The Town of Estes Park is seeking a...

TOWN ADMINISTRATOR

THE COMMUNITY

The Town of Estes Park, Colorado is located in Larimer County, nestled in the mountains at the eastern entrance to Rocky Mountain National Park (RMNP), 70 miles northwest of Denver. The Town’s superlative location is one of its primary strengths, with easy access to Denver International Airport (90 minutes). Estes Park is also easily accessible to Denver, Boulder, Loveland, and Fort Collins. Surrounded by some of the most spectacular scenery in the Rocky Mountains, Estes Park is a well-known tourist destination, with more than 3 million people visiting RMNP annually, staying in Estes Park’s 150 lodging establishments with more than 3,000 rooms. A wide variety of watchable wildlife is found throughout the valley including elk, deer and bighorn sheep. Its elevation is 7,522 feet above sea level.

The Town has an active and involved population that is drawn to Estes Park’s panoramic location, scenic trails, outstanding recreational and cultural opportunities, and more than 300 days of sunshine per year. Adding to the quality of life are Estes Park’s low crime rate, excellent medical facilities (Estes Park Medical Center), quality schools (Park School District R-3), Estes Valley Recreation and Park district, Estes Park Museum, Estes Park Senior Center, the Fairgrounds at Stanley Park, and a high level of municipal services.

Estes Park is a full-service community, with a population of about 5,900 and approximately 7,200 people in the surrounding unincorporated portion of Larimer County. The combined population forms what is referred to as the Estes Valley. Its residents are well-educated and actively engaged in the community. The Town government is served by more than 500 citizen volunteers, providing invaluable services to the greater Estes Valley.

Other taxing districts include Park R-3 School District, Larimer County, Park Hospital (Estes Park Medical Center), Estes Park Library District (Estes Valley Library), Estes Valley Recreation and Park District, Estes Valley Fire Protection District, Northern Colorado Water Conservation District, Estes Park Sanitation District, and Upper Thompson Sanitation District. There is also a Local Marketing District, with its own lodging tax, to market and promote the surrounding area. In Estes Park, there is a strong commitment to maintaining the Town as a great place to live work and play and where continued economic sustainability is an important goal.
Quick Facts
Estes Park Facts

Population - 2010
5,858

Median Age
51.5 years

Median Household Income
$62,543

Incorporated Square Miles
6.98

Total Operating Budget - 2012
$34.0 M

Average SF Home Sales Price
$380,694

Households
2,894

School District - Park School District R-3

Town / County / State Sales Tax/
Local Marketing District Lodging Tax
4.0/0.8/2.9%/2.0%

Town of Estes Park Property Tax Mill Levies for 2011
1.822
TOWN GOVERNMENT

The Town is a municipal corporation, incorporated in 1917. As a statutory Town, it operates according to the State Constitution, the laws of the State of Colorado, and the ordinances adopted by the Town. The Town is governed by a Board, which consists of the Mayor and six Trustees. The Mayor is elected at-large for a four-year term and the Trustees are elected at-large for staggered four-year terms of office.

The Town has a Board-Administrator form of government and the Town Administrator serves at the Board’s pleasure.

The Estes Valley Comprehensive Plan recognizes a planning area of approximately 32 square miles. The Estes Valley Planning Commission is a joint Town/County commission that reviews development proposals and subdivision proposals within the Estes Valley, both inside and outside the Town of Estes Park. There is also an Estes Valley Board of Adjustment.

The Town is considered a mountain resort community with more than 3 million visitors per year touring nearby Rocky Mountain National Park. Tourists also attend numerous events and conferences, enjoying the many cultural, recreational, and shopping opportunities that abound in the Estes Valley.

The Town also owns multiple facilities for residents and visitors that operate on a year-round basis.

The Town relies primarily on sales and use taxes to support its operations. The municipal property tax is very low. The General Fund Budget for 2012 is $11.4 million and there is no General Fund debt. The Town has two enterprise funds that bring the total Town budget to about $34 million for 2012. The Town also boasts a healthy reserve (25 to 30% of annual operating expenses) in its General Fund.
TOWN ORGANIZATION OVERVIEW

The principal departments of the Town include:

Administration – Responsible to the Board of Trustees for the efficient administration of all departments of the town government, as well as public information services.

