

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Section 6

J. David Fraser

*Sarasota City Manager
Candidate Report*

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Cover Letter and Resume

J. David Fraser



307-414-0265



Davefraser14@gmail.com



3660 Red Feather Trl Cheyenne, WY 82001

February 1, 2025

Mayor Alpert & Commissioners,

Thank you for considering me for the position of City Manager. I am confident that I possess the skills, experience, and attributes that you seek. In addition to having managed cities and counties in four different time zones, I have a decade and a half of experience overseeing the operations of Municipal Leagues. I have a sound understanding of management practices accompanied with strong personal and professional ethics.

As the attached resume reflects, I am an achievement-oriented manager with significant experience. It also reflects the emphasis that I place on building a high performance, customer-friendly organization. This approach requires establishing an organizational culture with common goals and objectives that are generally understood and accepted. It is based on encouraging individuals to think for themselves and to act within approved parameters. It further emphasizes teamwork while developing the individual employee and empowering the entire staff to make decisions appropriate to their work; while providing an appropriate management backstop of support, training, and direction.

What I bring, in addition to this managerial philosophy, is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I also bring the ability to interact effectively with people from a wide range of backgrounds as well as the ability to work effectively with staff, policy makers, the public, and the media.

With my experience and skills, I am confident that I will be a valuable member of your leadership team. Thank you for your consideration. I look forward to meeting you.

Sincerely,
Jay David Fraser

J. David Fraser

CONTACT

-  307-414-0265
-  Davefraser14@gmail.com
-  3660 Red Feather Trl
Cheyenne, WY 82001

Education

Master of Public Administration
Marriot School of Management
Provo, UT

Bachelor of Arts in Political Science
Brigham Young University

At A Glance

- 28 Years of Management Experience**
- 14 Years Municipal Management**
- 14 Years Association Executive**
- 4 Time City Manager**
- 2 Time Executive Director**
- 1 Time County Manager**
- 4 Board of Directors Positions**
- 2 Smart Growth Awards**

Profile

My experience as a City Manager, Executive Director and County Manager have uniquely qualified me for this position. Throughout my career I've proven I have the skills and expertise needed to ensure local governments of all sizes – rural to metropolitan- thrive.

WORK EXPERIENCE

INTERM COUNTY MANAGER

Adams County – Colorado | 2024 – Present

- Manage 3,000 full-time employees and a \$900 million budget for County with 600,000 residents..
- Supervise Departments of Public Works, Administration, Finance, Health, Human Services, Air & Spaceport, IT, Facilities, Community & Economic Development, People & Culture (HR), Parks, Community Safety, and Communications.
- Coordinated operations with independently elected Sheriff, Treasurer, Coroner, Clerk, District Attorney, and Assessor.

EXECUTIVE DIRECTOR

Wyoming Association of Municipalities | 2019 – 2024

- Refocused the Association's advocacy process to achieve greater legislative success; including passage of bills, establishing an optional municipal sales tax and creation of municipal storm water utilities.
- Established improved public information and media relation strategies to advance the local government agenda.
- Promote excellence in municipal government through training and advisory services.
- Managed successful Constitutional Amendment campaign establisher broader municipal investment authority.

CITY MANAGER

City of Boulder City, NV | 2013-2017

- Manage City Operations including administration of a \$58,000,000 budget and supervision of over 300 fullpt employees.
- Negotiated over \$288,000,000 in long-term solar revenue for the City, allowing the City to pay off 100% of general fund debt in a two-year period.
- Successfully negotiated fifteen separate collective bargaining agreements, none of which required arbitration.
- Managed the operations of two golf courses (one 18-hole and one 27-hole). Also managed the lease for an additional 18-hole private club.
- Managed contracted operation of a special events center and restaurant with three- meal daily service.

EXECUTIVE DIRECTOR

Nevada League of Cities & Municipalities | 2003-2013

- Developed the League's first multi-year Strategic Plan to sharpen the League's vision and expand the League's influence with the State and Federal governments.
- Developed innovative new League programs including league sponsored web-based community streaming video services and a supplemental retirement pool to better serve member municipalities and diversify League revenue sources.
- Achieved 100% League membership for Nevada cities and significantly expanded corporate participation and sponsorship in League programs
- Administered health insurance pool for municipalities, counties, schools and special districts.
- Served as municipal representative on State advisory boards including State-wide Transportation Technical Advisory Board (Nevada Department of Transportation), Private Activity Bond Advisory Committee (Nevada Department of Business and Industry) and the Advisory Committee for Participatory Democracy (Secretary of State).

**Other
Experience**

**BOARD OF DIRECTORS,
National League of Cities
2007 to 2010**

**GOVT. AFFAIRS POLICY
COMMITTEE, ICMA 2005 to
2012**

**BOARD OF DIRECTORS, NE
Municipal Power Pool 1998
to 2003**

**BOARD OF DIRECTORS, KS
Municipal Gas Agency
1998 to 2003**

**BOARD OF DIRECTORS, KS
Muni. Energy Agency 1998 to
2003**

References

Joe Hardy, Mayor
Boulder City, Nevada
(702) 581-3066

Mike Pacini, Past President
Nevada League of Cities
(702) 498-3963

Matt Murdock, Mayor City
of Pinedale, Wyoming
(307) 749-0615

Hyun Kim, Deputy City
Manager
City of Tacoma, Washington
(307) 200-9194

WORK EXPERIENCE (CONTINUED)

CITY ADMINISTRATOR

City of Beloit, KS | 1998 - 2003

- Supervised daily operation of all City Departments including Airport, Police, Fire, Parks & Recreation, Transportation, Finance and Administration as well as the Electric, Water and Waste water Utilities.
- Led the City in proactive, goal-oriented planning which included updating the City's Comprehensive Plan, Capital Improvement Plan and City Code; as well as updating the City's Comprehensive Policy Manual.
- Supervised significant capital projects including construction of a Fire Station, Electric Substations, Airport Hangar and Runway improvements, Street Construction and Water/Wastewater improvements.
- Collaborated with local College and Hospital in creating a consortium to own and operate a multi-use Wellness/Recreation Center.
- Increased Utility Cash Reserves by 390% with no increase in utility rates while pursuing an aggressive capital replacement schedule.

CITY MANAGER

City of Buchanan, Michigan | 1996-1998

Directed City operations and projects and provided staff support and expertise to community advisory boards and committees.

- Acquired State Brownfield Redevelopment funds for Demolition, Environmental Re-mediation and Redevelopment of City-owned Industrial Park.
- Managed Human Resources including negotiation of Collective Bargaining Agreements.
- Supervised Capital Projects including Street Reconstruction, Bridge Replacement and Water Tower Restoration-including Capital Budgeting, Bond Issuance and State Appropriations.

TOWN ADMINISTRATOR

Town of Miliken, Colorado | 1994-1996

- Under direction of the Town Board of Trustees oversaw City Operations and projects including significant Capital Facilities, Parks, Drainage and Water Project management.
- Represented City's interests on Award Winning Regional Planning Team comprised of Mayors, Commissioners and Managers of nine Municipalities and two Counties in Rapid Growth region.
- Supervised Department Heads and acted as Director of Finance, Personnel, Planning, Community/Economic Development and Risk Management.
- Acquired Grant Funding for a Municipal Complex, Park Renovation, and Comprehensive Planning from CDBG, GO Colorado and Energy Impact resources.
- Facilitated Community Consensus on new Municipal Complex location and design.
- Received Smart Growth Awards from the American Planning Association (APA) and Colorado Governor's office.

OTHER EXPERIENCE

SENIOR ASSOCIATE

Municipal Solutions - Goodyear, AZ | 2013 - Present

- Provide Intergovernmental Consultation to private industry, including Fortune 500 companies.
- Perform Efficiency Studies for local governments to identify opportunities for cost savings and enhanced service provision.
- Promote excellence in local government through a menu of services including executive recruitment, sharing of best practices, and partnership creation.

Candidate Introduction

J. DAVID FRASER

EDUCATION

Master of Public Administration, Marriott School of Management, BYU, 1994
BA (Political Science), Brigham Young University, Provo, UT, 1992

EXPERIENCE

Interim County Manager , Adams County, Colorado	2024-Present
Senior Associate , Municipal Solutions, Goodyear, AZ	2013-Present
Executive Director , Wyoming Assoc. of Municipalities, Cheyenne, WY	2019-2024
City Manager , Boulder City, NV	2013-2017
Executive Director , Nevada League of Cities & Munis., Carson City, NV	2003-2013
City Administrator , Beloit, KS	1998-2003
City Manager , Buchanan, MI	1996-1998
Town Administrator , Milliken, CO	1994-1996
Management Intern , City of Provo, UT	1993-1994
Management Intern , City of Mapleton, Utah	1993

BACKGROUND

Having managed cities and state municipal leagues in four different time zones, I am currently serving as Interim County Manager for Adams County, Colorado (a Denver metro suburban county) where I oversee a budget of just under a Billion Dollars. I supervise 2,978 employees through five direct reports (3 Deputy County Managers, a Chief of Staff, and a Communication Director). The County provides community services through 19 Departments at 56 facilities.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

My management style and philosophy both incorporate the team concept. I believe that first-rate managers surround themselves with first-rate employees, while second-rate managers surround themselves with third-rate employees (for fear of being outshined). Because I believe that municipal operations are a “team sport,” I strive to staff the organization with the best “players” available. It is then my responsibility to coach the very best from them. In management, as in sports, good coaching involves providing the best training and preparation, game planning, and proper in-game decision-making and adjustments.

Both my staff and elected officials would say that I am trustworthy. My staff knows that they can trust me to help them succeed. They understand that we have an obligation to the community to provide the best possible public service. And they know that I will help them play to their strengths in that endeavor. Likewise, my elected officials know that they can trust me to carry

J. DAVID FRASER

out their objectives and to fully and honestly report our successes and failures to them. They also know that I can be trusted implicitly with the resources of the organization.

Building a winning team occasionally requires changes in personnel. Having logged 28 years in the Chief Executive's seat, I have had to terminate several employees. Termination, however, needs to be a last resort. A good manager never terminates an employee without them having had an opportunity to understand and address deficiencies. With the exception of gross misconduct, employees should only be terminated if they are unwilling or unable to correct their behavior after being given sufficient opportunity to do so. I take this responsibility very seriously because I am dealing with people's livelihoods. I have often said that the day this becomes easy, I need to find another line of work.

I consider Strategic Planning, including periodic SWOT (strengths, weaknesses, opportunities, and threats) analyses, to be essential to an organization's success. Therefore, I have incorporated those principals in each of the organizations that I have managed. Perhaps most significantly, I led the Nevada League of Cities through its first strategic planning process. This resulted in some structural changes to the organization, which strengthened our influence; as well as an enhanced focus on mission-oriented goals and objectives.

I have had the opportunity, over the years, to supervise many enterprise funds. These have included Golf Courses, Restaurants, Airports and a SpacePort, as well as Electric, Water, and Wastewater Utilities. I have also supervised the operation of several Swimming Pools, Recreation Centers, a Special Events Center, and a Senior Citizen Center. I have enjoyed the opportunity that these activities have given me to positively impact the quality of life in the community. I have also enjoyed the opportunity it has provided to personally interact with a variety of stakeholders.

I am an open book with the public, the media, the staff, and the Board. You will always know my opinion, though I defer to the decisions of the governing body and give them, at all times, my utmost respect. Likewise, in media relations, I am always willing to be the face out front. But I typically find that the elected officials prefer that role; in which case I make myself available as an informational resource. Effective communication with traditional media sources remains important. However, more than ever, our residents get their information from social media. Therefore, a strong social media presence is essential for the City.

I believe that establishing relationships of trust is key to the success of the manager and the organization. My early days in Sarasota will be spent getting to know the strengths and weaknesses of the staff, understanding the priorities of the elected officials, and integrating with the community. Because I have a knack for collaborative innovation, I recognize that genuine relationships are essential to seizing future opportunities.

Most of my spare time (what little there is) for the last 28 years has been spent on family activities. I enjoy playing basketball and music. I have given my time as a High School

J. DAVID FRASER

Basketball Coach and Varsity Official. I have served the Boy Scouts of America for many years in positions ranging from Assistant Scout Master to District Commissioner. I also volunteer my time generously to my church.

I do not anticipate anyone contacting the City or its representatives with negative comments about me.

SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF

- Kind
- Innovative
- Accessible
- Intelligent
- Ethical
- Fair

REASON FOR DEPARTING CURRENT POSITION

I accepted the position of Interim Adams County Manager to assist the County Commission through an election cycle and the transition to a newly formed Commission. Rather than hire a new County Manager prior to an election that would change the make-up of the Commission, they chose to allow the new Commission to choose their new Manager. And, in the interim, they sought an experienced manager to hold the reigns. With the understanding that it would be temporary, I accepted the position. The new Commission was sworn-in January 14. They are now in search of a new County Manager; a position for which I have not applied. I am, therefore, preparing to leave the County when a new Manager is selected.

