for a utility's water treatment plants
- Assisted in the development of a utility's Nine Minimum Controls (NMC) and development of alternatives for consideration under the Long Term Control Plan (LTCP)
- Completed and assisted with several collection system master plans, which included specifically:
 - Analyses of flow monitoring data including development of R, T, and K wet weather parameters
 - Development of sewersheds using ArcGIS
 - Calibration and verification of a collection system model using SWMM 5.0
 - Development of modeled alternatives to fulfill intent of consent decree
- Assisted in the development of multiple Corrective Action Plan / Engineering Reports (CAP/ER)
- Prepared plan and profile drawings utilizing MicroStation for the relocation of water lines, gravity lines, and sanitary sewer as part of a utility relocation
- Assisted in the development of Capacity, Management, Operations, and Maintenance (CMOMs) programs
- Assisted with the design of water line relocation in a historical central business district, which was completed in an accelerated schedule of approximately four months
- Received three of CDM's Values in Action Awards, which is given for integrity, shared commitment, excellence, teamwork, and initiative

Education

- **Vanderbilt University, Nashville, Tennessee (08/2004 – 08/2006)**
 - M.S. in Environmental Engineering, GPA 3.9/4.0
 - Thesis: An Electrolytic Technique to Study the Mobility of Inorganic Constituents in Soils and Waste Materials
- **University of Florida, Gainesville, Florida (08/1999 – 05/2003)**
 - B.S. in Agricultural and Biological Engineering, GPA 3.7/4.0
 - Minor in French
 - Member of Tau Beta Pi, the honor society for engineering

Certifications

- Professional Engineer, State of Colorado, 2015 (active)
 - Professional Engineer, State of Tennessee, 2011 (original licensure, inactive)
-



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BAC-7411

Contact Information

Contact Name	Peter Spanberger	Home Address	1633 Monroe St
Preferred Phone	303-446-3447	Home City	Denver
Preferred Email	peter.spanberger@denvergov.org	Home State	CO
Other Phone		Home Zip	80206
Other Email		County	Denver
DOB		Hispanic or Latino origin or Descent?	
SSN		Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served	
Status	In Process	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	City and County of Denver	Work Address	2000 W 3rd Ave
Position	Director of Accounting - DOTI	Work City	Denver
Business Phone #		Work State	CO
Work Email		Work Zip	80223

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	
If so, what county?	Denver	Special Information	
Denver City Council District No	9		

Education and General Qualifications

Name of High School		Name of Graduate School	
Location of High School		Location of Graduate School	
# of Years Attended High school		# of Years Attended Graduate School	
Did you Graduate		Did you Graduate	

High School**Graduate Major****Name of College****Location of College****# of Years Attended
College****Did you Graduate
College****Undergrad Major****Reference Details****Reference Name #1****Reference Email #1****Reference Phone #1****Reference Address #1****Reference Name #2****Reference Email #2****Reference Phone #2****Reference Address #2****Reference Name #3****Reference Email #3****Reference Phone #3****Reference Address #3****Agree to a
background check****Owner** Romaine Pacheco**Created By** Romaine Pacheco, 6/21/2021 2:35 PM**Last Modified By** Romaine Pacheco, 6/21/2021 2:35 PM

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PETER SPANBERGER BIO

Peter is the financial manager of Wastewater Management, an enterprise fund with the Department of Public Works at the City and County of Denver. He, and his team, are responsible for all aspects of Wastewater's accounting, financial reporting, capital planning, and budgeting. Prior to joining Wastewater, Peter worked in the controller's office at the City and at Grant Thornton LLP a public accounting firm. He has a bachelor's degree in finance from the University of Colorado at Boulder and a master's degree in business administration with an emphasis in accounting from the University of Denver. He is a certified public accountant in the State of Colorado.



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BAC-7235

Contact Information

Contact Name	Michael Sapp	Home Address	3459 N. Marion St.
Preferred Phone	303-507-2405	Home City	Denver
Preferred Email	michaelsapp86@msn.com	Home State	CO
Other Phone		Home Zip	80205
Other Email		County	Denver County
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served	Metro Wastewater Reclamation District
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	9		

Education and General Qualifications

Name of High School	Montbello High School	Name of Graduate School	
Location of High School	5000 Crown Blvd. Denver, CO 80239	Location of Graduate School	
# of Years Attended High school	4	# of Years Attended Graduate School	
Did you Graduate High School	Yes	Did you Graduate	
		Graduate Major	
Name of College	Morehouse College		
Location of College	831 Westview Drive, Atlanta, GA		
# of Years Attended	4		

