

201 West Spruce Street, Rawlins, Wyoming 82301
Home: 307-328-5808; Cell: 406-223-5013; e-mail: s.golnar@bresnan.net

Key Skill Sets

- Leadership** – experienced with complex organizations and controversial issues
- Sensitivity** – understands governmental and organizational process & political nuances
- Visionary** - able to see the “big picture” view without a preconceived agenda
- Analytical** - capable of comprehending complex financial, management and economic issues
- Team Player** – facilitator, collaborator, open minded, adaptable, flexible & responsive
- Demeanor** –professional, calm and works effectively under pressure
- Creativity** – possesses an understanding of design concepts and event planning

Relevant Employment

CITY MANAGER (Rawlins, Wyoming)

October 1, 2008 to April 3, 2013

Chief Executive Officer of the City of Rawlins (2010 population -- 9,259 plus large transient worker population) is the largest city in Carbon County. I served a 7 member Board and supervised 6 Department Heads and 3 key staff. There were 114 total full-time employees and about 30 additional part-time and seasonal employees. Rawlins is a *Main Street* Community. Major economic drivers include railroad, ranching, energy, State Penitentiary, tourism, schools k-12 and higher education center, and the regional BLM Office. Rawlins ranked #3 in 2009, #9 in 2010, and #14 in 2011 in Outdoor Life magazine’s “Top 200 Affordable, Thriving, and Perfectly Wild Towns in America for Sportsmen.” The City faces a boom and bust economy in association with energy development. Significant planned future industrial development required long term planning and coordination/cooperation with other entities. Departments included: Police; Fire; Public Works; Community Development (Planning & Zoning, Building and Nuisance Code Enforcement); Finance and Computer IT Services; Recreation Services (Recreation Center, Shooting Ranges – indoor and outdoor, Recreation Programs, Golf Course & Green Spaces): Also oversaw the City Clerk, Main Street/DDA Director in coordination with State Main street program and local Main Street/DDA Board; and the Municipal Court Clerk and coordinated with the City Attorney. FY2012-13 total budget including all funds amounts to approximately \$30 million. The FY2012-13 General Fund operating budget totals \$9,230,097.

Key Accomplishments :

- **Communications-** 1) Coordinated Goals; 2) prepared “Manager’s Weekly” status and upcoming events report; 3) Performed Rawlins intergovernmental relations & City Manager liaison with state municipal association.
- **Budgeting** - Eliminated 16 general fund Fulltime Equivalent (FTEs) positions and reduced two positions from full time to part-time mid-year in FY2009-10 as a result of a drastic reduction in revenues \$2,594,148 or a 30.3% reduction in sales tax revenues verses FY2009-10 budget. These changes resulted in reduced personnel expenses of \$634,843 in FY 2009-10 and a reduction of \$1,196,087 in FY2010-11 from FY2009-10. Capital was reduced by \$1 Million in 2009-10.
- **Significant Capital Improvements involving grants included:** 200 acre foot reservoir relining & raw water transmission line replacement, Numerous utility service line improvements and street repairs; Rehabilitation of a water pretreatment plant to improve production capacity; Golf Course Drainage/vegetation project; Completion of the Rainbow Te-ton entrepreneurial center; Energy Efficiency Projects including: Upgrades of lights & switches in city buildings, Implementation of an industrial grade audit priorities at Recreation Center, Street Light retrofit.
- **Hired key staff** - Recreation Services Director, Community Dev. Director, Public Works Director & Police Chief.

- **Negotiations** - 1) Solid Waste Transfer to Casper, WY, 2) Sale of 14 acres from the City to a community college for a new campus complex and vocational center, 3) County grant application for college campus access road link in City.
- **Econ Dev.** - 1) Lead staff contact - Rawlins Economic Development Plan Development 2012, 2) Partnered with Carbon County Economic Development Corporation reorganization & public/private funding raising effort, 3) Initiated Rawlins Industrial Round Table forum of area industry, government and local businesses held in 2011, 2012 and 2013.
- **Encouraged Long term planning:** Comprehensive Master Plan Update : Downtown Plan; Economic Development Plan, Tourism Assessment, Aging in Place Feasibility Report; Area Industrial Development Plans & Environmental Impact comments; Aerial Mapping . For more Information, see link: <http://www.rawlins-wyoming.com/index.aspx?nid=272>
- **Instilled a team approach** encouraging cross training and cross departmental coordination and cooperation.
- **Initiated/supported special projects including:** 1)“Building the Wyoming We Want” proposal; 2) First community to complete Wyoming Pilot Tourism Community Assessment in 2010 - received Tier 1 Tourism Certification on 8/2012; 3) Aging in Place Feasibility Study completed 2012, negotiations ongoing with a developer.
- **Participated in legislative issues** including Municipal Finance, Wind Energy Taxation and other topics.