CURRENT SALARY

The annualized salary for my current position is \$337,750.

CB&A Background Checks

**Background Check Summary for
JAY "DAVID" FRASER**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Maricopa County, AZ	No Records Found
Laramie County, WY	No Records Found
Clark County, NV	No Records Found
Carson City, NV	No Records Found
State	
Arizona	No Records Found
Wyoming	No Records Found
Nevada	No Records Found

Civil Records Checks:

County	
Maricopa County, AZ	No Records Found
Laramie County, WY	October 2022 – Civil Lawsuit filed Against Mr. Fraser Disposition: December 2022, Dismissed without prejudice <i>*See Next Page for Candidate Explanation of Records Found</i>
Clark County, NV	No Records Found
Carson City, NV	No Records Found
Federal	
Arizona	No Records Found
Wyoming	No Records Found
Nevada	No Records Found

Motor Vehicle

Nevada No Records Found

Credit

Excellent Now

Bankruptcy

No Records Found

**Background Check Summary for
JAY "DAVID" FRASER**

Education	Confirmed
Employment	Confirmed
Social Media	Nothing of Concern Found

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern. Also, some states have limited the reporting to seven years, so any records older than that will not be available in those states. In addition, motor vehicle reports are limited to three to seven years, depending on the state.

From: David Fraser <davefraser14@gmail.com>
To: Lynelle Klein <lynelle@cb-asso.com>
Subject: Re: Background Check Records that Require an Explanation

Lynelle:

Thanks for inquiring. That case was the result of a medical bill that had slipped through the cracks and was sent to collections. When we became aware of the collection, we paid the bill. Hence, the case was dismissed.

Thanks, again.

David Fraser

**Background Check Summary for
JAY "DAVID" FRASER
Personal Disclosure**

Personal Disclosure Questionnaire

Name of Applicant: J. DAVID FRASER

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes No
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes No
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes No
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes No
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes No
6. Have you ever been charged with driving while intoxicated, driving under the influence, operating a vehicle impaired, or a similar offense?
Yes No
7. Have you ever sued a current or former employer?
Yes No
8. Please list all your social media accounts (Facebook / X (Twitter) / Instagram / LinkedIn, etc.) and your personal web page if you have one.

FACEBOOK : DavidFraser
9. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes No
10. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

Attested to:


Signature of Applicant

CB&A Reference Notes

Reference Notes
J. David Fraser

Eva Henry – County Commissioner, Adams County, CO 720-475-6461

Ms. Henry has known Mr. Fraser since 2024 when he was hired as the Interim Manager for Adams County. The Commission is like one large bickering family, but Mr. Fraser has been very gentle with their egos and did a great job managing up.

Mr. Fraser was hired at a very difficult time in the County. The former County Manager let two deputies go and then quit a week later. He left no plan for any leadership. Their staff of over 2,300 employees, plus five elected officials, were left completely unsupported. The former manager terminated the employment of many good employees, and had an aggressive management style with the staff, so the organization was extremely chaotic. Mr. Fraser has a very calming personality and a calming approach. He made sure the staff felt supported, and the Commissioner's policies were moving forward. He made the transition so nice and smooth that the public had no idea that the County was even going through a shift.

Ms. Henry never questioned the decisions Mr. Fraser made and appreciated his insight into matters that were decided by the Commission. He followed the direction of the Board majority. He communicated well and had a scheduled thirty-minute phone call with each Commissioner on a weekly basis. He was good at coordinating operations so that everything was completed in a timely manner.

Even as the interim, Mr. Fraser was more visible in public than the former manager. He showed up at ribbon cuttings and dinners. Everyone in the community liked him. Adams County has had quite a few heated public meetings. Mr. Fraser never showed any stress, and he remained engaged. When the conversation became heated, he brought the temperature down.

Their jail was over 25 years old and was built on a swamp. The cost of replacement will be \$800 million, coming at a time that they are facing Medicaid cuts and must backfill. The former management team did not provide the necessary information, so the Commission kept pushing the decision down the road. Mr. Fraser formed a team with the Sheriff's office and created both a long-term plan, and a process to resolve immediate issues like black mold under the decaying kitchen floor. They cannot just raise taxes in Colorado, it must be done by a vote. To afford a new jail, they will have to go out to bond. In the meantime, Mr. Fraser found funding for some immediate repairs to make the jail safe for employees and inmates.

Adams County has had several issues that Mr. Fraser has been helping to resolve. Denver opened a hotel to migrants in Adams County without notifying the County. They placed 1,200 people in a structure that was meant for 600, and then only fed them once a day. The County found out about the hotel when 14 migrants were trying to cross an interstate, and the Sheriff was called. Also, Denver International Airport is in Adams County, and they have an intergovernmental agreement regarding noise. When the volume goes above a certain level they must pay Adams County. The airport currently owes \$33 million for violations going back to 2014. Also, 40% of their population is on Medicaid. With current and expected cuts, the County must figure out how to solve the issues. His insight has been appreciated.

Reference Notes
J. David Fraser

On a personal level, Mr. Fraser is a genuinely good person who you would want to be your neighbor. The only negative feedback that Ms. Henry has ever heard about Mr. Fraser is that he talks too much. That said, she never felt that way about her conversations with him.

Ms. Henry would hire Mr. Fraser in a heartbeat. The only reason he did not apply to Adams County was that his contract included a condition that he would not apply for the role. He is honoring that agreement even though he would love to stay. He really loves his work, and he does a great job because of his willingness to work with both sides while being non-partisan.

Words or phrases used to describe David Fraser:

- Communicator,
- Dependable,
- Reliable,
- Calming force,
- Intellectual, and
- Extrovert.

Strengths: Communication, looks at matters from all perspectives, not afraid to approach issues, did a great job managing up while cushioning employees from the political movements of things.

Weaknesses: He has a little bit of a tender heart, but his logic takes over which is good. He works many hours and has a long commute from another state. They encouraged him to work from zoom, but he can be too dedicated. He should perhaps find a better balance.

Nancy Duncan – Finance Director, Adams County, CO 720-971-5440

Ms. Duncan has known Mr. Fraser since 2024. He has done very well considering the situation that he walked into. With the former manager there was much upheaval and borderline unethical practices happening. Mr. Fraser was a relief. He was friendly and arrived early at public meetings so he could introduce himself to anyone he did not know whether that be employees or residents attending for the first time.

The former manager personally came to the Finance Office twice in two years. Mr. Fraser was there six times in the first week of his tenure. He makes good decisions. He keeps everyone informed. During stressful situations, he remains completely professional. He never becomes angry or raises his voice.

Reference Notes
J. David Fraser

Not only is Mr. Fraser actively involved in the community, but he also works very well with the public and the staff. He is not afraid to introduce himself and ask how they are doing. He is very friendly.

The Board was very indecisive about going out for debt service on a project with the parks and open space area. They discussed it for several months and could not reach consensus. Mr. Fraser took over the presentation and brought them to a decision.

Mr. Fraser was hired at an awkward time. He arrived six weeks before the staff was scheduled to present the proposed budget to the Board and public. He did not have much time to acclimate to the information. He understands budgeting and fund accounting. Considering the point at which he was hired, he did very well.

Mr. Fraser has not been involved in any personal or professional controversy. Nothing in his background or conduct would give an employer a pause. He came in at a difficult time and put everyone at ease. The tension when he was hired is indescribable, but he quickly put them all at ease and everyone seemed to enjoy working with him. His contract was written so he could apply for the position in Adams County.

Ms. Duncan would hire Mr. Fraser and would work with him again. He did very well in Adams County, but he would do even better in a City Manager role as cities tend to have larger Boards. He works very well with elected officials. He was the right individual to help them through this difficult time. He is a very nice person.

Words or phrases used to describe David Fraser:

- Wholesome,
- Punctual,
- Honest, and
- Dedicated.

Strengths: Brings a sense of calm without being authoritarian, good listener.

Weaknesses: At times he tries to interject humor where it may be better not to.

Heidi Miller – County Attorney, Adams County, CO 303-921-3423

Ms. Miller has known Mr. Adams since 2024. Mr. Fraser is a very experienced manager, and he has worked very well with their elected officials. He works better with the elected officials than any other manager that Adams County has had. He is very personable and friendly. He talks to the staff.

Reference Notes
J. David Fraser

Ms. Miller and Mr. Fraser are almost always on the same page in terms of both big decisions and operational decisions. As the interim, he is not supposed to make many changes, but he has identified problems and come up with solutions. He is very good at keeping others informed.

Mr. Fraser attends events, he is out there talking to others and introducing himself. He handles stress very well. He may vent later to the safe group, but he is very calm and collected in the moment and in public.

Fairly early in Mr. Fraser's tenure they were talking about approving new positions in the budget and there was some obvious conflict between the Directors as to what that should look like. He formed a committee to make recommendations and a process to move forward. He followed up and then reported on the decisions made. He excels at gathering input.

When employees are making a presentation to the Board and it does not go well, Mr. Fraser works with them to find a better way to move forward. He is very strategic in how to present information to the Board and knows the best ways to move forward.

While Mr. Fraser has been aware of controversy involving personnel, he was not involved. The County Attorney handles those matters. His background is clear of any conduct that would concern an employer. The only criticism Ms. Miller has heard is that he is sometimes so gregarious that it can be distracting. However, this is much preferred to someone with a difficult personality. Also, his jokes are a little like dad jokes and may not appeal to very sophisticated employees, but many really appreciate his sense of humor.

Ms. Miller would hire Mr. Fraser. He is a great manager and a wonderful person. While everyone has strengths and weaknesses, in many ways he is the strongest manager that Adams County has ever had. He made decisions for the right reasons.

Words or phrases used to describe David Fraser:

- Gregarious,
- Sincerely good person,
- Very caring about staff,
- Assertive, which is important in the role,
- Collaborator, and
- Funny.

Strengths: Good instincts with elected officials – he avoids conflict and is very savvy.

Weaknesses: He is gregarious, which is a positive, but it also means he is a talker.

Reference Notes
J. David Fraser

Alisha Reis – Senior Deputy County Manager, Adams County, CO 720-375-2361

Ms. Reis has known Mr. Fraser since 2024. Mr. Fraser was hired as the Interim County Manager and has caught on quickly. They are a complex agency with 3,000 employees and 550,000 residents. In addition, he was the interim during an election year where their Board Chair was up for election.

By and large Mr. Fraser makes good decisions. He seeks counsel from others, which is appreciated. As the interim, he was not hired to come in and make changes. They needed someone steady, and he has filled that role well. He has kept everyone informed.

Mr. Fraser is out in the community and attends regional meetings. He worked for the league of cities and is very comfortable in legislative environments. He works well with the elected officials and attends events alongside them.

Ms. Reis is the Senior Deputy County Manager, and two Deputy County Managers report to her. They are managing capital financing decisions for a very high-profile project in a regional park. He worked with all three Deputy County Managers, the County Attorney, and Department heads to develop solutions and financing proposals. The Board was split during this time, considering the election, but he was able to get them to select an option, rally around a solution, and sell the financing bonds by the end of the year. He was very helpful in a project that was akin to threading a needle through fire pits.

Because of his vast experience Mr. Fraser does well in most stressful situations. One of their Board members can be challenging but Mr. Fraser has learned to breathe and find solutions. His background and conduct would not concern an employer. He provided stability to the organization and was a nice buffer for the staff.

Adams County may not be the best fit for Mr. Fraser as they are extremely progressive, but he would work well in most other communities. He is a joy to work with. He deferred to the experts and listened to their perspectives. The staff had been through change and trauma with the former manager, and he was able to smooth much of that over in his short tenure. He is a great choice for a community in need of fundamentals and someone to support the staff.

Words or phrases used to describe David Fraser:

- Down to earth,
- Welcoming,
- Takes counsel well - does not allow ego to overwhelm him,
- Team building,
- Very caring, and
- Encouraging.

Reference Notes
J. David Fraser

Strengths: Talking with others, formulating relationships, helping staff feel appreciated.

Weaknesses: He is from the generation of dad jokes and humor of that nature. The County is extremely progressive. They have advised him on updated language, and he has listened and learned from them.

Brian Staley – Public Works Director, Adams County, CO 970-541-8200

Mr. Staley met Mr. Fraser in 2024. They have worked together on many matters, including public hearings and public sessions. He has done a great job for Adams County. He brings a positive attitude and engages responsively with the Board. He reads the room well and recognizes when the mood is shifting or when Board Members are becoming frustrated. In those moments he moves ‘good news’ stories to the top of the agenda and pushes more sensitive topics to the later in the meeting when the Board is more ready to engage with them.

Because Adams County has been in transition, Mr. Fraser has helped to steady the organization. He could bring strength for change in other circumstances, but he flexed his strength for stability because that is what the County needed. He makes good decisions.

