

NANCY KERRY

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PROFESSIONAL PROFILE

Over 20 years' experience in management of public and private sector organizations primarily serving tourist dependent communities with a strategic and open communication style of leadership. Nearly eight (8) years as the City/Town Manager in resort destinations resulting in the development strong community and organizational leadership qualities including,

- Approachable, inclusive leader strengthening communication between local government and the public
- Emphasis on fiscally conservative recommendations for long-term stability of public agencies
- Ability to develop shared vision among Town Council carried throughout organization
- Ensures recommendations to Council are apolitical, experiential, and professional
- Responsive, proactive leadership during Great Recession recovery period and through the COVID-19 pandemic implementing innovative solutions supporting businesses, community, Council, and staff

RELEVANT EXPERIENCE

Town of Frisco, Colorado

Town Manager

Pop: 3,000 / 120 FTEs

Jan, 2019 – present

Chief Executive Officer for an iconic community in Summit County, Colorado known as “Main Street to the Rockies.” Frisco, Colorado is centrally located between a variety of world-renowned ski resorts and thus, the Town supports a board spectrum of businesses where the number of visitors and revenue generated within the County are ranked the third highest in the state. Subsequently, like most other tourist destinations, there is a myriad of impacts on communities reliant upon tourist revenues to sustain public services. During the past 19 months, specific accomplishments include what cannot be overstated as managing through extraordinary times:

COVID-19 required proactive and immediate response:

- (1) First week of shutdown, created Strategic Economic Response Team (SERT) by repurposing staff members to assist businesses in understanding and applying for the expected stimulus packages to be developed (result: our business community was well-prepared and successful in obtaining stimulus funds).
 - (2) Launched and hosted bi-weekly virtual business meetings attended by 150+ businesses to share knowledge, experience and information. Program resulted in statewide notice and replication in other communities, which we gladly shared and supported.
 - (3) Recommended Town Council consider “Business Assistance Program” as bridge funds until federal stimulus was developed (grant program approved, funded, and distributed within 4 weeks of shut down). Suggested and implemented “shop local” campaign to incentivize support for local businesses
 - (4) Held weekly “all staff” meetings to keep everyone apprised as information evolved. Implemented policies and practices for remote working for all applicable staff positions and effectively provided continuous service in all capacities.
- Recently recognized by Summit County Chamber as “Best Team of the Year” among all private and public sector organizations in the County.
 - Implemented affordable housing priority projects: established "housing helps" program, entered into agreement with CDOT for joint project, negotiated a private-public partnership for 50+ unit project.
 - Held strategic planning sessions with Town Council, adopted shared vision, expected outcomes and aligned Council’s vision to all staff assignments.
 - Successfully achieved Town Council’s priorities to strengthen environmental goals, increase renewable energy sources, improve water conservation among residents, reduce waste, and promote environmental sustainability.
 - Adopted new recruitment strategies and salary adjustments to attract *and retain* police officers at a time with declining interest in policing career.
 - Improved staff performance by strengthening team spirit, rewarding customer service, encouraging innovative practices, and linking Council goals to staff assignments.

City of South Lake Tahoe

Pop: 22,000 / 200 FTEs

City Manager

Jun, 2012 – Mar, 2018

RDA & Housing Manager/Assistant to City Manager

Oct, 2008 – June, 2012

Appointed executive leadership based on proven track record building consensus and strengthening organizational performance. Initial objectives were rebuilding financial reserves, reducing unfunded retirement expenses, and aligning elected official's vision and goals to performance outcomes. Eliminated retiree health liability saving the city 30-40 years of obligations and within tenure, doubled City's reserves from \$9.8M to \$20+M. Led the City Council's annual strategic visioning efforts establishing quantifiable performance measures and expected outcomes. Increased community engagement. Manage day-to-day operations of full-service General Law/Council-Manager Municipal Agency including Gen Aviation Airport, Police and Fire with a \$40M General Fund and \$90M overall budget (CIP, Enterprise and Former RDA).

- Statewide recognition for initiative to overhaul City's health benefit plans eliminating 40+ years, and \$55M, of post-employment financial obligations.
- Worked closely with community CEO partners, Chamber and business executives to develop shared strategies for our collective success resulting in strong community support for City leadership during tenure.
- Initiated community-wide capital investment effort calling for \$1 billion over 10-year period--achieved the goal within 5 ½ years to the surprise of many. The effort increased community understanding of what is needed to transform 1960s infrastructure.
- Created "City University" training program leveraging in-house talent; Designed new employee recognition strategies and established "Citizen's Academy" to increase understanding of city operations among community members.
- Significantly improved the City's financial stability reducing debts through smart refinancing initiatives, GF reserves doubled, S & P bond ratings improved.
- Leadership role in variety of community groups tackling key priorities; issues include housing, homelessness, redevelopment, economy, tourism, VHR, shared visioning and host of "hot topics."
- Lead negotiator in three-year process to acquire centrally located old hotel and transfer acquisition to developer for grocery/commercial project revitalizing center of town. Required skillful commitment balancing diverse opinions, regulations and expectations.
- Effectively managed the City as we climbed out of the Great Recession through recovery and into a period of economic renaissance by focusing on core economy (recreation/tourism), attracting capital investment, and identifying opportunities to strengthen fiscal core.