College
Did you Graduate College Yes
Undergrad Major Political Science

Reference Details

Reference Name #1	Mayor Michael B. Hancock	Reference Email #1	michael.hancock@denvergov.org
Reference Phone #1	720-865-9000	Reference Address #1	1437 Bannock St. Denver, CO 80202
Reference Name #2	William J. "Mickey" Conway	Reference Email #2	mconway@mwrddst.co.us
Reference Phone #2	303-286-3148	Reference Address #2	6450 York St. Denver, CO 80229
Reference Name #3	Wesley Parham	Reference Email #3	wesley.r.parham@xcelenergy.com
Reference Phone #3	303-596-5938	Reference Address #3	1800 Larimer Street, Suite 1400 Denver, CO 80202
Agree to a background check	✓		
Owner	Romaine Pacheco	Created By	Denver Integration, 5/4/2021 7:46 AM
		Last Modified By	Denver Integration, 5/4/2021 7:46 AM

Notes & Attachments**Michael D. Sapp Jr. Resume, May 2021.pdf**

Type	Attachment
Last Modified	Denver Integration
Description	View file

Michael D. Sapp Jr.

4607 Ireland Court, Denver, CO 80249

Phone: (303) 507-2405 E-Mail: MichaelSapp86@msn.com

EXECUTIVE SUMMARY

Community Partnerships... Government Relations
Strategic Planning and Implementation... Conflict Resolution... Communication Skills

PROFESSIONAL EXPERIENCE

Manager of State Affairs, PSCo, Xcel Energy, October 2020 – Present

- Work with public officials, state agency staff, industry representatives and other government affairs professionals to create positive public policy outcomes for Xcel Energy.
- Maintain effective, positive internal and external relationships to establish credibility, gain expertise and coordinate approaches and strategy toward key policy initiatives.
- Help increase employee awareness of state government affairs in general and public policy risk to company in particular. Coordinate annual employee day at the Capitol.

Director of Government and Community Relations, Department of Safety, June 2018 – October 2020, City and County of Denver

- Coordinated presentations and briefings for state and local legislative matters for Denver Police Department, Denver Sheriff Department, Denver Fire Department, Denver Corrections, Denver 911 Communications, Denver Corrections, Denver Youth Safety Programs and Denver Public Safety Cadet Program.
- Oversaw and coordinated public relations and community outreach. Facilitated public meetings including the Denver Police Chief search and Denver Community Corrections Advisory Group.
- Oversaw operations, policy decisions and budget for Denver Public Safety Youth Programs, Public Safety Cadet Program and Gang Reduction Initiative of Denver.

Director of Community Relations, Mayor's Office of the National Western, April 2016 – June 2018 North Denver Cornerstone Collaborative, City and County of Denver

- Oversaw the day to day operations of the public involvement projects for Central 70 redevelopment, National Western Center Campus redevelopment and neighborhood improvement projects in the River North, Globeville, Elyria and Swansea neighborhoods.
- Facilitated meetings with internal city departments and external stakeholders to understand issues and opportunities to strategically align resources and policies.

Michael D. Sapp Jr.

4607 Ireland Court, Denver, CO 80249

Phone: (303) 507-2405 E-Mail: MichaelSapp86@msn.com

Director of Community Relations, Mayoral Appointee

July 2011 – April 2016

City and County of Denver

- Developed and implemented comprehensive community relations strategies that align with the priorities of the Administration, and engaging the Mayor and appointed leadership to achieve success.
- Coordinated the various public involvement strategies undertaken by departments across the city to ensure alignment with the Mayor's priorities and goals including the Platte to Park Hill Stormwater Systems program and Lawrence Street Community Center project.

North East Denver Field Director

November 2010 – June 2011

Michael Hancock Mayoral Campaign

- Managed three campaign offices and 50 volunteers during the campaign and oversaw the training, development and metrics for field organizing.
- Organized policy summits with key city stakeholders on education, safety, children, economic development, and sustainability.

Marketing and Sales Director

January 2010 – November 2010

Metro Taxi Denver

- Marketed and created business opportunities for Metro Taxi drivers.
- Lobbied state and local officials on taxi related projects and policies.
- Collaborated with VISIT DENVER to recommend more attractive routes for tourist and visitors.