Mr. Fraser is often in the community. He is really engaged with the staff, holds Town Hall meetings, and attends community events. He is affable, approachable, and engaging. He draws people in. Whether speaking one on one, or in a group, he is a straight shooter. He will not sidestep the issue, but goes right to it, which inspires confidence. He helped the staff bridge the gap between the County and the public during a very challenging time.

Mr. Fraser has flexed well with the senior leadership team through texts, calls, emails, and walking around the building to ensure that everyone is happy. He is visible and the organization is taken care of in his capacity as an executive leader.

The Directors felt that senior leadership meetings were chewing up too much time and articulated those feelings to Mr. Fraser. He asked them what an effective meeting looked like to them and received thirteen different opinions. The team felt heard, and then he asked what they wanted to accomplish. Working together, they established a new format that everyone felt generally good about. They discuss action items, outcomes, and processes.

While Mr. Staley and Mr. Fraser were having lunch one day, Two Commissioners were very upset about something happening in the County and called him. Mr. Fraser navigated the phone calls in a cool and calm way. He let them say their peace and assuaged their concerns. He navigated the system and helped them to feel taken care of.

Mr. Fraser has not navigated anything particularly controversial. Nothing in his background or conduct would concern a reasonable person. Mr. Staley would hire Mr. Fraser, he is fairly well regarded in the County.

Reference Notes
J. David Fraser

Words or phrases used to describe David Fraser:

- Good sense of humor,
- Well organized on the fly,
- Adept storyteller,
- Earnest in his interpersonal engagement,
- Leans heavily on inclusion / values the voices in the room, and
- Cool under fire.

Strengths: Diffuses tough situations well, brings humor to the role, ensures people can listen, respond, and engage with the content in the best way possible. He moves around the room to engage with everyone and draws them in. Everyone feels seen and has had some measure of his attention.

Weaknesses: When in a long, drawn-out session, his attention may wander, or he steps out into the hall. In some ways it is positive because he is ensuring that everyone knows what is coming next.

Lindsey Melki – Chief of Staff, Adams County, CO 845-642-4933

Ms. Melki has known Mr. Fraser since 2024. Mr. Fraser really cares about the staff, which was not the case with former managers. He not only says he cares but the behavior that follows is consistent with the verbiage. He makes sure there is room for staff at the table when he knows they can contribute. He does little things to show that he is paying attention, and he cares. Managers at that level do not often take the time to do these little things. He works with five elected officials and is willing to have hard conversations with them. It is appreciated.

Not only does Mr. Fraser make good decisions, but he makes them quickly, too. Which is very impressive considering the length of his tenure as interim and the environment he walked into. He came up to speed very quickly and pulled people in before he made decisions.

Though he does not really need to, as the interim there is no long-term gain for him, Mr. Fraser has been very active in the community. He has attended more regional meetings than their last County Manager. If he were in the role permanently, he would be even more visible. He sometimes holds himself back because he knows he will not be the manager long term. He works well with others.

If Ms. Melki is at the meeting, she receives the information. She is not part of a few meetings that perhaps she should be. If she asked Mr. Fraser to include her, he would. Information from that meeting is not always passed on, but that is only due to how busy Mr. Fraser is.

Reference Notes
J. David Fraser

The County just had an election, and they were going to swear in the new members of the Board. Some outgoing elected officials wanted to be celebrated at the same event, which is not traditional and perhaps not entirely appropriate. Figuring out the ins and outs of how to manage it all was exhausting. Mr. Fraser was involved, though he should not have had to be, because the elected officials were so involved. The event was successful, and everyone was thrilled with the outcome. He is willing to have these conversations, and it all ended well.

At times Mr. Fraser needs a little reminder for tasks, but that is part of Ms. Melki's role. He does his work without any push back. When he is feeling stressed, he will tell you but not in a bad way. The staff appreciates his transparency, as it is difficult to work with someone when you know they are frustrated but you do not know why. He is human regardless of the role.

Mr. Fraser has not really faced any controversies, but he has had challenging moments with the culture of the elected body which has affected personnel. He addressed difficult topics. Nothing in his background or conduct would concern a potential employer. Ms. Melki is not aware of anyone who would disagree with the statements in this reference. She would hire Mr. Fraser, he is a good manager.

Words or phrases used to describe David Fraser:

- Upbeat,
- Good listener,
- People person,
- Willing to have hard conversations, and
- Accessible.

Strengths: People person, cares, wants feedback from everyone then makes and owns decisions that are in his lane.

Weaknesses: He sometimes slows them down with tangents and side jokes. There is so much to do and small talk is important, but they also need to keep moving. His humor is appreciated, but sometimes it is just one too many or the joke does not land.

Hyun Kim – Former Finance Director, City of Boulder City, NV 702-302-8733

Mr. Kim was hired by Mr. Fraser in 2016. They worked together until Mr. Fraser resigned in 2017. He was a great person to work for because he allowed directors to do their jobs but first put the right people in place to be able to perform the duties of each position.

Mr. Fraser was innovative. He instituted the use of social media to promote the City's services and events. He also hired a group of local broadcasters to come in and teach the staff how to craft responses and present information to the media.

Reference Notes
J. David Fraser

Whenever an event was taking place in the City, Mr. Fraser was there. He was always out in the community and people knew who he was. In addition, he made himself available to customers, Councilmembers and staff. He instilled a culture of customer service as well. He taught the staff to seek out ways to say yes before saying no. He wanted them to be creative in figuring out how they could allow the residents to do what they wanted to do.

Mr. Fraser is a leader. He inspired many people throughout the organization to improve themselves. He always sought opportunities to work in teams as well. He put a team together to address the issue of electrical distribution lines. The most cost-effective solution was to place loop lines throughout the City, but that would mean giant poles being installed as well. When that idea was presented, it received a great deal of push back. They went back to brainstorming and he ended up working with another community and an electric company to meet the infrastructure needs of the City while not using aesthetically displeasing poles. Although he was unable to get all that the City wanted, he found a compromise that everyone could live with.

Boulder City has limited growth by design. The charter limits it to constructing only 120 homes per year, which meant that teachers and other necessary workers could not find housing and had to leave. The Council made the decision to sell some City owned land to a developer. The decision to do so was extremely controversial, but Mr. Fraser supported the Council's decision and followed through. He felt a great deal of heat from the decision, but he was able to handle it professionally.

Mr. Fraser always had the end goal in mind when developing plans. He knows how each department fits into the organization. Without a doubt he will do a terrific job as a manager.

Words or phrases used to describe David Fraser:

- Big picture guy,
- Not afraid to roll up sleeves,
- Experienced,
- Team builder, and
- Ethical.

Strengths: Broad picture, communication, executes Council decisions and ability to delegate.

Weaknesses: None identified.

Bryce Boldt – Former HR Director, City of Boulder City, NV

PII Human
Resources - F.S.
119.071(4)(d)2.h.

Mr. Boldt worked with Mr. Fraser from 2013 to 2017. Mr. Fraser did a fantastic job for Boulder City. He made good hires because he can quickly assess the candidates. His decisions in general are good.

Reference Notes
J. David Fraser

Mr. Fraser is innovative. He introduced several executive team building tools to ensure that departments were not siloed or spending redundant energy. He found synergy where directors knew what the other executives were doing and could combine efforts when possible.

At every community event, Mr. Fraser was part of the fabric of their community. He participated in civic organizations like Rotary Club. His interpersonal skills are a strength, he works well with the public both one-on-one and in a group.

Mr. Fraser kept everyone informed. He was good at customer service. He met with residents and showed them respect even when he could not accommodate them. He worked well with citizens and vendors because he developed relationships with them.

While the City had good relationships with most of the labor groups, some could not get past the adversarial state. Mr. Fraser met the union in the middle and settled all the contracts that year, in a very short amount of time. Some in the City felt that the unions were trying to plunder them, Mr. Fraser refuted that claim and sought to find a reasonable compromise. He brought everyone together to resolve the issues.

Mr. Fraser hired good staff in the financial realm and was very cognizant of being a steward of taxpayer funds. His initial response during a crisis was reactionary, but he was analytical which reduced that initial response. He has a good ability to prioritize work and analyze data to reach a solution. He can see past the fray and understand where the decisions being made today will take them in the future.

The Council conducted a performance evaluation of Mr. Fraser and each of the five members gave him five goals to complete, which set him up for disaster. Twenty-five goals are too large a number for one person to manage, on top of their other work. This process created discontent on both sides, but the Council was not being realistic. They are supposed to speak with one voice, and not with five. They did not even vote on the goals or pass a motion. While it may not have been controversial, it was difficult. Mr. Boldt is not aware of any concerns about the background or conduct of Mr. Fraser.

Mr. Fraser is an effective leader. He made the work fun and had a good sense of humor. He is a great talent to have and has a great perspective. Mr. Boldt would hire Mr. Fraser and wishes him the best of luck. He was a good and effective manager.

Words or phrases used to describe David Fraser:

- Fun,
- Good sense of humor,
- Competent,
- Well educated,
- Very bright,
- Inclusive, and
- Visionary.

Reference Notes
J. David Fraser

Strengths: Communication is particularly effective, reads people well, good sense of humor.

Weaknesses: Sometimes he does analysis and then more analysis, which is not a terrible weakness, but it can elongate the process.

**Bob McLaurin – Legislative Director, Wyoming Association of Municipalities, WY
307-413-3483**

Mr. McLaurin reported to Mr. Fraser from 2019 to 2024. Mr. Fraser is an effective manager, a great supervisor, and a good leader. He worked with 98 members and tried to herd them in a general direction, which takes some doing. While he was effective as a League Director, his heart is in city or county management.

They were a small outfit, so Mr. McLaurin was the only person Mr. Fraser hired. His decisions were always good. He did not lock himself in the office and dictate how it was going to be. He was collaborative. He was good to work for and maintained the office at a high-performance level. They had a great working relationship and kept each other informed.

Mr. Fraser was often out in the community. He went to almost every city in the State on a yearly basis to attend their Council meetings. The Association held regional meetings and their annual meeting where elected officials could come together. He also had direct interactions with the public because constituents called them when city leadership made a decision they did not agree with, and they wanted the Association to help.

A bill was drafted to allow cities to bypass the bid system on equipment that is hard to buy. Meaning, they go out to bid and do not receive a response. A legislator introduced a bill that allowed cities to source a purchase under certain circumstances, however, it was terribly written. Mr. Fraser and Mr McLaurin rewrote this bill with the help of the Utah Department of Transportation. The updated bill worked well for both the cities and the auto dealers. Mr. Fraser orchestrated the entire process.

The budget was always completed and balanced. He proposed revenue and rate increases, though it is difficult to increase revenue for a League. He got the work done, sometimes close to the deadline, but they always made it. When Mr. Fraser gets stressed, he paces around, but he handles it well. He fulfilled the mission of the League every year.

Mr. Fraser has not been involved in anything controversial. Mr. McLaurin would hire Mr. Fraser, depending on the position. He has been a manager in a few cities and knows the business. He can lead a small or a large city. As with any manager, however, success depends on the fit in terms of community size and chemistry with the elected officials. He has the right skillset and was enjoyable to work for. He did a good job for the League.

Reference Notes
J. David Fraser

Words or phrases used to describe David Fraser:

- Funny,
- Sincere,
- Kind,
- Effective, and
- Religious.

Strengths: Good technical skills, seasoned manager, finance, working with elected officials and the public, good technical interpersonal and leadership skills.

Weaknesses: He can procrastinate at times, but this is not a significant issue.

Duncan McCoy - Former Councilmember, Boulder City, NV 702-301-3358

Mr. McCoy worked with Mr. Fraser from 2013 to 2017. Mr. Fraser did the best he could under the circumstances. Boulder City has strict terms in its charter to limit growth. The City cannot acquire more than \$1 million of debt without the residents' vote. No more than one acre can be sold without a vote. Finally, a small but vocal group in the community reads every document they can obtain to find any fault and make it public knowledge. Despite all these challenges, and more, he was able to get things accomplished.

Mr. Fraser has high expectations of his directors, and his delegation style showed that he trusted them to meet those expectations. He provided them with directions and what the result was to be, then let them go to work. He hired extremely skilled and talented individuals for the organization. Those employees that were problems, either he inherited from previous managers, or they were appointed by the Council. He was faced with the ongoing problem of the building inspector not being responsive or timely. He tried to find ways to motivate or force the inspector to improve his performance. In the end he trained some mechanics to perform the inspections, which resolved the issue.

Economic development has not been a topic of discussion for the City in a long time. Mr. Fraser was able to help the elected officials see the possibilities for economic development, to a degree that his predecessors could not. He was very good at researching and getting information to illustrate the potential. He worked with the Chamber of Commerce to develop an economic vitality program that would attract people to the area.

Mr. Fraser did a great job of communicating with the Council. He met face to face with them whenever they wanted. Prior to every public meeting he met with elected officials to provide them with good reports supported by good background information.