CONTRACT DEPUTY CITY MANAGER (CH2M Hill, OMI -Operations Management Inc.) **Aug. to Sept 2008**
Engaged as Contract Deputy City Manager for the new city of Castle Pines North, Colorado (Population 10,360).

CITY ADMINISTRATOR (Salida, Colorado) **August 2006 to April 2008**
Chief Operating Officer for the City of Salida (population 5,500 plus large tourist and second home population) a statutory mayor-council City. Supervised 8 department heads. The City employed 62 full-time employees with additional part-time and seasonal employees numbering about 30. Salida is an historic railroad mountain community bordered by the Continental Divide to the west and by the Arkansas River on the east with abundant recreational opportunities. It was facing growth pressures, financial constraints, community values debates and the need for additional staff and infrastructure improvements and upgrades. The departments include: Police; Fire; Public Works; Finance; Water Plant; Wastewater Treatment Plant; Hot Springs Aquatic Center & Recreation; and newly created SteamPlant Theater and Events Center. FY2008 budget was \$10.2 million. The General Fund operating budget totaled \$3.95 million.

Key Accomplishments:

- Assisting in the negotiation of a **purchase and sale agreement (\$7 million) of the 191 acre City owned Vandaveer Ranch** involving implementation of a community based overall urban development plan including residential and commercial use, creation of affordable housing policies and preservation of water rights;
- Collaborated to achieve **expansion of SteamPlant Theater and Event Center** by adding a banquet facility, meeting and events venue and riverside plaza (\$1.2 million) to the existing theater;
- **Hired key staff** including a Finance Director and a Theater and Event Center Director;
- **Implement Water System improvements (\$3.7 Million)** including a one million gallon water tank, 2.5 mile transmission line and water plant improvements,
- **Real estate negotiations** included: 1) Sale of former public works shop; 2) Land trade to obtain a critical part of Christmas Mountain; 3) Emergency loan to stabilize an historic theater building and 4) Acquisition of a recently vacated hospital in coordination with a City team, the County and a private

developer to realize a public-private partnership to occupy the historic hospital building with City Hall, County Health and Human Services and infill private development;

- **Planning** for hot springs pool & water supply, parks, trails, open space, waste water treatment plant & highway corridors.

PRESIDENT - Golnar Management Services, Inc. (Livingston, MT) **Feb. 2006 to August 2006**
Started a consulting firm offering public/private management support services, project & interim management.

CITY MANAGER (Livingston, Montana) **August 1995 to July 2005**
Chief Executive Officer for the City of Livingston (population 7,500 plus large tourist and second home population), the original gateway community to Yellowstone National Park. 5 member elected City Commission. Under Commission-Manager government, supervised 6 department heads there were 85 fulltime employees with an additional 35 part-time and seasonal employees. This full service city included the following departments: Police; Fire & Ambulance; Public Works; Planning & Historic Preservation; Finance; Dispatch. Ambulance Service and Dispatch were county wide. The City also owned the historic Livingston Depot Center, was the anchor of our downtown historic district and leased to the Non-profit Livingston Depot Foundation. The FY2005-06 budget totaled \$15.7 million. General Fund operating budget totaled \$2.7 million & \$850,000 cash balance.

Key Accomplishments:

- **Brought stability, continuity, consistency and professionalism** to the position of City Manager/City,
- **Assisted the community in developing a vision** that would balance physical infrastructure improvements while maintaining the character, authenticity and uniqueness of this historic 1889 railroad/natural resources/tourist town with new additional identities as an arts, film and high tech center.
- **Encouraged redevelopment, reuse and re-investment** into key historic structures.
- **Pursued plans** for traffic, trails and greenways, and floodplain to be developed.
- **Assisted in relocation of Printingforless.com corporate headquarters and the establishment of a light industrial/office park** by facilitating infrastructure planning, scheduling and financing.
- **Lead negotiations and lobbying at local, state and federal levels and facilitated City-County coordination and collaboration** with other partners to achieve common goals.
- **Improved budget situation**, and achieved systematic investment in infrastructure replacement, and broadened revenue bases for Ambulance, Communications/911 Department, Library and Recreation.