Field Manager

June 2009 - December 2009

Kasim Reed for Mayor Campaign, Atlanta, Georgia

- Managed a successful field operation for Kasim Reed's campaign for Mayor of Atlanta, Georgia. Mayor Reed was elected as the 59th Mayor of Atlanta in January 2010.
- Supervised and managed 15 volunteers on a weekly basis to canvass targeted precincts in Atlanta.

EDUCATION

Morehouse College, Atlanta, GA

August 2005 – May 2009

- Bachelors of Arts, Political Science

TRAINING AND CERTIFICATIONS

- Downtown Denver Partnership, Leadership Program, Presentation Committee - 2014
- Colorado Black Chamber of Commerce, Leadership Program - 2013
- Metro Wastewater Reclamation District, Board of Director, Chair of the Branding Committee

Michael D. Sapp Jr.

4607 Ireland Court, Denver, CO 80249

Phone: (303) 507-2405 E-Mail: MichaelSapp86@msn.com

REFERENCES

- Mayor Michael B. Hancock, City and County of Denver
- City Councilwoman Kendra Black, Denver City Council District 4
- Daelene Mix, Deputy Director, Department of Safety
- Josh Hanfling, Sewald Hanfling, Public Affairs



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BAC-7439

Contact Information

Contact Name	Andrew Johnston	Home Address	450 Monaco Pkwy
Preferred Phone	303.335.6338	Home City	Denver
Preferred Email	andrew.johnston@denvergov.org	Home State	CO
Other Phone	303.902.5839	Home Zip	80220
Other Email	andrew.johnston@denvergov.org	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served	14th Street General Improvement District
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	City and County of Denver	Work Address	201 W Colfax Dept 610
Position	HOST - Catalytic Partnerships	Work City	Denver
Business Phone #	303.335.6338	Work State	CO
Work Email	andrew.johnston@denvergov.org	Work Zip	80202

Additional Information

Education and General Qualifications

Name of High School	Marquette University HS	Name of Graduate School	None
Location of High School	Milwaukee, WI	Location of Graduate School	
# of Years Attended High school	4	# of Years Attended Graduate School	
Did you Graduate High School	Yes	Did you Graduate	
		Graduate Major	
Name of College	University of Wisconsin - Milwaukee		
Location of College	Milwaukee, WI		

7/8/2021

BAC-7439 - Salesforce - Performance Edition

of Years Attended College 4
Did you Graduate College Yes
Undergrad Major Finance

Reference Details

Reference Name #1 Margaret Danuser
Reference Phone #1 720.635.1888

Reference Email #1 margaret.danuser@denvergov.org
Reference Address #1 201 W Colfax, Denver, CO 80202

Reference Name #2 Britta Fisher
Reference Phone #2 (720) 275-9410

Reference Email #2 britta.fisher@denvergov.org
Reference Address #2 201 W Colfax, Denver CO 80202

Reference Name #3 Josh Lalply
Reference Phone #3 720) 865-8774

Reference Email #3 joshua.lalply@denvergov.org
Reference Address #3 201 W Colfax, Denver CO 80202

Agree to a background check ☒

Owner Romaine Pacheco

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Notes & Attachments

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Type Attachment

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Description

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Andrew Johnston

**Catalytic Projects Lead
Residence: Denver, CO 80220**

Career Summary

In June of 2020, I transferred to the Department of Housing Stability to bring my expertise to voluntary affordable housing agreements, Build Alternative Plans, Linkage Fee negotiations, and the cross departmental strategic planning for the Affordable Housing Zoning Incentive effort. These responsibilities were added to existing responsibilities of leading the metroDPA program and Chairman Pro-Tem at the Metro Wastewater Reclamation District.

Over the last twelve years during my tenure with the City and County of Denver, my responsibilities have grown to include the leading, oversight and execution of complex financial structures for non-direct City obligations involving real estate development and housing. Typical structures include layering of tax increment financing, special taxing districts, economic incentives, private activity bonds, single family mortgage backed securities and multifamily housing financing. As a cross departmental leader and subject matter expert on non-direct City financial structures, my recommendations are provided across departments to executives, department heads, and cabinet members including Denver's Chief Financial Officer and Chief Projects Officer.

My ability to work in a sensitive political environment and maintain relationships with diverse agencies and outside parties have been called upon by the Mayor's Office to assist in relationships with DURA, Adams County, DUSPA/DDA, Stapleton/Brookfield, Belleview Station, Westside Development, Fullenwider, National Western, Next Stage plus Airport City negotiations involving DEN, Denver, Adams County, Aurora, Commerce City and Brighton.