Reference Notes
J. David Fraser

Boulder City runs its own utility which includes water, sewer and electric. Mr. Fraser was able to maintain and improve the utility despite having a skeleton staff. He updated the utility billing procedures, which made them easier for the customer to understand and easier for the staff to manage.

Mr. Fraser is not a stranger to controversy. He had to deal with multiple controversial issues during his time at Boulder City. He had just hired a new finance director, and he thought it would be good to have a meet and greet breakfast so the elected officials could get to know the director. Prior to setting up the breakfast, he went to the City Attorney to make sure it was legal. The City Attorney advised him that if City business was not discussed it would be okay to do. During the breakfast no one talked business but a resident who got wind that all the Council had met, filed an open meeting complaint.

Another upsetting situation Mr. Fraser handled, was the illegal euthanizing of animals performed by the Animal Control Director. The director was hired by the Police Chief that Mr. Fraser fired early on his time with the City. It became known what was happening at animal control, and he wasted no time in addressing the situation appropriately.

Mr. Fraser knows people throughout the state and can lobby for the organization he works for. After working for Boulder City, he would have no trouble managing any community.

Words or phrases used to describe David Fraser:

- Honest,
- Earnest,
- Personable,
- Calm,
- Reliable, and
- Considerate.

Strengths: Gives 100%, trustworthy, professional, ethical and an advocate at the State level.

Weaknesses: If too many things on his plate he must prioritize which means he might not get everything done.

Jill Lagan - CEO, Chamber of Commerce, City of Boulder City, NV 702-682-6873

Ms. Lagan and Mr. Fraser worked exceptionally well together during his time with Boulder City, from 2013 to 2017.

Mr. Fraser was not a micromanager. He believed in his director's abilities and let them do their job. His style was refreshing because the previous manager never left City Hall and created a

Reference Notes
J. David Fraser

repressive environment where employees were constantly being watched. Mr. Fraser came in and sat down with each director and manager to discuss what they saw their job was and how they performed their job. Once he knew where everyone stood and how things were accomplished, he backed off and empowered them to do their work, coming to him when they needed assistance.

The Chamber became involved with nonprofits. Mr. Fraser supported the Chamber and became the face of the City, which made Ms. Lagan feel that she had an ally. She began the nonprofit economic vitality program because the City lacked direction in terms of economic development. Mr. Fraser understood the benefits of such a program and championed the cause to the Council. He was able to convince the City to fund the program and added it to the budget. In terms of his knowledge of finances, he had a solid grasp of how money plays in the community. He knew when it was good to spend money to keep the City moving forward and maintaining infrastructure. He also had the ability to justify utility hikes that were necessary in updating the billing software.

Mr. Fraser was always concerned about image and not embarrassing the organization. When he met with Ms. Lagan, he kept the door open unless they were discussing sensitive information. He has experience dealing with staff issues, including sexual harassment complaints, employees driving drunk and much more. He always dealt with them quietly so that the organization would not be put in a negative light.

Mr. Fraser was seen differently from those that worked with him inside and outside the organization. For those inside he was a manager, but from the outside he was a leader. He filled in the gaps that the previous manager left and built relationships with members of the community as well as businesses and civic groups.

The departure of Mr. Fraser, it seems, came down to differences in style. The Mayor wanted a quicker approach to progress, while Mr. Fraser is more thoughtful. It is a shame that he was forced to resign because he had excellent ties to the state and successfully lobbied for Boulder City. Ms. Lagan knows that he will do a great job as a manager.

Words or phrases used to describe David Fraser:

- Thoughtful,
- Approachable,
- Knowledgeable,
- Professional,
- Calm, and
- Consensus builder.

Reference Notes
J. David Fraser

Strengths: Created networks throughout community, problem solver, supported by community, transparent and methodical.

Weaknesses: Although Ms. Lagan never witnessed it, one of the Councilmembers in the meeting that ended his time with Boulder City, mentioned that he had a bad temper.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

<https://coloradocommunitymedia.com/2024/09/18/adams-county-hires-david-fraser-as-interim-county-manager/>
September 18, 2024

Adams County hires David Fraser as interim County Manager

Temporary job replacing Noel Bernal continues into Spring 2025

By Belen Ward

A Colorado native with a background in economic development will take over Adams County leadership through Spring of 2025. County officials announced on Sept. 18 that **David Fraser** will step in as the Interim County Manager until Spring 2025, temporarily replacing County Manager Noel Bernal. On his LinkedIn profile, Bernal announced that he had taken a job as a Consulting Partner for Denver-based Strategic Partnerships, Inc. as of Sept. 1.

Fraser is a Colorado native living in Cheyenne. He has a Bachelor’s Degree in Political Science and a Master’s in Public Administration from Brigham Young University’s Marriott School of Management. According to officials, he is also a certified economic development finance professional.

“**David Fraser**’s extensive experience and dedication to public service will provide invaluable leadership during this transitional period,” said County Commission Chair Emma Pinter. “His deep commitment to community development and efficient government operations makes him an excellent fit for Adams County.”

According to the news release, **Fraser** has an extensive background in management positions in Colorado, Nevada, Kansas, and Michigan. He also held roles as Executive Director of the Nevada League of Cities and the Wyoming Association of Municipalities.

In addition, **Fraser** was on numerous boards and committees with the National League of Cities (NLC) Board of Directors and the International City/County Managers Association (ICMA) Government Affairs & Policy Committee.

Fraser will work alongside Senior Deputy County Manager Alisha Reis to address the needs of Adams County residents to prosper. County Commissioners are expected to begin a job search for a permanent replacement. That replacement is expected to be hired in the spring.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Rawlins Times (WY)

May 1, 2024

Housing crisis statewide, experts testify to legislative committee

Author/Byline: Marit Gookin Lander

Across the entire state of Wyoming, there's not a single county where someone making the median income from the county can afford to buy a typical, average home. As housing costs have risen in recent years alongside an influx of new residents who work from home, earning comparatively high incomes and buying properties at higher prices than the average Wyomingite can afford, the average income of longtime Wyoming residents simply hasn't kept up.

The situation is only exacerbated by short-term rentals and the increasing cost of building materials, Wyoming Association of Municipalities Executive Director **J. David Fraser** and Cheyenne-based landlord Brett Glass told the Wyoming Legislature's Elections, Corporations and Political Subdivisions Committee last week in Lander. "It was crazy to me, a few years ago, to realize that every single one of our towns ... Not just your usual suspects – not just Jackson, not just Laramie, not just Cheyenne — but Shoshoni and Ten Sleep and all of these communities were having problems with housing," **Fraser** said.

Just a few years ago, in 2021, those earning a median income wage could afford a typically-valued home for their county – or even something more expensive – in 16 out of Wyoming's 23 counties. In a study commissioned by the Wyoming Community Development Authority (WCDA) last August, it was found that between 2010 and 2021, the percentage of cost-burdened Wyoming households – that is, households spending more than 30% of their income on housing – rose from 32% to 38%. Of households making \$35,000 to \$50,000 annually, the percentage that are considered cost-burdened went from from 13% to 35%.

These numbers are projected to continue increasing. "If we're going to keep that housing so it is affordable for the workforce – and I'm talking for the nurses, and the school teachers, and the police officers and the sheriff's deputies, those people that are truly being priced out of housing in Wyoming – then we may need to have [hard] conversations," Laurie Urbigkit with the Wyoming Association of Realtors testified. "As for the rental situation, I'm pretty sure that you've already heard the horror stories."

In Fremont County, in 2021 about 25% of the county's population, approximately 3,580 households, was spending more than 30% of their household income on housing. Almost 1,300 of those households were spending 50% or more of their income just on housing.

In Lander and Riverton, the median rent went from affordable for people in most occupations to affordable for the median incomes for just three or four occupations. "This is desperately affecting the Lander communities," Lander City Council member Missy White told the committee. "It's affecting our school district in hiring teachers; it affects candidates in applying to our police department; it's the number one concern of our chamber [of commerce]

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

representatives. Again, these are people being hired at reasonable wages – \$70,000 plus." People will be excited about coming to Fremont County and be ready to accept a job in Lander, she explained, "until they look at the housing availability and (then) decline."

The WCDA study additionally found that currently, more than 50,000 Wyoming households bringing home less than their area's median income are experiencing at least one housing problem. These problems include cost burden, overcrowding, lack of a kitchen, and inadequate plumbing.

In response to earlier questions from committee members about the need for the state legislature to get involved in housing, White offered some insight about Lander in particular. If all the residents on her street in Lander had their share of the city's tax funds placed in a dedicated bank account, she said, just to repair their street, she and her neighbors would have to save for almost 60 years. Meanwhile, those funds wouldn't be going toward other essential services such as water and sewer. Municipalities like Lander have to rely on support from the state, whether it's in the form of grants, loans, optional taxes, or other sources of potential funding, she explained – and unlike streets, housing isn't a problem with an easy-to-see fix. "We need to think both systematically and systemically about our housing needs," White said. Subdivisions filled with expensive homes don't solve housing problems as much as exacerbate other financial issues municipalities face, she pointed out. "Going out and just adding more miles to our infrastructure is not sustainable," she said.

On April 22, the WCDA put out a statewide request for a housing strategic plan that considers the next year, next three years, and next five years. Some of the options that will likely be weighed include those presented to the Elections, Corporations and Political Subdivisions Committee, such as a land bank and potentially expanding the use of tax increment financing from just blighted areas by making it an option municipalities can use to create affordable housing. The strategic plan report isn't scheduled to be finalized until November, but WCDA Executive Director Scott Hoversland suggested that some committee members participate in the process so they can bring preliminary findings back to the committee's August and October meetings.

To see the full WCDA study and its breakdown by county and town, visit <https://www.wyomingcda.com/demographics>.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Star-Tribune (Casper, WY)

February 11, 2023

Mayor celebrates liquor license outcome in Legislature

Author/Byline: Jasmine Hall

Cheyenne Mayor Patrick Collins said he looks forward to seeing economic growth in the wake of a bar-and-grill liquor license phaseout bill passing through the Wyoming Legislature. Senate File 13 passed through both chambers in the first half of the general session, and the bill is headed back to the Senate for concurrence. It gradually increases the number of bar-and-grill liquor licenses available in municipalities in the next decade, while adding entertainment as a revenue source that satisfies the license requirements. Restaurants and businesses with a bar-and-grill liquor license would be allowed to have at least 60% of their revenue come from food services, entertainment or a combination of the two, and the local licensing authority will oversee what is considered an appropriate food service or "entertainment" when issuing or renewing the licenses. The bill also originally got rid of any license limitations based on population by 2023, but Rep. Pepper Ottman, R-Riverton, successfully had that portion removed from the bill on second reading. Collins said he didn't believe it was necessary, because restaurants shouldn't be limited, but he understood their concern. "I'm really, really happy with the outcome," Collins told the Wyoming Tribune Eagle. "I'm very appreciative of the Joint Corporations Committee this summer, and both Corporations Committees here in the legislative session who really helped get this bill through for us." The Joint Corporations, Elections and Political Subdivisions Committee worked throughout the interim to address liquor license issues for municipalities, as constituents argued the limitations were restricting local businesses and entrepreneurial aspirations. More than 85% of Wyoming cities and towns are sold out of retail liquor licenses, which allow businesses to sell package liquor and cater off-site. Members of the committee developed multiple pieces of legislation handling liquor license fees and creating a tavern and entertainment license, but the phaseout bill was the only one to survive. Collins said there may be further discussion in the future, but he wants to relish the ability to issue more licenses. "That's brilliant," he said. "We'll just savor that, and worry about that another day." Cheyenne is among 11 communities that are sold out of bar-and-grill liquor licenses, spanning from Saratoga to Casper. He said he has heard from other mayors that this legislation will help them in their tourism and quality-of-life improvement efforts. He considers it a powerful tool, as does the Wyoming Association of Municipalities. They've helped community leaders such as Collins advocate for the legislation and network on the issue.

WAM Executive Director **David Fraser** said he also believes it will give an opportunity for businesses to open that wouldn't have been able to otherwise, particularly in the entertainment arena. Examples have been provided over the past few months of how bowling alleys, concert venues and golf simulators could utilize the license. He said not only will it benefit municipalities on the revenue side, it also will rehabilitate buildings in cities and towns and give residents more options when going out. "In terms of having a positive impact on the communities across the state, this was the big-ticket item," **Fraser** said.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Laramie Boomerang (WY)

October 1, 2022

No easy fixes in sight for Wyo's statewide housing shortage

Author/Byline: Mike Koshmrl

Up until the last few years, many residents of this town of 600 people near the east bank of Boysen Reservoir believed their community was dying out. The median age was 55. Businesses had little interest in coming to town. Chris Konija, the town's chief of police, said there was "almost an acceptance of fate" that Shoshoni was on the path to becoming "another Jeffrey City" - a former uranium mining boomtown now home to just a couple dozen people. "It was known as a living ghost town," Konija said of his community. "It was a town that was slowly decaying and had been for years." Due to a confluence of factors, however, Shoshoni has started to come back from the brink. As the housing market boomed in places like Lander and Riverton, it pushed more residents to look for housing in Shoshoni. The COVID-19 pandemic - and the premium it put on living amid open spaces - was also "partly" responsible for the change of fates, he said.