RDA Manager: Responsible for all CDBG/HOME/HUD programs; during recession, established home buy-back programs; increased FTHB home ownership. Directed negotiation of disposition of agency owned properties. Agency was one of handful in the state to maintain its entire housing fund balance and receive dissolution certification timely.

Public Affairs VP, South Lake Tahoe Chamber of Commerce

Feb, 2007 – Oct, 2008

Recruited into newly formed government liaison position to strengthen partnerships between local businesses and local / state government agencies. Represented the interests of businesses to elected officials on issues of importance to community improved land use planning, projects, community marketing, and tax issues. Successfully implemented Wayfinding highway sign project consistent with local government regulations. Wrote grant proposals resulting in annual funding for business assistance programs. Results led to 25% increased Chamber membership.

City of Solana Beach

Oct, 2001 – Oct, 2006

Assistant to City Manager/Sr. Management Analyst

Pop: 13,500/130 FTEs

Together with the City Manager, ensure City Council directives and policies are administered appropriately. Provide support to Department Directors consistent with the City Council/City Manager's vision and goals. Develop meaningful strategic plan with performance measures; provide progress reports to Council and public in meeting goals and objectives. Preparation of various forms of budgeting including five-year forecasting to ensure budgetary guidelines are met. Facilitate City Commissions: Parks & Recreation; Public Art and Special Projects. Maintain appropriate and effective working relationships with local and regional public and non-profit agencies. Lead and facilitate Executive Team development including planning and leading team workshops and training programs; oversee day-to-day workforce planning and employee relations.

Sr. Analyst, San Diego Association of Governments (SANDAG)

May, 2000 – May 2001

Project Manager assessing effectiveness of local governmental services using primary data collection methods. Met with City leaders (among cities in San Diego) and developed plans to address findings improving customer service, municipal performance, and community engagement. Manage and train 30 staff (perm/temp) for appropriate data collection processes to support reliable findings. Recruited for this position while serving both San Diego District Attorney's Office and SANDAG simultaneously.

Sr. Analyst, San Diego District Attorney

Jan, 2000 – Dec, 2000

Served District Attorney (Mr. Paul Pfingst) conducting independent operational assessments to confidentially advise the DA on issues related to productivity to address police and prosecutorial biases. Assessed and reported on covert and overt biases in decision making among staff which affected prosecutions and social justice concerns at the time (gender bias was hot topic).

Paralegal

1994 - 1999

Provided full range of paralegal services for law firms specializing in employment, contract and transactional law documents. Served "of counsel" attorney at McGinnis, Fitzgerald, Reese, and Sharky, San Diego County Bankruptcy Trustee Thomas Billingslea, San Diego County Public Defender's Office as well as multiple sole practitioners. Independent contract work while attending college fulltime as I changed career paths into pre-law and then specialized in public service management.

Sr. Manager, Operations, Vironex, Management Consultants, Inc.

1988 - 1994

Management and training consulting firm specializing in methods to increase productivity for manufacturing firms. Employed current-known theories and best practices to improve performance (TQM, BPR, Benchmarking, open systems- thinking trends). Diagnosed and clarified issues affecting productivity; Prepared training manuals and implemented change-management interventions; Evaluated results and provided on-going support to executive management to improve productivity.

EDUCATION / MAJOR DEGREES

Master of Public Administration

Dec, 2001

San Diego State University, School of Public Affairs

Awarded: Outstanding Graduate Student of the Year

Bachelor of Science in Criminal Justice

May, 1998

San Diego State University, Pre-Law Program School of Public Affairs

Awarded: Summa Cum Laude and Distinguished graduate awards

PROFESSIONAL AWARDS / RECOGNITION

- 2020 Invited as member of Colorado COVID-19 Economic Adaptation and Futures Committee
- 2019 Elected to CAST (Ski Towns) Board of Directors
- 2016 Conferred Donald P. Lieffer Alumni of the Year Award, San Diego State University
- 2015 Appointed to League of Ca Cities OPEB (retiree health) and Pension Task Force
- 2015 Published in Western Cities Magazine addressing statewide unfunded liabilities