I lead a team of external director level professionals to implement the complex financial arrangement for the multi-jurisdictional metroDPA program which provides down payment assistance to home buyers.

Communication strengths have led to successful transactions and motivated employees who are enabled to meet business standards, company goals and personal achievement.

Management skills foster teams with the ability to initialize, create and implement operational business plans while promoting new opportunities from existing relations.

I am a goal-oriented leader who effectively encourages self-motivation and creates the environment to succeed.

Broad-based experience ranging from general accounting practices, property valuation, underwriting (risk analysis), project budgets, communications, contract negotiation, sales, client service, marketing, program development, training, and organizational development.

References

Margaret Danuser, Deputy Chief Financial Officer, City and County of Denver
720-376-1138

Shannon Gifford, Deputy Chief Projects Officer, City and County of Denver
303-478-1558

Laura Perry, Director of Capital Planning and Programming, City and County of Denver
352-359-3566

Current Achievements for City and County of Denver

City and County of Denver Department of Housing Stability - Administrator III – Catalytic Projects Lead – August 2008 – Present

In June of 2020, I transferred to the Department of Housing Stability to bring my expertise to voluntary affordable housing agreements, Build Alternative Plans, Linkage Fee negotiations, and the cross departmental strategic planning for the Affordable Housing Zoning Incentive effort. These responsibilities were added to existing responsibilities of leading the metroDPA program and Chairman Pro-Tem at the Metro Wastewater Reclamation District.

During my twelve year tenure with Denver, my responsibilities have grown to include the leading, oversight and execution of complex financial structures for non-direct city obligations involving real estate development and housing. Typical structures include layering of tax increment financing, special taxing districts, economic incentives, private activity bonds, single family mortgage backed securities and multifamily housing financing. As a cross departmental leader and subject matter expert on non-direct financial structures, my recommendations are provided across departments to executives, department heads, and cabinet members including Denver's Chief Financial Officer and Chief Projects Officer. Currently I lead a team of external director level professionals to implement the complex financial arrangement for the multi-jurisdictional metroDPA program which provides down payment assistance to home buyers. Additionally, I represent Denver at the Metro Wastewater Reclamation District and have been elected by 35 peers to act as Chairman Pro-Tem.

My ability to work in a sensitive political environment and maintain relationships with diverse agencies and outside parties have been called upon by the Mayor's Office to assist in relationships with DURA, Adams County, DUSPA/DDA, Stapleton/Brookfield, Belleview Station, Westside Development, Fullenwider, National Western, Next Stage and the Airport City negotiations involving Denver, DEN, Adams County, Aurora, Commerce City and Brighton.

Special Tasks –

- Metro Wastewater Reclamation District – Chairman Pro-Tem on Board of Directors
- metroDPA – Lead of regional down payment assistance homeownership program
- Union Station DDA – Manager for TIF Authority
- Executive Development Council – Capital Project Funding
- Fun Gov Finance Committee Co-Chair – DPAC Redevelopment
- Fin Gov Support - NWSS

Economic Development – Over twelve years of developing a cross departmental team to engage on special taxing districts and economic development in support of mayoral goals regarding real estate development and affordable housing opportunities. Tasks include negotiation with key developer stakeholders, interaction with City Council, and direct support to members of the Executive Development Council including the City's Chief Financial Officer and Chief Projects Officer.

Ten Year Strategic Plan – Chosen by fellow board of directors on the Metro Waste Water Reclamation District to represent the board's viewpoints in creation, documentation and adoption of a ten year strategic plan projecting \$1.2 billion in capital expenditures. The process integrated employees from all levels and is expected to unify employee efforts for the next decade.

Stapleton – Member of a team to lead, review and implement the City's intentions at the Stapleton Redevelopment site. Tasks include the review of several multi-party agreements addressing the expenditure of TIF on development projects.

Union Station – Coordinated the dissolution of DUSPA including the negotiation between RTD, developers, and metro districts for a solution to restructure the federal loans into two new debt structures between RTD and the DDA (the Union Station TIF Authority)

Airport City Negotiating Team - Tasks include confidentially interacting with legal and financial professionals both internal and external to the City to develop and explain tax revenue projections and potential revenue sharing concepts from the planned development of land surrounding Denver International Airport.