The town's mayor, Joel Highsmith, was the "driving force" in helping revive Shoshoni, Konija said. Now, a new plaza has reinvigorated the downtown area. The municipality hosted events, like a car show and concerts, in the summer of 2022. Businesses are courting Shoshoni and existing ones want to expand. But that's been a challenge, Konija said. There's nowhere for their prospective employees to live. One local developer recently located nine prefabricated homes in Shoshoni, he said, and already every one is rented out. The housing shortage, he said, has slowed a planned expansion at the town's commercial mushroom farm and stymied the effort to attract a hotel. "If you don't have housing and places to live, you can't have businesses that thrive," the police chief said. "They are codependent." Shoshoni's housing shortage isn't unique. There are major issues with affordability and lack of supply nationally, and the West has generally been pinched harder than most regions.

Wyoming's affordable housing dearth in super-pricey destinations like Jackson is well-known, but the state has been hit across the board. "It's been super eye-opening to us that all of our communities are having housing issues," Wyoming Association of Municipalities Executive Director **J. David Fraser** said. "When Shoshoni's telling you that they're having housing issues, you know it's a statewide issue." **Fraser** made those remarks while testifying before the Wyoming Legislature's Joint Corporations, Elections and Political Subdivisions Committee in June. Surveys the association conducted indicate Wyoming communities of all shapes and sizes have a paucity of dwellings for their residents, he said. "We were hearing it from everybody," **Fraser** said. "Large towns, small towns, college towns, tourist towns, rural towns." **Fraser** ran through the results of a survey that, at the time, had been completed by 41 municipalities, from La Barge to Lander to Lingle. Of those towns and cities, 88% reported needing more affordable housing, while 83% sought more workforce housing. Some 70% of respondents indicated lacking housing was hurting their efforts to attract and grow businesses.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

The Corporations committee heard those remarks in preparation to draft bills during the interim session related to its No. 2 priority: exploring solutions to a workforce housing crisis in a state where the average single-family home price has surpassed \$425,000. One of those bills would have created a state housing trust fund, something 47 of 50 states currently possess. The simple act of creating the fund concept - not necessarily appropriating funds to fill it - proved a non-starter, however. Anna Johnson, a staff attorney for the Legislative Service Office, told the Corporations committee at a Casper meeting two months later it was "problematic" to create a government-administered trust fund that would pick private businesses or nonprofit organizations to be the recipients of state appropriations. "There's a constitutional prohibition against legislative appropriations for charitable or industrial purposes," Johnson said, "unless the recipient is under the control of the state."

Rep. Dan Zwonitzer (R-Cheyenne), who cochairs the committee, watched the idea die. "The committee voted not to sponsor a bill on a statewide housing trust fund by one vote," he told WyoFile. "But I believe you will see several legislators, probably me included, bringing it back as an individual bill." Another idea that still has potential as a Corporations-sponsored bill is the concept of land banking. That would allow municipalities and other public entities to acquire and possess vacant and abandoned properties for housing.

It's not yet clear if there's momentum in the direction of a workforce housing solution elsewhere in the Legislature. A Revenue Committee-sponsored county-optional real estate transfer tax failed in the 2022 budget session, and now that committee has segued into prioritizing property tax relief for existing homeowners. While Zwonitzer didn't sense there was an appetite for direct government intervention within the Corporations committee, he's hoping there are non-statutory solutions on the horizon his fellow solons will pursue. The Appropriations Committee, he said, is looking into setting aside funds to attract a home-building business that manufactures "high-quality, but inexpensive" prefabricated homes to set up shop in Wyoming. Such a business could benefit a community like Shoshoni in particular. Local builders don't have the capacity to produce the volume of homes the local economy demands right now, Konija said. "They can do approximately two houses a year," he said of the town's most active builder.

Just west of town, Shoshoni's municipal government has the deed on a platted 40-acre parcel of land where the vision is for 72 homes on third-acre lots. Getting that area built out is "easily attainable," Konija said, but developers aren't keen on building in rural areas unless they're incentivized to do so. Left to the free market, he said, Shoshoni is competing for builders with places like Casper and Cheyenne, which are also in need of housing. "And then basically nothing happens," Konija said, adding that a mechanism like a statewide housing trust fund or another incentive program could help.

Another factor that could ease the tight market is federal government intervention. In its battle to rein in inflation, the Federal Reserve raised benchmark interest rates by another 0.75% last week. Mortgage rates have about doubled to an average of over 6%, effectively increasing the cost of homeownership. So far, however, the rate hikes are not having much effect on demand for homes attainable for the typical Wyoming working family - less than \$300,000, for example. "If you

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David Fraser

(Articles are in reverse chronological order)

have a house in that price range [on the market] in any community in Wyoming, it's going to be sold in days," said Laurie Urbigkit, lobbyist for the Wyoming Housing Alliance and Wyoming Realtors. "Anything under \$200,000 is snapped up in a heartbeat, almost anywhere." For the middle class, she said, there's still an "extreme shortage."

Urbigkit declined to comment on the concepts of a statewide housing trust fund or land banking, saying she'd first want to see draft bills. "A lot of this is a local issue, and solutions may be at the city and county levels," Urbigkit said. "There's a limited amount the state could do to reduce the cost of workforce housing."

The Legislature's Corporations committee will consider a draft bill workup for the Wyoming land bank act during its next meeting Oct. 13-14 in Cheyenne. WyoFile is an independent nonprofit news organization focused on Wyoming people, places and policy

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Star-Tribune (Casper, WY)

February 23, 2021

Casper lawmakers look to address spike in property tax bills

Author/Byline: Nick Reynolds

A legislative committee heavy on Casper lawmakers advanced a bill Tuesday to put a cap on property assessment increases across the state, responding to an outcry from Natrona County residents who faced significant increases in their property tax bills last year. Despite concerns about its constitutionality, Rep. Chuck Gray's House Bill 99 — which after an amendment, would cap those increases at a maximum of 20% per year — passed the House Revenue Committee by a 7-2 vote Tuesday afternoon, with Casper Republican Reps. Gray, Pat Sweeney and Steve Harshman voting in favor of the bill. "It is great news for Wyoming taxpayers that HB99 passed out of committee today," Gray said in a statement. "This bill would stop out of control tax assessments that have occurred."

The legislation came after a rash of contentious valuations from the Natrona County Assessor's Office last spring, leading to nearly 2,000 protests being heard by the local board of equalization in the fall. Another bill, to change the county assessor from an elected to an appointed position, was held back until a later meeting. While politically popular in Natrona County, the bill also had a lot of support to get out of committee: Three of the bill's sponsors — Reps. Mark Baker, R-Rock Springs; Tim Hallinan, R-Gillette; and Mark Jennings, R-Sheridan — also voted to advance the bill. Teton County Reps. Mike Yin and Jim Roscoe — whose county experienced similar issues with their assessment rates in recent years — were the lone "no" votes. While Yin was supportive of advancing legislation to address aggressive valuation increases in his own community and said he had contemplated similar legislation, he expressed reluctance at supporting the bill as it was written, saying it could potentially run awry of the Wyoming Constitution and be overturned in several years.

County officials who testified Tuesday had similar concerns. In testimony to the committee, Converse County Assessor Dixie Huxtable said the bill could potentially cause the Legislature to create separate property classes under the Constitution and cause counties to lose untold amounts of potential property tax revenues that help fund the state's education system. Gray, however, rejected that characterization, saying assessors "wanted it both ways" in their unwillingness to cap valuation increases while adhering to an interpretation of the law that centered around the market value of a person's home. In his reading of the Wyoming Constitution, Gray said, the Legislature was allowed to prescribe its own rules to regulate what merited a just valuation. In this case, that was defined as an increase in the rate that is not disproportionately larger than the previous valuation, rather than what the market said it should be. "It's pretty clear the Constitution actually contemplated this," he said.

Others, like the Wyoming Association of Municipalities Executive Director **David Fraser**, warned the bill could have the unintended consequence of undercutting communities' ability to earn revenues in times of high market volatility, creating a system where valuations could "run

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David Fraser

(Articles are in reverse chronological order)

away from us" if the state limited county officials' ability to hike reassessments. A similar situation happened in Nevada, where the legislature went for a cap in the early 2000s in response to escalating property values in Lake Tahoe. When the Great Recession hit in 2008, he said, housing values fell precipitously and were reassessed on much lower values and then capped, meaning that when the economy came back, they weren't able to catch back up. "I know there are a lot of issues around this with the Constitution, but keep in mind the unintended consequence not only that the values might run away from us, but we'll be pinned at a lower value if the market goes in the other direction," **Fraser** told lawmakers.

Ultimately, the committee raised the cap from a proposed rate of 3% to 20% in an effort to limit those issues.

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David Fraser

(Articles are in reverse chronological order)

Wyoming Tribune-Eagle (Cheyenne, WY)
January 30, 2021

WAM: Proposed state budget cuts devastating to local communities

Author/Byline: From the Wyoming Association of Municipalities

Wyoming stands at a fiscal precipice. We, as representing municipalities and 70% of Wyoming's residents, want to advise our residents and all who utilize services provided by Wyoming's cities and towns of the local implications of the current fiscal situation.

Even before the state's first cost-cutting measure, Wyoming municipalities have been impacted by reduced revenues. They have already reduced operating budgets up to 35% this year. As the Wyoming State Legislature prepares to consider the supplemental budget, additional reductions are proposed. Unlike all other states, Wyoming holds the purse strings for cities and towns. The supplemental budget proposes a 10% cut to the amount the state pays directly to cities, towns and counties (called direct distribution). Other budget cuts to cities and towns are also being considered.

Of the 99 Wyoming municipalities, half have fewer than 650 people living within their corporate boundaries. For many of these towns, basic human services were all they could afford to provide, even before a sharp downturn in our energy sectors, coupled with the economy-crushing effects of COVID-19 made landfall. Now, these looming, proposed state-level cuts and already threadbare budget reserves have many of our towns questioning their futures and what kind of quality of life they will be able to provide their citizens going forward.

What will they have to cut and at what cost? In our larger cities, there are some amenities that, regrettably, could be let go before basic public services are interrupted. Which would you choose to lose first? The city pool or civic center? Your library, parks or recreation center? Youth or senior center? Understanding, too, that elimination of these services and amenities means the significant loss of staff and corresponding income being spent in our communities and local businesses. Will those budgets, with the resulting loss of services, accurately reflect the values of your community?

There simply are no easy choices. Towns like Sundance, where elected officials recently made the difficult choice to shutter their local police department and a staff of only eight people serves more than 1,500 residents, have already cut their operations to the bone. Our communities now wonder out loud what else can reasonably go if the state chooses to cut their direct distribution and other shared revenues. Because of the timing of the cut, it will effectively be a 20% cut for fiscal year 2021-22.

Now, you will hear in this debate that direct distribution was to be treated like one-time funding, and that it is our fault if we have come to depend on it for operations. We acknowledge warnings were given about the precarious long-term future of direct distribution. However, the reality of the situation is that several politically popular decisions in previous years have taken away

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David Fraser

(Articles are in reverse chronological order)

hundreds of millions of dollars of revenue that could have been used to keep Wyoming's cities and towns more financially independent. Legislators have passed a plethora of sales tax exemptions – the highest in the country. The most significant is the food tax exemption in 2006. The modification of the sales tax allocation in 2005 cut local government's share to just 29 cents out of every dollar of sales and use tax while the state keeps the rest. In 2000, revenue on minerals and severances distributions was capped for municipalities. In truth, Wyoming's cities and towns sit dead last in the country when it comes to control of their own financial destiny.

There are solutions that would go a long way toward keeping Wyoming's hometowns vibrant and whole, while also drastically improving the state's deficit issues. Nearly all of them are going to require a great deal of political courage and will to implement. We stand ready to aid in these legislative efforts. We hope, too, that in the process we can find the financial independence we seek and that cities and towns will no longer have to go to Cheyenne every other year, begging for the money needed to appropriately serve Wyoming's citizens. With that, we humbly ask that you contact your local state senators and representatives and let them know Wyoming's hometowns are important; you value city services and amenities; and they have your support in pursuing solutions to ensure all the progress made in making Wyoming's communities better, more attractive places to live and raise a family will not be lost.