CITY ADMINISTRATOR (Kemmerer, Wyoming) **February 1988 to Aug. 1995**
Chief Operating Officer for the City (population 3020) which employed 49 full-time in 1988. The population had doubled and was anticipated to triple because of the construction of a major gas plant nearby. Infrastructure was built to accommodate 10,000. The boom ended in 1987 when the second phase of this project was cancelled. Departments supervised included: Water & Wastewater; Streets & Sanitation; Parks & Recreation including a recreation center, swimming pool, a 9 hole golf course, parks and ball fields; Police; Engineering & Building Inspection; Finance & Administration; and Airport. When I left the City employed 31 full-time, 8 part-time and 20 seasonal people. Located next to Diamondville (population 846) and Frontier (population 50), Kemmerer was the regional service center for recreation, airport, water and wastewater. The FY91-92 budget totaled \$4.7M, with a \$2.9M operating budget. FY94-95 budget totaled \$3.1M.

ASSISTANT DIRECTOR (Wyoming Assoc. of Municipalities, Cheyenne WY) **June 1985 to Feb.1988**
WAM, a non-profit organization, represented the interests of 128 cities and towns in Wyoming through a board of directors consisting of 23 elected officials or professional managers from across the state. Its major activities included stabilizing the municipal revenue base, economic development and maintaining municipal service levels and the integrity of Home Rule authority for cities. We responded to over 600 inquiries a year regarding municipal management

and operations. National level training received in lobbying, and working with National League of Cities and International City Managers.

OTHER EXPERIENCE:

- ASSISTANT TO THE PRESIDENT (Zoological Society, Philadelphia, PA) May 1984 - Feb.1985
- ADMINISTRATIVE ASSISTANT TO TOWN MANAGER (Rangely, CO-pop. 2,700) July1982 - Dec. 1983
- TOWN PLANNER/ACTING ADMINISTRATOR (Dinosaur, CO-pop. 313 to 1,000) July 1982 - March 1983
- Extensive Additional ECONOMIC EXPERIENCE - Available upon request. Jan. 1979 to May 1985

Education

- 2005 **Graduate - The Dale Carnegie Course**, Bozeman, MT
- 2002 **LEADS Program Graduate** - Leadership Development Institute–University of Virginia (Big Sky, MT)
- 1992 **Rocky Mountain Program for Senior Executives in State and Local Government**,
Center for Improvement of Public Management- University of Colorado Denver (Durango, CO)
- 1985 **Masters of Government Administration (MGA)**- City Management emphasis
Fels Center of Government- University of Pennsylvania
Fels Scholar, Fels Government Center, University of Pennsylvania (1984 – 1985)
- 1980 **B.A. Economics and Mathematics**; Western State College- Gunnison, Colorado
(20 Hours toward Master of Social Sciences–Economic Development earned – 1981)

Other Relevant Experience and Roles

Relevant Professional Associations

- WAM** (Wyoming Assn. Of Municipalities), Board of Directors (WAM) – GOSCOMA Representative **January 2013 - present**
- WAM Committees** included: Human Relations (union relations), Utility Franchise, Goals, Cable T.V. Regulation, Active in Resolutions & Legislative Committees; Honorary member - WY Clerks and Treasurer’s Association. **(1988-95 and 2008-13)**
- Greater Open Space City Manager’s Association (GOSCOMA)** **10/2008 - present, President May 2012 - May 2013**
- Carbon County Economic Development Corporation Board of Directors** **2009 to present, President April 2011 - 2012**
- International City Managers Association** (credentialed member until 2009) **full-member 25 years plus**
- Montana League of Cities (MLCT) - Resolutions/Legislative Committee** **1999 - 2005**
- Health Insurance Task Force** **2003-2004**
- City Liaison - Park County Economic Development Committee -** **1995 -2005**
- Rotary Club** (Board member 2001, Paul Harris sustaining member) **1995- present**
- Economic Development Associations** – participated in state economic developers associations in Colorado, Wyoming and Montana.

Notable Other Key Roles

- State Small Business Credit Initiative Oversight Board--** Secretary since incorporated in December 6, 2012 to April 2013.
- Rawlins Industrial Roundtable Committee** – Chairman (2011 & 2012), committee member 2013
- Rawlins Tourism Committee** - Chairman (2009 to October 2012.) Initiated Tourism Committee to Pursue the State Pilot Tourism Assessment in 2010; Pursued Tourism Certification; Awarded Tier 1 Certified Tourism Community–August 2012.
- Appointed to Governor’s Upper Yellowstone River Task Force in 2003** –Assessed cumulative impacts from bank stabilization efforts flood control practices and regulatory efforts.
- Livingston Area Transportation Coordinating Committee** – Chairman (1996 through 2005) – Prioritized, regional transportation projects.
- Co-Incident Commander of a 7 day, 24 hour-a-day multi-agency disaster response to 100 year flood on the Yellowstone River in 1996.** In 1997 I lead a successful effort to build an emergency 1.6 mile levee in 45 days, in response to the threat of a second 100 year flood.

References and more detailed information - Available upon request