Additional Work History

Royal Bank of Canada Builder Finance – *Sr. Manager-Director of Loan Production*-
March 2003 to August 2008

The primary responsibility of this position is to generate new business with residential housing builders located within the State of Colorado focusing on revenue generation through business development, portfolio management, and risk/loss mitigation. Specific tasks include the following:

- Manage the local 4 member business support team providing direction and advice to ensure a positive work environment including mentoring to develop requisite skills, knowledge and competencies of the team.
- Resolve issues in a positive framework between the local team and the Houston support staff to maintain an effective work environment.
- Ensure an effective process and framework exists to support the Regional Business Plan as validated through measurements and reporting.
- Solicit new business considering the risk return variables inherent in real estate transactions while protecting bank shareholders and establishing client project expectations.
- Effectively present client requests, both orally and written, to bank underwriters and senior loan committee for project financing ranging from \$1,000,000 to \$85,000,000.
- Manage and maintain existing financial relationships with residential builders in accordance to the loan agreement ranging from \$1,000,000 to \$85,000,000 including project progression, disbursement of loan funds, and modifications to legal documentation.

- Recommend action for renewal and extensions.
- Adhere to workplace policies, code of conduct, privacy and information security guidelines.

Achievements:

- Growing a fledging office from \$10 million to over \$200 million in residential projects, mentoring 4 new team members, and establishing the necessary protocols to effectively direct employees in a dynamic work environment.
- Participating in the decentralization of loan closing and documentation activities from the corporate headquarters to 33 field offices including the establishment of job descriptions, work flow and information security protocols.
- Earning the respect of in-house, field, and corporate coworkers.

Keybank NA- Client Service Officer- July 2001 to March 2003

As a moderator of commercial loan agreements serviced in the Rocky Mountain Region, it was my responsibility to ensure the developers who borrow the bank's money are utilizing bank funds appropriately and continue to meet the various financial standards set forth by the bank in the developer's loan agreement.

Achievements:

- Participating in the creation of company wide policies for interest rate swap agreements and derivatives
- Streamlining "Large Corporate" accounts so they can be moved into their own specialized servicing center
- Leader of the monthly client service meeting discussing new issues, financial reporting, maturities, receivables, and developer ratings

Paramount Realty, Inc./Clarion Mortgage- Real Estate Agent/ Mortgage Broker- August 1, 2000 to March 2003

A member of a seven person real estate team in which each agent brings unique qualities to share with the company. Responsible for closing over \$3 million in residential real estate transaction volume and became essential in coordinating marketing efforts among the agents to maintain existing clients and foster new business opportunities.

Achievements:

- Acquiring employing broker status from the state
- Facilitator of company goal and marketing strategy meetings

Sunwest Properties and Funding- Business Partner/Manager/Real Estate Agent- January 1, 1996 through August 1, 2000

Started the company with the premise to improve customer satisfaction by offering a one stop real estate shop. After the first year, a team of six loan officers and a processor were assembled. By year two, the Salt Lake City branch was established and the team had grown to 14 loan officers plus three processors. My primary function was as a business director, but I took on several roles as needed to help the company flourish. Duties included direct supervision of all staff, creation of marketing to produce inbound sales calls, training, resolution of staff differences, effective communication between branches and divisions, optimization of limited resources, customization of software to improve

efficiency, and proper utilization of the 4 million dollar revolving line of credit.

Achievements:

- Encouragement of sales staff to learn and produce more with educational opportunities
- Grow a start up company to over a million in annual revenue in three years
- Create ethical standards for mortgage sales
- Development of the real estate branch for Sunwest
- Mentoring multiple sales people into independent agents and loan originators

Money Line Mortgage- *Loan Officer*- May 1994 through December of 1995

Market available products, convert inbound sales calls, council customers on their options, and communicate both positive and negative information to the customer. Cold calling on local mortgage brokers to solicit difficult transactions and future business.

Achievements:

- Top producer third quarter of 1995
- Started using first time home buyer seminars to attract business

Colorado National Mortgage- *Closing Coordinator*- May 1993 through May 1994

At Colorado National Mortgage my responsibilities were to take approved mortgages and produce closing packages including funding execution for the Westminster branch from the central closing office located in the Denver Tech Center. The job entailed coordination with succinct verbal and written communication between underwriters, four processors, eight loan officers, and multiple title companies all at different locations.

Achievements:

- Took Denver's busiest branch post closing error rating from 23% to 2%
- Consistently coordinated over 90 closings when the average was 65

Education

University of Wisconsin- Milwaukee- B.S. in Finance 1991.