With warm regard,

Mayor Matt Hall Cody, President, Wyoming Association of Municipalities

J. Carter Napier Casper City Manager
Vice President, Wyoming Association of Municipalities

Dave Fraser

Executive Director, Wyoming Association of Municipalities

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Star-Tribune (Casper, WY)
November 27, 2020

Wyoming committee advances bill to cut requirement that paid public notices be run in local newspapers

Author/Byline: Nick Reynolds

Public notices are government-produced, paid content that is currently required by Wyoming law to be published in a local newspaper of record. The notices include government announcements of competitive bids, business formations and meeting notices, and are considered both a critical tool for government transparency as well as an increasingly significant source of revenue for smaller newsrooms. The economic impacts of the COVID-19 pandemic — plus an aversion to tax increases by the Wyoming Legislature — could change that. Earlier this month, the Wyoming Legislature's Joint Committee on Corporations, Elections and Political Subdivisions advanced a bill that, if adopted by the full Legislature, could save local governments across Wyoming \$400,000 in mandatory, annual expenditures to publish meeting minutes and employee salaries in their local newspapers of record, according to estimates provided at the meeting by Wyoming County Commissioners Association Executive Director Jerimiah Rieman.

Pitched as a cost-saving measure for local governments amid the COVID-19 pandemic, the draft legislation — which was first introduced at the committee's September meeting — would also remove hundreds of thousands of dollars in annual revenues from the state's newspaper industry. If passed, the legislation would join a trio of bills to pass in the 2020 legislative session eliminating a number of public notice requirements for various governmental entities in state statute.

While potentially devastating for smaller newspapers, which can rely on tens of thousands of dollars from legal notices, the bill was pitched to lawmakers as a means to save money without having a detrimental effect on transparency. Newspapers would still be able to publish meeting minutes and governmental salaries, Wyoming Association of Municipalities director **David Fraser** argued, and governments would still be required to provide those materials to newspaper publishers under the bill. There was also nothing to preclude governments from continuing to place paid meeting notices and other advertisements in newspapers if they chose to do so. The Wyoming Press Association, however, stressed that the move would hurt the public's ability to access information and remove an incentive to hold governments accountable to releasing that information.

But cash-strapped governments, **Fraser** said, simply need the option available to them, particularly with the ability to generate revenues without tax increases becoming an even greater challenge. Others, like Sen. Tara Nethercott, R-Cheyenne, and Rep. Scott Clem, R-Gillette, questioned the involvement of government in financially supporting private media companies, despite the insistence of voices like Sen. Wendy Schuler, R-Evanston, that published notices improve public engagement. "We are requiring (governments) to publish with a specific business entity — there is not even competitive bidding in this process," Nethercott said. "How much of

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that is the state's fault for an aging industry that is not pivoting to the needs of consumers?" Under the draft legislation, local governmental entities would still be required to publish meeting minutes on a government website and make information like employee wages and other information accessible to the public. Lobbyists for Wyoming's print media industry, however, argued that the financial imperative to publish meeting minutes and other legal notices was necessary to ensure transparency from governments, who would in essence be reporting on themselves under the bill, argued Darcie Hoffland, executive director of the Wyoming Press Association. Lawmakers were not convinced by this, however. Nothing in the legislation would preclude media organizations from reporting on the government, publishing meeting minutes or disclosing employee wage information, several argued. Governments simply wouldn't be legally obligated to pay to publish the notices anymore.

In her own remarks, Nethercott compared the Wyoming Press Association's already existing repository for legal notices to other websites that, through Freedom of Information Act requests, have published similar information on their websites for profit. One such site, OpenTheBooks.org, won a successful challenge to Wyoming's public records law to obtain salary information for every state employee several years ago. Nethercott said creating statutory language to favor one industry over another would create a "dangerous" precedent. "The danger that presents, even when (the press) is arguably the fourth arm of government ... that was a pretty remarkable statement, and any other private entity making that request certainly would be a top of the fold headline," she said.

However, it was ultimately the fiscal argument — not the transparency argument — that compelled lawmakers. "It feels like we are supporting private industry, that this is a subsidy for the media," Clem argued later in the meeting. "I do not think we need to give our local media a handout off of the taxpayers."

While legal notices often constitute only a fraction of municipal government expenditures — a fraction of a percent in some cases — those publishing requirements can be more of a burden in smaller communities with tight budgets. While legal advertising expenses in Casper, for example, constitute roughly one-tenth of a percent of its annual budget, the city of Douglas has made reducing its legal advertising budget a focus this year amid the economic downturn there. The \$5,100 per year spent on legal notices in the tiny community of Upton is equivalent to about 1% of its general fund budget, ultimately amounting to a de facto "regressive tax" on Wyoming's smallest communities, **Fraser** argued. "It doesn't sound like a lot," **Fraser** said. "But if you're trying to cut 20% of your budget, that 1% is a big deal."

Others questioned whether instituting a requirement to publish meeting minutes on a government website — rather than in a physical newspaper — was actually necessary as more and more people begin to rely on the internet to get their news. "I'm online now," said Sen. Bill Landen, R-Casper, a former newspaper reporter who ultimately voted against the bill on concerns it would hurt his committee's efforts to improve government transparency. "What would be the difference of going onto the A&I website to get the information I need? That's the piece I'm struggling to defend. ... If we're going online for our newspapers, we should be able to go to another site to

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

get the information I need, no?" However, the secondary impacts the bill might have — removing a reliable and steady source of revenue for an already precarious industry — was hardly broached by legislators in conversations, nor by the state newspaper industry's primary lobbying group. The COVID-19 pandemic has weighed heavily on many local newspapers, and those impacts, researchers say, have been felt hardest in rural America. The consequences range from the intangible, such as a lessened sense of community, to the tangible, like an increased level of spending by local governments, as found in a 2018 research paper. "While this bill removes the government's requirement to publish meeting minutes, legal notices and government salaries in the paper — a transparency issue of its own — the loss of revenue from this public service advertising undercuts your local paper's ability to employ the journalists who cover the state's local governments and hold officials accountable," Melissa Cassutt, President of the Wyoming chapter of the Society of Professional Journalists, said in a statement. "Their work no government website could or should ever replace." "Newspapers are built on a civic commitment to keep their communities informed," she continued. "Publishing the meeting minutes is one show of this commitment. Employing people to watchdog the work of your local government is another. Cutting one makes a cut to both."

Though all members of the committee to speak on the bill acknowledged the economic realities facing communities around the state, some questioned whether the move could actually lead to a similar loss of transparency in their own hometowns, despite the publishing requirements that remained in the bill. "I think about the Weston County Gazette — Upton's own little paper — and I guarantee you that affects more than 1% of their budget," Co-chair Rep. Tyler Lindholm, R-Sundance, said. "For me, when I think about this, it's a tough deal. We're mandating interaction between government and private industry. But at the same time, I need to lean toward transparency, even in small towns."

Casper Sen. Charlie Scott, a Republican, agreed, adding that he understood that the bill he introduced in September could make it more difficult for newspapers to survive. But times are hard, he noted, and that without an option to reduce spending, local governments might be forced to raise taxes because of a mandatory expense outlined by the Legislature. "On the other hand, we're spending more than our revenue justifies by quite a bit," he said. "We'll either have to cut expenses or raise taxes. This has to do with how much we're willing to raise taxes if we don't cut expenses. But anytime you do that, you're cutting someone's income. We're going to have a series of these hard votes, so we're going to have to get used to it."

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Wyoming Tribune-Eagle (Cheyenne, WY)
October 9, 2020

Drake: Sundance moves to defund police ... because town has no funds

Author/Byline: Kerry Drake

Unlike some of his urban counterparts across the country, Sundance Mayor Paul Brooks' call to defund his small town's police department isn't about racial equity or criminal justice reform. It's purely about keeping the lights on. "The fact is that I don't want to be out of the police business," said Brooks. "But with cuts to our general fund, my hand is kind of forced."

Sundance, a town of about 1,200 nestled in the northeast corner of the Equality State, won't go without law enforcement if it adopts the mayor's idea. It would contract for services with the Crook County Sheriff's Department, which is already headquartered in Sundance, the county seat. Brooks estimated the move could save the town up to \$100,000 a year by eliminating its three-person police force. The new county contract, meanwhile, would enable the sheriff's office to add two deputies to its staff of six and update communications systems that are more than a quarter-century old. That's a considerable chunk of change for a town with a \$1.2 million annual budget. Sundance receives about half that amount from the state. Brooks, who has been part of the town's government since 1990 and mayor for the past decade, said the timing is perfect for the change. Previous county sheriffs wouldn't even consider it, he recalled, but current Sheriff Jeff Hodge was receptive to the idea after it was pitched to him.

Police Chief Marty Noonan is retiring at the end of the year, and the two remaining police employees are also nearing retirement age. Sundance isn't big enough to have a human resources department, Brooks said, so finding staff time to recruit and hire a new chief would be difficult. Noonan told the Sundance Times that he struggled with this year's budget and cut everything possible, but he would be unable to cut further. It's simply not possible to operate a police department in the town with fewer than three people, the chief said.

Closing Sundance's police department may well make fiscal sense, but it probably wouldn't have been seriously considered if Wyoming hadn't been hit by both the downturn of the minerals industry and the coronavirus pandemic. The drastic financial impacts are taking a toll on state and local government budgets, making offering essential services a formidable challenge. How willing will Wyoming legislators be to keep giving cities, towns and counties \$105 million in additional funds to divvy up per biennium when the entire state government is staring at an estimated \$1.5 billion shortfall? "I don't like being at the whim of the state. I hate it. I positively hate it," Brooks said. "It's not what I want to do. But it's the way it is."

Towns with the good fortune to have a railroad yard or other industries that can provide a stable tax base may be able to survive without additional state help, Brooks said. They can even squirrel away some of those direct tax distribution funds. "But for the rest of us, it goes straight to the general fund, which has to provide for emergency services like police and ambulance," the mayor said. "We have no savings at all." Sundance is like many Wyoming towns – its low

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David Fraser

(Articles are in reverse chronological order)

population is attractive to those who don't like living in bigger cities, but it has difficulty offering more amenities without adding more people to its tax base.

Brooks said for his town to financially make it on its own, Sundance would need to about double its current population. His goal is orderly growth that can provide two staples of a good economy: businesses and housing. "I always tell people the town was broke when I took over, and we're still broke, but I believe it's a nicer place," said Brooks, who has spearheaded a decade-old beautification effort. "Everybody in the world tells you they want to live somewhere where it's safe, but nobody tells you what safe looks like. My assumption is that clean looks safer than dirty." Brooks said he's had some critics of his plan tell him to get rid of things like the town's swimming pool instead of the police department. "But I don't think you have a good town without things like summer rec programs for children," he said.

J. David Fraser, executive director of the Wyoming Association of Municipalities, said Sundance is the only town he's aware of in the state that is in talks to eliminate an entire department. "I'm sure it's not something they would prefer to do, but in terms of trying to find some creative solutions to budget issues, I take my hat off to them," said **Fraser**, who grew up in Sundance.

"We're gambling on cutting police back so we can build toward getting where we can be self-sufficient," Brooks explained. "Hopefully someday people will find us, and we can be on our own."

For towns with increasingly limited resources, police departments may literally be a luxury that's no longer affordable. It sounds to me like a plan with a greater chance of progress than pitfalls.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Rocket-Miner, The (Rock Springs, WY)
June 15, 2020

Coronavirus relief funds won't help cities, official says

Author/Byline: Ethan Sterenfeld

The \$1.25 billion that Wyoming received in the last federal stimulus cannot help local governments make up for depressed revenues, even though that is the most significant challenge facing Wyoming governments, a representative of Wyoming municipalities told the state Legislature last Tuesday. "The big thing that we can't use CARES Act funding for is lost revenue," **David Fraser**, executive director of the Wyoming Association of Municipalities, told the Joint Appropriations Committee during a hearing on federal CARES Act funding. "That's where we're really hurting."

Wyoming received the money through the CARES Act, which Congress passed in March. Part of it is expected to be distributed to county and municipal governments by the Legislature. The restrictions placed upon CARES Act funds limit their use to costs directly incurred because of the coronavirus, such as building testing centers, **Fraser** said. The trouble here is that the fall in revenue due to the economic crisis that has accompanied the pandemic has put an additional hole in government budgets on top of the direct costs related to the pandemic. No specific appropriations were discussed by the lawmakers, who listened to testimony from representatives of municipal and county governments about the pandemic-associated costs for which they hope to receive reimbursement.

Albany County and Laramie governments have not calculated all the effects of the pandemic and economic downturn on their budgets, but there appears to have been some damage, officials told the Boomerang. Sales tax revenues in Laramie were 6% in April compared to a year earlier, Malea Brown, the city's chief operating officer, wrote in an email. Revenues have also been hurt by recreation center and court closures. Laramie has not finished calculating how much coronavirus-related expenditures it will ask the state to reimburse, Brown wrote. Albany County also has not yet calculated the amount of coronavirus-related expenses it will ask the Legislature to reimburse from CARES Act money, said Jackie Gonzales, the county clerk. The county government expects to have more information about the effects on its budget within the next week.

Cities across Wyoming have estimated that they might lose up to 40% of the revenue that they typically draw from sales and use taxes, **Fraser** told the Joint Appropriations Committee. Half of the state's municipalities have instituted hiring freezes, and one quarter of them have already had to furlough or lay off employees.