Administrative Services - Responsible for Town Clerk and Human Resource services. The Town Clerk is responsible for agendas and minutes of public meetings, business licensing, elected official listing, liquor licensing, municipal elections, and official records.

Community Development – Oversees land use planning and zoning, building permits, sign permits, building inspections, and code enforcement.

Community Services – Responsible for Special Events, Facilities Sales, the Conference Center, the Fairgrounds at Stanley Park, Visitor Services, the Estes Park Visitor Center, the Estes Park Museum and the Estes Park Senior Center.

Finance – Responsible for budget development and control, long-term financial outlook, accounting, reporting, utility billing and customer service. Provides support to other Special Districts.

Public Safety – Provides police protection and other public safety programs for the Estes Park area, as well as emergency dispatch services for all first responders in the Estes Valley. It also provides mutual aid assistance to the Larimer County Sheriff’s Office, Colorado State Patrol and Rocky Mountain National Park as requested by each agency.

Public Works – Responsible for engineering services, maintenance of Town streets, parks, fleet, and public facilities.

Utilities – Responsible for providing quality town-owned electrical service and water to the greater community. Also responsible for G.I.S. mapping and Information Technology services. Sanitation services are provided by Estes Park Sanitation District and Upper Thompson Sanitation District.

The Town Administrator oversees all departments and functions of the Town, with the exception of the Municipal Judge and the Town Attorney. The Town currently employs about 150 full-and part-time employees. No employees of the Town are members of any labor union or association.
TOWN OF ESTES PARK VISION

The Town of Estes Park will enhance our position as a premier mountain resort community.

TOWN OF ESTES PARK MISSION

The Mission of the Town of Estes Park is to provide high-quality, reliable services for the benefit of our citizens, visitors, and employees, while being good stewards of public resources and our natural setting.

TOWN OF ESTES PARK 2012 GOALS

**Develop Economic Strategy**
- Engage the community in an economic development visioning process
- Evaluate economic development and grant opportunities
- Participate in county, regional and state economic planning

**Improve Transportation**
- Enhance Visitor Experience
- Evaluate/Improve Public Transportation Services
- Encourage use of the transportation hub and measure effectiveness
- Reduce Congestion
- Continue to partner with Colorado Department of Transportation and RMNP to seek solutions

**Sustain Infrastructure**
- Implement Comprehensive Street Maintenance / Replacement Program
- Explore internal and external funding options
- Recommend street maintenance /replacement plans for 2013 budget
- Recommend Utility maintenance / replacement plan for 2013

**Stanley Park Redevelopment**
- Develop long-term alternatives for financing the completion of the Stanley Park Master Plan
- Begin construct of replacement horse stalls
- Resolve Supporter of the Performing Arts feasibility at Fairgrounds and Friends of Stanley Hall funding by May 2012

**Bond Park Redevelopment**
- Complete the first stage of development
- Develop scope and implement the second stage of development
COMMUNITY ISSUES

Estes Park’s strengths are based upon its physical environment, a solid economy with a predictable tourism base, and a tremendous community spirit. At the same time, Estes Park is challenged by competing and conflicting demands by shifting interests in the community (e.g. retirees, younger residents, business interests) and the inherent conflict between creating new economic opportunities while preserving Estes Park’s historic past and natural environment.

The Town has a seasonal economy and is highly dependent upon sales tax revenues. Although the summer and fall seasons are fairly stable and predictable, a challenge for the community is the development of a year-round economy.

There are infrastructural challenges in Estes Park, as long-term funding for street and road maintenance and other capital projects is inadequate. Developing new and socially acceptable revenue streams to address these infrastructural deficits presents a challenge for the Town.

There are multiple taxing districts and other governments in the Estes Valley that require a high level of collaboration and coordination. The Board expects that the Administrator will work to create and maintain productive relationships with the multiple governmental and nonprofit organizations in the area.

There is a need for continuing internal departmental assessments and establishing performance measurement criteria. The organizational structure and processes require continual re-evaluation. Multiple internal policies need to be reviewed and updated.

A recent community survey shows that there is a favorable opinion of the services provided by the Town government. However, there appears to be a lack of consensus on an overall vision and strategic plan for the Town. The new Administrator should be a persuasive leader that understands the big picture and possesses broad strategic thinking and planning skills.