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BAC-7455

Contact Information

Contact Name	Robert J Duncanson	Home Address	4644 S Estes Street
Preferred Phone	7208930691	Home City	Littleton
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Other Phone		Home Zip	80123
Other Email		County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served
Status	New	Resigned
Term Start Date		
Term End Date		

Work Information

Employer	Engineer	Work Address	4644 S Estes Street
Position		Work City	Littleton
Business Phone #		Work State	CO
Work Email		Work Zip	80123

Additional Information

Education and General Qualifications

Name of High School	Name of Graduate School
Location of High School	Location of Graduate School
# of Years Attended High school	# of Years Attended Graduate School
Did you Graduate High School	Did you Graduate
	Graduate Major
Name of College	
Location of College	

7/13/2021

BAC-7455 - Salesforce - Performance Edition

of Years Attended
College

Did you Graduate
College

Undergrad Major

Reference Details

Reference Name #1 Peter Baerlien

Reference Email #1

Reference Phone #1

Reference Address #1

Reference Name #2 Kevin Flynn

Reference Email #2

Reference Phone #2

Reference Address #2

Reference Name #3 Leslie Thomas

Reference Email #3

Reference Phone #3

Reference Address #3

Agree to a
background check

Owner Romaine Pacheco

Created By Romaine Pacheco, 7/13/2021 10:24 AM

Last Modified By Romaine Pacheco, 7/13/2021 10:24 AM

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Robert J. Duncanson

**4644 South Estes Street
Littleton , Colorado
80123**

Education

**Bachelor of Science Civil Engineering
University of Illinois 1980**

**Masters of Science Civil Engineering
University of Colorado 1999**


Professional Engineering License Co 28207

Work History

**1980-1986 Indiana Department of Highways
Project engineer , Resident Engineer**

**1986-1992 E.H.Huges Louisville , Ky. General Contractor
Project Engineer , Project Manager ,Estimator**

**1992-2017 City and County of Denver Public Works Department
Poject Engineer , Right of Way Engineer, Director of Right of Way**


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BAC-7184**Contact Information**

Contact Name	Peter Baertlein	Home Address	4792 W. Union Ave.
Preferred Phone	720-258-5004	Home City	Denver
Preferred Email	pete.baertlein@denvergov.org	Home State	CO
Other Phone		Home Zip	80236
Other Email	baertleinp@msn.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Transgender	Other Ethnicity	
Other Gender		Salutation	Mr.

Board Information

Board Name	Metro Wastewater Reclamation District	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	City and County of Denver	Work Address	200 W. Colfax Ave
Position	Principle Project Manager	Work City	Denver
Business Phone #	720-865-3113	Work State	CO
Work Email		Work Zip	80202

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	Unknown		

Education and General Qualifications

Name of High School	Williams High School	Name of Graduate School	N/A
Location of High School	Williams, AZ	Location of Graduate School	
# of Years Attended High school	4	# of Years Attended Graduate School	
Did you Graduate	Yes	Did you Graduate	

High School

Graduate Major

Name of College University of Colorado
 Location of College Denver
 # of Years Attended College 5
 Did you Graduate College Yes
 Undergrad Major Civil Engineering

Reference Details

Reference Name #1 Barry Burch
 Reference Phone #1 720-448-5681
 Reference Email #1 barry.burch@denvergov.org
 Reference Address #1

Reference Name #2 Alan Salazar
 Reference Phone #2
 Reference Email #2 alan.salazar@denvergov.org
 Reference Address #2

Reference Name #3 Eulois Cleckley
 Reference Phone #3
 Reference Email #3 eulois.cleckley@denvergov.org
 Reference Address #3

Agree to a background check ☒

Owner Romaine Pacheco

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Notes & Attachments

Bio for Peter Baertlein 1-1-20.docx

Type Attachment

Last Modified Denver Integration

Description

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Bio for Peter Baertlein



In his 35+ years in the industry, Peter has held positions in the private and public sector that encompass almost every aspect of project delivery. As a part of the City's core development team, his efforts shaped the infrastructure and finance policies for major redevelopment projects including Stapleton, Central Platte Valley, Gates property, and the Northeast Gateway. His unique experience and balanced approach to reconciling private and public objectives has produced many successful projects, such as the Denver Union Station and FasTracks implementation. Presently, he directs the Urban Waterways program, provides strategic leadership and programmatic support to the wastewater and bridge divisions within Infrastructure Project Management, and supports numerous implementation efforts throughout DOTI. He is a professional engineer and holds a Civil Engineering degree from the University of Colorado. Additionally, he is a member of the American Public Works Association and sits on the Board of Directors of the Metro Wastewater Reclamation District.