Counties are facing similar problems as municipalities with revenue shortfalls and CARES Act funding, said Jeremiah Rieman, executive director of the Wyoming County Commissioners Association. They will be able to use any CARES Act funding they receive for the medical and planning costs of the pandemic, but the money cannot be used for revenue lost due to the

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

economic crisis. Rieman said that the federal Treasury has made this situation even more difficult for local governments. "The Treasury guidance hasn't been helpful," Rieman told the committee. "It's become more complicated as we've gone along." Rieman referenced the bipartisan SMART Act as a possibility for further aid to local governments. This bill, which is currently before the Senate, would allocate a little more than \$80 billion each to municipal and county governments across the country, and the funding could be used to make up for lost revenue.

Don Richards, from the state's Legislative Service Office, cautioned that the SMART Act is unlikely to be debated and passed by Congress before the end of July. The committee also heard testimony from representatives of the state's senior centers. Senior centers across the state have suffered severe funding declines at the same time that their costs have grown, said Carmen Rideout, executive director of a senior center in Sheridan. Every senior center had to stop in-person meals and activities, so they had to invest in meal delivery or curbside meal pickup. At the same time, donations have fallen, and government budgets for senior citizens are expected to shrink. The CARES Act and a previous federal stimulus have already provided more than \$5 million to Wyoming senior centers, but that has not made up for budget shortfalls, the Wyoming Association of Senior Project Directors wrote in testimony submitted to the committee.

The uncertainty of the next few months was a theme of the testimony from both the senior centers and the local governments. Because of the wide economic possibilities and the various plans for relief of local governments and organizations, they cannot be sure how much of a funding drop to expect. "We hope that things will go better than we fear, but this may just be the start," **Fraser** said. "We just don't know what awaits us as we open back up."

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Laramie Boomerang (WY)

February 28, 2020

Committee advances fifth-penny tax bill giving cities more flexibility

Author/Byline: TOM COULTER

Lawmakers moved one step closer Thursday to passing a bill that would give more flexibility to cities to generate their own revenue and allow voters to decide whether to make the county-level fifth-penny sales tax permanent. Cheyenne, Casper and other larger cities in Wyoming have pushed the Legislature in past years to grant them the ability to bring a tax measure to the ballot. But the Wyoming County Commissioners Associations and smaller towns have fought previous attempts to pass such a tax bill, most recently in November 2018, when two different bills died during the interim session.

House Bill 47, which cleared the House last week, would mainly change two aspects of local taxation. The bill would lower the threshold of municipalities required to agree to hold a countywide election to make the first penny beyond the state's 4% sales tax permanent, reducing the requirement from two-thirds of municipalities in a county to one half. It would also allow cities and towns to propose their own one-cent tax in addition to the fifth-penny and sixth-penny sales tax. The sixth penny is a specific purpose tax, meaning voters have to vote on specific projects that the tax would fund. During the Senate Revenue Committee meeting Thursday, with about a dozen local leaders from across the state in attendance, lawmakers advanced the bill by a 3-2 vote.

David Fraser, executive director of the Wyoming Association of Municipalities, said the bill reflects months worth of discussion to find a compromise that works for municipalities, counties and the state Department of Revenue. "Everything in this bill essentially is encouraging us to work together on the fifth-cent and the sixth-cent (sales taxes)," **Fraser** said during the meeting.

The committee agreed with the recommendations of several municipal officials to return the bill to its original language on when the city could call an election for voters to decide on the permanency of a fifth-penny sales tax. An amendment added on the House floor would've required those decisions to be made only during general elections, a point **Fraser** and others noted would shrink the cities' window of opportunity to collect on such a measure. In an interview following the meeting, Cheyenne Mayor Marian Orr said she was pleased the amendment was struck, noting the rising costs of construction projects that could factor in if a city was forced to wait until a general election.

While earlier versions of the bill would have made the fifth-penny tax permanent in state statute, the legislation making its way through the Legislature leaves that question up to voters. The permanency would help address the worries of counties and smaller towns outlined by WCCA President Troy Thompson during the meeting. "We just want to make sure that both the fifth-and sixth-penny tax are preserved," said Thompson, who also serves as a Laramie County commissioner. "Our concern all along with this bill as it's gone through in the past is that if a

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David Fraser

(Articles are in reverse chronological order)

municipality passes a tax, it makes those people of the municipality less likely to vote for a countywide tax.” The WCCA has moved from being opposed to the bill to a more neutral position of “monitoring” it, Thompson said.

The bill would allow cities like Cheyenne to create more revenue for an urgent need in the case that its sixth-penny sales tax is still being collected for a specific project. Both the fifth-and sixth-penny sales taxes are currently in effect in Laramie County following elections in 2017 and 2018. Orr has previously said the earliest the sixth-penny tax could return to the ballot would be in November 2021, because the current sixth-penny sales tax won’t be fully collected until August 2021.

Committee members advanced the bill with little discussion, despite two lawmakers – Sen. Affie Ellis, R-Cheyenne, and Sen. Bo Biteman, R-Ranchester – voting against the proposal. After sailing out of the House by a 44-15 vote, HB 47 will now go to the Senate floor, where it needs to win three votes before it could be advance to the next step, which likely would be a concurrence vote in the House.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Associated Press State Wire: Wyoming (WY)

July 15, 2019

Wyoming cities, counties divided on changes to tax law

Wyoming cities want only people living inside their limits to have say on city taxes_a change some county governments say would put them at a disadvantage.

The Jackson Hole News & Guide reported Sunday that state lawmakers heard from city and county officials last week while discussing changes to the local-option tax. Under current law, cities can ask voters to approve sales tax increases, but these taxes must be approved across entire counties.

Wyoming Association of Municipalities Director **David Fraser** says the change would give cities more control and would give voters direct say over the taxes they pay.

Opponents including the Wyoming County Commissioners' Association say it could become difficult for rural counties with limited tax base to raise revenue.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Wyoming Tribune-Eagle (Cheyenne, WY)
June 27, 2019

AG's insurance opinion gives municipalities options

Author/Byline: Michael Illiano

A recent opinion issued by Wyoming Attorney General Bridget Hill gives local governments the option of enrolling in the state's employee health insurance plan, giving governments another option to consider when weighing the benefits they offer their employees. According to the opinion, the term "political subdivision" includes cities, towns and counties and those entities are therefore allowed to join the state insurance program. That gives municipal governments the same right to participate in the state health insurance plan as Wyoming school districts. Despite having that option though, only Natrona County's school district currently participates in the state plan. During the Wyoming Association of Municipalities Legislative Leadership Committee meeting last week, Executive Director **J. David Fraser** said WAM has pushed the state to allow municipal governments on the state plan. While the opinion from the AG's office settles the matter for now, legislative action could complicate the issue again.

By the time the decision was issued, most municipal governments were already well into the process of renewing their insurance plans and drafting their budgets and could not feasibly consider a last-minute switch. But having another insurance option for future years will give municipal governments more flexibility in their choice of health insurance providers.

Sheridan County Administrative Director Renee Obermueller said she does not anticipate the county will change the self-managed health insurance plan the county offers to its employees anytime soon, but knowing there is another option is comforting in a market where options are limited. "The (Wyoming) County Commissioners Association did a survey statewide on comparisons of county insurance plans – on what deductibles were, out of pockets, premium costs, etcetera – and our plan was one of the bests in the state," Obermueller said. "...Right now we're comfortable staying with our self-insured, self-managed plan. But the opportunity to be able to have that state option available in the future is certainly something we don't want to discount."

The premiums Sheridan County pays for its self-managed plan will increase by 13% in the coming year, Obermueller said, but she noted that it will be the first time those premiums have increased in five years. That makes Sheridan County something of an outlier in the state, where many municipal governments saw large increases in their premiums over the same period; and, Obermueller said, the coming year's increase is easy to explain.

According to the Wyoming County Commissioners Association, 17 of the 23 counties in Wyoming offer self-managed insurance plans to their employees. Not all of those counties have had as much success as Sheridan County, however. "It has to do with how you pool your membership – we have the county employees and some of our component units so there's a little more control over the membership, versus when you have huge pools of members, that can affect

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David Fraser

(Articles are in reverse chronological order)

your claim volume," Obermueller said. "...The offset of that is, if you have more members of your pool you can spread the cost of those claims out more."

When the Legislature's Corporations, Elections and Political Subdivisions committee discussed the decision at an interim meeting last month, lobbyists from Blue Cross Blue Shield warned that letting municipal governments change plans could cause a surge in the private insurance market. Whether that turns out to be the case, or the Legislature acts preemptively to guard against it, remains to be seen. For the time being, local governments will have more insurance options to offer their employees.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Laramie Boomerang (WY)
June 19, 2019

Tax options, direct distribution still priorities for WAM

Author/Byline: MICHAEL ILLIANO

The Wyoming Association of Municipalities’ Legislative Leadership Committee highlighted a familiar concern when it met at Sheridan College last week — state municipalities’ continued dependence on direct distribution funding. Direct distribution funds are state subsidies that municipalities generally use for capital improvement projects. The state Legislature needs to vote to appropriate those funds each biennium, though, which means cities and towns are constantly at risk of losing them. And while direct distribution funds are not guaranteed, Wyoming’s municipalities have become increasingly reliant on them.

During the Sheridan County Chamber of Commerce’s legislative forum in December, officials from Sheridan, Sheridan County, Ranchester and Dayton described direct distribution funding as critical to their operating budgets and urged local legislators to fight to maintain it. But because of the volatility of the state’s economy, cities and towns do not know how much the state will appropriate to them for a given biennium and increasingly worry that the funding will be cut out of the state’s budget altogether.

WAM Executive Director **J. David Fraser** pointed out that five years ago, the state dispersed \$175 million in direct distribution funding; in 2018, lawmakers appropriated \$105 million to Wyoming’s municipalities. “Our cities get asked to do more and more with less and less — and they’re very good at it — but it’s hard because they have to provide public services,” **Fraser** said after the meeting. Given the state’s recent economic improvement, WAM members hope lawmakers will put more money toward direct distribution funding for the coming biennium. “Our hope would be that as the economy is recovering, and the state is recovering from that downturn, that they’ll remember that we might need to recover a little bit too,” **Fraser** said.

While a bump in direct distribution funding will help Wyoming’s municipalities in the near-term, it would not address WAM’s fundamental concern; if the state takes another economic hit in two years, lawmakers can still vote to slash that funding or eliminate it entirely. One way to at least mitigate municipal dependence on direct distribution funding, WAM argues, is to give Wyoming’s cities and towns the authority to levy local taxes. By creating local taxes, municipalities could establish reliable revenue streams that could be used to fund projects currently supported by direct distribution funding.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Laramie Boomerang (WY)
April 4, 2019

Council reconsiders WAM summer conference bid - LARAMIE CITY COUNCIL

Author/Byline: JORDAN ACHS

After some backlash, the Laramie City Council voted Tuesday to reconsider whether to submit a bid for the Wyoming Association of Municipalities summer conference in 2020. Councilwoman Jessica Stalder said she brought the measure back after members of the Albany County Tourism Board urged council to consider the “economic impact it would have.” The hospitality industry, too, was upset with the council’s narrow March vote to reject the city’s submission of a bid for the Wyoming Association of Municipalities summer conference in 2020; Vice Mayor Pat Gabriel said he received several emails from hotel and restaurant owners in the county expressing how beneficial the event would be to them if Laramie’s were chosen to host the event. Leading up to the March vote, some council members voiced their concerns with WAM’s ability to advocate for larger cities like Laramie, especially in the state Legislature.

Recently, **J. David Fraser** transitioned into the role of executive director of WAM, and Councilman Brian Harrington said the change poses a “unique opportunity” to try to help alleviate some of the council’s concerns. “I do view hosting the conference in 2020 as an opportunity for our council to really form WAM into what we hope it to be,” Harrington said during the meeting. “I also think it’s significant to ask all of council to really actively participate because I think the more voices we have in those rooms and conversations, the more effective WAM can be.” Mayor Joe Shumway said he had the chance to talk with **Fraser**, and the city is working to host WAM representatives including **Fraser** for a work session discussing “what they bring to the table.”

Frustrated with WAM’s representation of Laramie’s needs, Councilman Paul Weaver said he wanted to set up a tour for the WAM representatives detailing some of Laramie’s infrastructure concerns. City Manager Janine Jordan said the city already gives “off the beaten path” tours when it hosts city, state or other government officials to give them a true picture of Laramie’s needs. “I really see it as an opportunity to educate our 98 sister cities about the unique circumstances that Laramie has, and help them see beyond the millions and millions of dollars in appropriation that have gone to the UW campus in the last decade that don’t necessarily create a return in our community or alleviate our need,” Jordan said during the meeting.

