

Jeffrey L. Durbin
PO Box 1311
Fraser, CO 80442
altitude8550@comcast.net
970-531-1240

October 16, 2020

Kathie Grinzinger
Executive Recruiter
Michigan Municipal League
kgrinzinger@mml.org

SUBJECT: EAST GRAND RAPIDS CITY MANAGER APPLICATION
CONFIDENTIAL LETTER OF INTEREST PURSUANT TO MICHIGAN LAW

Dear Ms. Grinzinger:

It is my pleasure to submit a letter of interest for the City of East Grand Rapids City Manager position. I believe you will find my experience and skills demonstrate that I would be a highly qualified candidate for this opportunity.

My experience and management style are well suited to the challenges facing East Grand Rapids. I set aggressive goals, but believe people and relationships are our most important assets. Accountability, efficiency, and creativity are fundamental values. I believe local government expenditures and services should be delivered on time, under budget, and with the highest quality, and my tenure in Fraser is evidence of my success.

While a resort community in the Colorado Rocky Mountains may not seem a likely place to find experience that would benefit East Grand Rapids, there are many similar challenges. The greatest hurdle to economic development and staff recruitment in Fraser is attainable housing, I note similar challenges and goals in the 2018 East Grand Rapids Master Plan. We recently launched an innovative deed restriction program and implemented a series of zoning incentives to encourage higher density housing developments.

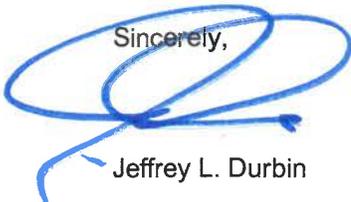
The East Grand Rapids 2018 Master Plan also recommends a series of transportation improvements, much like the work we've done here in Fraser. In 2015 we implemented a new public transit system. In 2018 we completed the Pedestrian Safety Improvement Project which included new crosswalks with pedestrian safety features, traffic calming devices, and new sidewalks and trails. Safe and efficient multi-modal transportation is a goal every community should embrace.

I am proud to note that I am an ICMA Credentialed Manager and am committed to the ICMA Code of Ethics, servant leadership and professional development. Last year I received ICMA recognition in honor of my 25 years' experience and contributions to local government.

It may be worth noting that my interest in returning to Michigan is driven by my desire to be closer to my family in Western Michigan.

Please feel free to contact me if there is any additional information that would assist your consideration of my application.

Sincerely,



Jeffrey L. Durbin

References for Jeffrey L. Durbin

Shane Hale
Windsor Town Manager
970-739-9720

Sam Mamet
Retired CML Executive Director
303-503-2938

Philip Vandernail
Fraser Mayor (current)
970-531-2394

Ron LeBlanc
City of Aspen, Special Projects Manager
970-799-4007

Greg Winkler
Colorado Department of Local Affairs
970-744-0760

Keith Reisberg
Town of Winter Park, Town Manager
970-531-8919

Glen Trainor
Fraser Winter Park Police Chief
970-531-1497

Additional references available on request

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ICMA Credentialed Manager

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Fraser, Colorado	Town Manager	2004-current
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A dedicated, creative, innovation-oriented manager who believes in the spirit of public service and embraces change and opportunity. Under my leadership Fraser has confronted challenge and experienced great strides in improved levels of service, efficiency, accountability, and integrity. Establishing positive relationships throughout the community, a good sense of humor, and an approachable honest style are important components of my management style. I set high expectations, but find realistic ways to achieve success.

- Responsible for direct management of Administration, Finance, Planning, Public Works (streets, water, wastewater collections, open space, and facilities), Wastewater Treatment Plant, Joint Police Department (including municipal court) and Building Department (48 FTE).
- Prepare and manage the Municipal Budget that includes General Fund, Water Fund, Wastewater Fund, Joint Facilities Fund, Capital Equipment Replacement Fund, Capital Asset Fund, Debt Service Fund, Restricted Revenue Fund, and the Cozens Ranch Open Space Fund (2020 Budget is \$18,790,000). Established an effective financial management approach for the organization based upon a high degree of transparency, efficiency, and accountability.
- Despite facing three periods of significant revenue declines, effective fiscal management facilitated establishment of reserve funds, completed and provided for upgrades to all public facilities, provided for implementation of new programs, experienced productivity gains, and increased levels of service across all departments.
- Implemented an Asset Management Program and developed multi-year Capital Improvement Plans and funding plans for all streets, water systems, wastewater collections systems, and the wastewater treatment plant. Currently working development of a new Public Works Facility.
- Brought over \$15,000,000 in grant revenues into the community.
- Implemented emergency preparedness planning and training and successfully managed severe flooding, high water conditions, three wildfires, and the 2020 Pandemic.
- Established the Fraser Winter Park Police Department, prior to which the community relied on the County Sheriff for law enforcement services. 2020 Marks the 15-year anniversary of the department.
- Completed dissolution of the Fraser Sanitation District and incorporated those operations with the Town of Fraser to provide for more efficient and effective service to our residents and customers. The community had been struggling with this matter for almost 20 years.
- Established sustainability plan and policies including disposable bag fees and development of a trash and recycling PAYT drop off facility.