Creation of year-round jobs and economic opportunities presents itself as an ongoing challenge to the Town. Increasing needs for affordable housing and rising real estate costs contribute to this issue. It has become more and more difficult for young families to live in Estes Park.

There is no Chamber of Commerce in Estes Park, although there are multiple other business organizations. The expectations of the Town government, therefore, vary greatly and the role of government in business affairs needs to be defined and clarified.
KEY FUNCTIONS OF THIS POSITION

The Town Administrator provides for the enforcement of the laws, regulations, ordinances, and contracts of the Town. The Administrator is responsible for the efficient operation of the administrative functions of the Town as well as for the hiring, discipline, and removal of Town employees.

The new Administrator will provide the Board of Trustees with sound advice and recommendations concerning the financial condition and future needs of the Town, and is responsible for preparing and submitting a proposed annual budget and a capital asset management program to the Board of Trustees.

The Administrator exercises supervision and control over all departments and makes recommendations to the Board of Trustees concerning the establishment, consolidation, or abolition of departments. The Administrator is also responsible for obtaining engineering, architectural, maintenance, construction, and other services required by the Town and overseeing the efficient delivery of such services. The Town Administrator serves at the pleasure of Board of Trustees and is responsible for the effective implementation of the policies of the Board and for the efficient administration of the budget.
The ideal candidate shall have an empowering management style with a team focus and must possess unquestionable integrity, accountability, ethics, and personal responsibility. The Administrator must communicate high standards of expectation for performance and provide resolute leadership and guidance to the management team and workforce. The Administrator will be able to effectively supervise and delegate significant projects and responsibilities to staff and be willing to hold individuals accountable for their performance.

The ideal candidate must have an understanding of the Board/Administrator form of government, be aware of the respective roles of Board and staff, and be willing to assist the Board in establishing sound policy objectives, delineating roles and responsibilities, and creating effective operating protocols that promote transparency and engender trust.

It is expected that the successful candidate will be openly transparent in the accumulation and sharing of information. The Administrator will provide sound options to the Trustees, keeping them equally informed, and providing balanced reports that represent the best interests of the community. The Administrator will understand how to communicate with the Board effectively, respecting their personal styles and communication needs. The Administrator will have proven abilities to collaborate with elected officials, and know their role as they engage in the important task of establishing Town policies.

The Administrator will be outgoing, personable, articulate, and will also possess conflict resolution and mediation skills. The successful candidate will be a long-term strategist, acknowledging the present, and with an eye toward the future.

It is expected that the new Administrator will be inclusive, diplomatic and adept at managing differences of opinion in the community and among the Board of Trustees. Developing sound, stable and productive relationships will be key to the success of the new Administrator.
EDUCATION & EXPERIENCE

The new Administrator will possess a Bachelor’s degree in political science, public administration, business administration or other related field and at least five years of progressively responsible experience in city/town management. A Master’s degree in public administration or related field is desirable.

The preferred candidates will have experience in resort communities, and demonstrate an understanding of tourist-based economies. The Administrator should also possess demonstrated experience in supporting and implementing successful economic development initiatives.

The Town values its strong volunteer base and needs someone experienced in building and maintaining sound and mutually beneficial partnerships with its volunteer base.

The Administrator should also have thorough working knowledge of infrastructure systems and maintenance, utilities (including water and electric), and municipal finance.

COMPENSATION PACKAGE

The hiring range for the Town Administrator position is $114,000 to $135,000. The Town offers a generous benefit package that includes, health, dental, vision, vacation and sick leaves, short and long-term disability, and retirement benefits.

APPLICATION AND SELECTION PROCESS

To be considered for this position, please submit a cover letter, resume and salary history to:

Gary Suiter • Senior Vice President
The Mercer Group, Inc.
164 Goose Lane
Carbondale, CO
(970) 963-0752
Email: garysuiter@comcast.net

Electronic applications are welcomed. The deadline for résumés is: February 13, 2012.

Following the filing date, résumés will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews with The Mercer Group. Those deemed qualified will be referred to the Board of Trustees for further consideration. Final interviews will be offered to those candidates named as finalists, with reference and background checks conducted after receiving candidates’ permission. The final interview process is expected to be held in late March or early April. Finalists’ records will be subject to disclosure.

The Town of Estes Park is an Equal Opportunity Employer

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www.mercergroupinc.com