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- Implemented a wide variety of Intergovernmental Agreements to provide more cost-effective services with entities including the East Grand Fire Protection District, the East Grand School District, the Fraser Valley Recreation District, the Town of Winter Park, the Town of Granby, Grand County, and others.
- Established the Fraser Housing Authority along with implementation of a new Fraser Deed Restriction Program. Attainable housing is one of Fraser’s most significant challenges.
- Implementation of medical/recreational marijuana regulations pursuant to voter approved amendments to the Colorado Constitution and a trademark battle with International Falls, MN were among my most unusual professional challenges.
- The most unique initiative was a two-year cooperative study with the Town of Winter Park to consider the consolidation of the two communities.

During my tenure as Town Manager, I’ve also served the community and the public in the following roles:

- Board member on the Grand County E911 Authority Board. This Board is responsible for the collection of telephone surcharges for 911 and underwrites Grand County dispatch operations. I successfully led an effort to overhaul dispatch funding allocations among service providers.
- Board member on the Colorado Intergovernmental Risk Sharing Agency (CIRSA), a self-insurance pool that covers over 270 municipalities and public entities.

Relevant recent experience includes the following:

- Gettysburg Leadership Institute. Once per year, the International City Managers Association offers the opportunity for Credentialed Managers to study the leadership lessons of Gettysburg in a unique exploration of personal leadership, organizational effectiveness, and the lessons of history.
- The Institute for Participatory Management and Planning, Systematic Development of Informed Consent. 2020 Marks the fifth year of taking teams to this program.

Fraser, Colorado	Community Development Director	2000-2003
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In 2000, the Town of Fraser was just embarking into the world of significant development. Until that time, annual construction activity was minimal. My role was to prepare the community for dramatic change and to implement systems and procedures that could add capacity and increase effectiveness.

- Prepared a new Comprehensive Plan for the community (the last such effort was over 20 years prior). Implemented a geographic information system and a complete overhaul of the Town’s development codes and administrative procedures.
- Established new administrative procedures to provide for consistent and clear expectations.
- Responsible for Planning Department and management of contractual relationships with the Grand County Building Department, Town Engineer, and other consulting teams.

Plainfield, Illinois

Community Development Director

1994-2000

Responsible for all departmental operations during a time when the community grew from 4,000 residents to well over 15,000. Departmental divisions included building, planning, zoning, and code enforcement.

- Overhauled the Zoning Code and Development Review Processes (including implementation of fiscal impact analyses and design review).
- Prepared Comprehensive Plan and development evaluation process that received Urban Innovation Award.
- Established inter-jurisdictional planning and implementation agreements for a new arterial roadway necessary to serve future development within ten different jurisdictions.
- Implemented Village Board vision for a Clean Community Initiative with community cleanups, a new code enforcement program, and enforcement of development agreements.
- Initiated and implemented efforts to expand the downtown into undeveloped areas along with areas requiring redevelopment. This effort included a national urban design competition and establishment of a Main Street Program.

Received the employee of the year award for my success in negotiating an agreement with the United States Postal Service to construct a new Post Office in the downtown expansion area as an anchor, and also negotiated the dedication of a new Village Hall site with a developer within the project area.

State of Michigan, State Historic Preservation Office

Preservation Planner

1992-1994

Worked with local governments to establish local historic preservation programs, helped find ways to maintain local landmarks, and resolved other related local matters. Developed statewide goals and programs that would support historic properties and resources at all public and private levels.

- Developed statewide planning process to implement federal guidelines throughout the State of Michigan.
- Prepared Michigan Comprehensive Historic Preservation Plan.
- Managed public participation programs.
- Prepared the organization for State Program Review as required by National Park Service rules.

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Danckaert & Associates

Design/Drafting

1989-1992

Responsible for individual and team design duties, along with preparation of construction documents and shop drawings. Managed permitting with the appropriate local jurisdictions and construction administration on a variety of projects.

L Gale Abels and Associates

Design/Drafting/Models

1987-1989

Responsible for individual and team design duties, along with preparation of construction documents and shop drawings. Managed permitting and code compliance with the appropriate local jurisdictions.

Michigan State University

Masters of Urban and Regional Planning

1994

Noteworthy Accomplishments Included:

Old Town Lansing

Design services for a Revitalization project in a North Lansing National Historic District.

Del Ray Neighborhood

Worked with development corporation on redevelopment and revitalization of a southwest Detroit neighborhood.

Greater Lansing Global Village Housing Development Authority

Prepared market analysis and feasibility study for an affordable housing project in Lansing, MI.

St Louis Marketplace

Assisted community with development project evaluations.

University of Colorado

Bachelor of Environmental Design

1989

Noteworthy Accomplishments Included:

Navajo Housing Project

Worked with the Navajo Reservation to design, fund, and construct prototype affordable housing for the Navajo Nation consistent with traditional culture and vernacular housing.

Julesburg Sugar Mill to Organic Chicken Farm Redevelopment Project

Worked for the Colorado Economic Development Department on a feasibility analysis and programmatic design to redevelop an abandoned sugar factory in Julesburg, Colorado, into an organic chicken farm to initiate community re-investment and job creation.

Colorado Recycling Program

Program development and collection operations.

References available upon request