If Laramie were to get the bid, Stalder said during the meeting she would like to see more local businesses involved in hosting the events and workshops for the conference. Initially, Councilwoman Erin O’Doherty expressed some reservations about the price to host the conference compared to the benefit, especially considering many of the WAM conference attendees would be exempt from paying lodging taxes. She ultimately changed her vote to approve the bid. Weaver said while he’s still skeptical of WAM, he voted in the affirmative to “support Laramie.” The council voted to approve the bid submission 8-1, with Councilwoman Jayne Pearce voting again “no” for a second time. She said she would not reconsider the bid

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David Fraser

(Articles are in reverse chronological order)

because she’s “waited long enough.” WAM will decide the host city after considering bids from cities around Wyoming, including Laramie.

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

May 2, 2018

Boldt wont face criminal charges for violating city code

Author/Byline: Celia Shortt

Boulder City Administrative Officer Bryce Boldt will not face misdemeanor charges for violating municipal code by sleeping in a city building as the statute of limitations has passed, according to the city attorney's office. Despite his admission to a "willfull violation" of state law on Jan. 17 in an agreement with the Nevada Commissions on Ethics in which he confirmed staying in a city building during the week for almost seven months after his family moved to Arizona in July 2016, Assistant City Attorney Gary Booker wrote in his March 21 legal opinion that there was only circumstantial evidence and that "prior administrative actions could not be used as evidence of guilt." Additionally, he wrote that even if the actions could be used in a criminal complaint against Boldt, the statute of limitations had expired.

Boldt's agreement with the ethics commission also stated that he had used his position and government property for personal and financial gain. For his actions, the commission required him to pay a \$1,000 fine. The agreement also specified that it would not create any "admission of liability" for any other proceeding, including a criminal one.

Boulder City resident Joseph Kranyac III filed the ethics complaint in September 2017 and then a criminal report with the Boulder City Police department on Jan. 25. In it he said that since Boldt had admitted his guilt, he was also in violation of the section of city code about city employees needing to avoid conflicts of interest. According to city code 1-7-5, council members, appointees or city employees may not use their positions to secure or grant special privileges, preferences, exemptions or advantages that are not available to any member of the public.

Formal complaint required

If this part of the city code is violated, it constitutes a misdemeanor, and Nevada Revised Statute 171.090 requires that any "information or complaint" with the misdemeanor must be filed within one year of the commission of the offense.

Even though several city employees spoke to their supervisors about Boldt's suspicious activities between July 2016 and February 2017, City Attorney Steven Morris said that only the prosecuting authority may file a criminal complaint once an investigation finds enough evidence to support the charge. "The clear exception to this is a criminal act taking place in the presence of a law enforcement official, and the law enforcement official actually witnessing the criminal act," Morris said. "... there were no witnesses to the alleged criminal act reported by Joseph Kranyac and no report had been filed with the BCPD alleging criminal acts in this regard until Mr. Kranyac's. ... As soon as a report was filed in this matter an investigation was conducted."

According to the police report, Police Chief Tim Shea assigned the case to Cmdr. Brent Speyer the morning of Feb. 6 after he had met with Kranyac to discuss the allegations. Speyer completed

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(Articles are in reverse chronological order)

his investigation Feb. 21 and forwarded it to the city attorney's office. In his supplemental narrative, Speyer wrote that he was aware of the allegations against Boldt prior to being assigned the case because Shea had discussed them with him after he met with Kranyac on Jan. 25.

Co-workers suspicious

According to his investigation, Speyer interviewed current and former city employees about Boldt's actions. One of those was former City Manager **David Fraser**, who said he did not have any first-hand knowledge of Boldt "sleeping or establishing a residency in a city building." He did, however, say that he had received a complaint about it and questioned Boldt, who admitted to sleeping in the records building but had stopped doing so prior to their conversation. Once he learned of Boldt's actions, **Fraser** said he disciplined him. In May 2017, Boldt was suspended and placed on leave without pay for two days. This loss in salary amounted to \$1,203.60.

Speyer also talked with then-Acting City Manager Scott Hansen, who was public works director during the time Boldt admitted to sleeping in a city building. Hansen said that he had seen him coming from the records building before most employees started working and that he cooked his breakfast at city hall "on a regular basis." He also said that sometimes he felt like Boldt "acted odd as he was hanging around City Hall late in the evening after meetings." In addition, he had various employees tell him they thought Boldt was sleeping in the building, but he did not know of any who had actually observed him. Hansen said all these things led him to believe that Boldt was sleeping there "but he did not feel like he could prove it."

Speyer also heard reports from several employees of a temporary plywood platform with an air mattress on it and some clothing in the records area as well as foam board and empty boxes blocking the locked entrance to the area. There was also a report that the area smelled like a gym locker room and a light turning off late at night when an employee entered the building after dark. In addition, Boldt's vehicle "never" seemed to leave the parking lot during the overnight hours.

All these issues were reported to supervisors.

Speyer said he attempted to speak with Boldt about the allegations but that the city administrator elected to use his "right to remain silent." Boldt also did not respond to previous requests from the Boulder City Review to speak about the matter. Speyer also investigated charges of unauthorized use of city utilities and Boldt's credit card, but both were found to be without merit.

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

June 7, 2017

City, Fraser part ways: Council unanimously OKs 7-month severance package as part of separation agreement

Author: Celia Shortt Goodyear

City Council approved the separation agreement with its city manager at its meeting Tuesday, giving him seven months of salary and benefits rather than the six that were in his contract. According to Mayor Rod Woodbury, now former City Manager **David Fraser** was receiving the extra month because the Public Employee Retirement System. "Like other qualifying city employees, **Dave Fraser** was the beneficiary of PERS contributions made by the city for his benefit as part of his regular compensation package ... In order to become vested in PERS, which triggers the right to access those retirement funds, an employee must work in a qualifying public position in Nevada for five years," he said. "So, since **Dave** hadn't reached his five-year mark yet and consequently hasn't yet vested, he initially requested that the city pay him an equivalent amount as part of his severance, which would have been a substantial six-figure amount."

Woodbury said that he and City Attorney Dave Olsen talked to PERS and found a way to get **Fraser** vested with seven months of paid leave, but ultimately **Fraser** and his attorney requested to have to the severance money in a lump-sum upfront payment, without vesting in PERS. He added that they left the severance at seven months rather than six in the interest of compromise.

Olsen told the council members Tuesday evening that the agreement was a good one for the city, and he endorsed it. **Fraser** added that he and his personal attorney also agreed with it. "I just want to commend and thank the employees of the city of Boulder City," **Fraser** said. "They get up every morning ... and put in a hard day's work for one purpose only and that's to make this place a better place to live ... It's been an honor to have been one of them for a season."

Fraser also thanked the community for reaching out to his family when they moved to town, as well as recently. "I also want to thank the council for putting food on my family's table for four and a half years ... Most of all I want to thank my family who, really on too many occasions, has subordinated their desires that we might stay united as a family, as I pursue my chosen profession, and all my deepest love and gratitude goes out to each of them," he said. "It's been a heck of a pleasure being here," he added. "My family and I have loved the community."

Council members unanimously approved the separation agreement, which was effective immediately and allows the seven months of salary and benefits as well as leave accrued through June 6 to be paid in one lump sum to **Fraser**. Based on his salary from last year, that amounts to about \$126,000. According to Transparent Nevada, **Fraser** earned \$215,835.78 in pay and benefits in 2016. "It's never easy to part ways, but I believe both sides are satisfied with the results of these good-faith negotiations," Woodbury said. "The separation agreement allows both **Dave** and the city to move forward in positive directions. I would personally like to thank **Dave**

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David Fraser

(Articles are in reverse chronological order)

for his service to the city, and I wish him and his family all the best in the future in whatever direction life takes them next." **Fraser** gave no reason why he submitted his resignation or what was discussed when he met with two council members just before he resigned.

The council named Public Works Director Scott Hansen as the acting city manager until a replacement is found. Hansen will receive the city manager salary of \$150,865 while acting as city manager. His current salary is \$141,856. Woodbury expects the search for a new city manager to take a minimum of four to six months. "Scott is still our public works director, but with his added city manager duties, I know he'll have to delegate more within that department," he said. "He's got a great team under him, though, so I don't anticipate any major problems with that. Under Scott's leadership, public works will continue to be responsive to the community's needs, just like they've always been with him at the helm."

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)
May 31, 2017

City manager resigns: Council to discuss separation agreement at Tuesday's meeting

Author: Celia Shortt Goodyear

City Manager **David Fraser** is resigning, according to city documents released Wednesday morning. "As with all employees, I'm hopeful and optimistic that any parting of ways will be amicable, mutually agreeable, and in the best interests of all involved," said Mayor Rod Woodbury. "Mr. **Fraser** is still our city manager, and as long as that's the case, he has our full support. So I'm confident we'll all continue doing our level best to work together for the common good of the city. If there is a separation, then we'll discuss and hopefully decide at the June 6 meeting what the next steps will be, including appointing an interim city manager and possibly searching both internally and more globally for his replacement." Woodbury could not comment further on the issue, as it is a personnel matter.

Councilman Duncan McCoy said **Fraser** is requesting a separation agreement in the same manner as City Attorney's Dave Olsen. "There is some kind of an issue that some of the council members have and asked for a separation agreement ... I don't think **Dave** is perfect, but he's a good man and has a good set of skills for the city," he said. McCoy knows that two council members have talked to **Fraser** about the issue of his resignation, but because of the open meeting law, he cannot talk to them about it. "It should be discussed in public meeting because he works for the council collectively," he said.

At Tuesday's meeting, council will either approve a separation agreement for **Fraser** or simply terminate his employment. There is also an item on the agenda to discuss appointing an acting city manager until a new one can be found. McCoy was not sure which department head could be appointed, but it would most likely be either Finance Director Hyun Kim or Public Works Director Scott Hansen, as one other department head was being disciplined and another was transferred. The city appointed **Fraser** as city manager in October 2012 and finalized his employment contract with \$138,200 salary plus benefits and a relocation package in November 2012. He began working as city manager on Jan. 14, 2013.

According to Transparent Nevada, **Fraser** earned \$215,835.78 in pay and benefits in 2016. His contract also allowed him to continue part-time outside consulting work as long as it did not interfere with his role as city manager.

In September 2016, **Fraser** received a less-than-stellar job performance review when Woodbury criticized his performance saying he lacked initiative, timeliness and communication. "I don't know how you handle things internally, but some things are not being followed through as quickly as we need," Woodbury said at the time. "Some of the requests that I have and emails that are sent are not responded to. You may be working on those things from Day One, but I do not hear about them." McCoy did say that sometimes **Fraser** does not move as fast as he'd like, but he hasn't done anything to precipitate this type of action. Before coming to Boulder City,

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David Fraser

(Articles are in reverse chronological order)

Fraser served as executive director of the National League of Cities and Municipalities, working mostly as a lobbyist. Being a city manager, however, was something he had always wanted to do and had been city manager of Milliken, Colorado, Buchanan, Michigan, and Beloit, Kansas. He and his family moved to Nevada in 2002 to be closer to family. He was runner-up for the city manager position in Carson City, before he started working for the National League of Cities and Municipalities.

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David Fraser

(Articles are in reverse chronological order)

Las Vegas Review-Journal (NV)

April 1, 2017

Developer: State Legislature plan targets company that wants to build near Red Rock Canyon

Author/Byline: Colton Lochhead

A proposed law unfairly targets the developer of a planned housing community near Red Rock Canyon, the company's spokesman said Friday. Assembly Bill 277 would freeze zoning changes on lands inside the state's national conservation areas and national recreation areas. It would also enact a 5-mile zone around the conservation areas with the same zoning freeze. Gypsum Resources and developer Jim Rhodes have been trying for more than a decade to build a 5,000-home community on Blue Diamond Hill, an area near Red Rock Canyon National Conservation Area that would fall under the proposed buffer zone. "At least upon initial review, AB 277 seems to focus primarily on our property," Ron Krater, project spokesman for Gypsum Resources, said during the bill's hearing in the Assembly government affairs committee in Las Vegas on Friday. Current zoning allows for no more than about 1,200 homes to be built on the roughly 2,000 acres of the historic gypsum mine. Krater said AB277 was "strikingly similar" to the 2003 law that was ruled unconstitutional by the Nevada Supreme Court because it only applied to the areas around Red Rock. But Legislature counsel Kevin Powers said AB277 gets around that ruling because it applies generally across the state's conservation and recreation areas, rather than to a single jurisdiction.

HEFTY SUPPORT

About 60 people packed the legislative hearing room in Las Vegas in support of the bill. Dozens of environmental activists, scientists and outdoor enthusiasts made similar testimony in support of the bill: building thousands of homes on Blue Diamond Hill would ruin the majesty Red Rock Canyon and the escape from civilization it offers. At 24 sponsors and co-sponsors, the bill has enough Assembly members on board to be able to clear the chamber and be sent on to the Senate.

OTHER OPPOSITION

David Fraser, city manager for Boulder City, reluctantly testified against the bill. "I feel a little strange appearing in opposition to this bill," **Fraser** said, noting the city is committed to conservation of the state's natural resources and wildlife. Boulder City's complaint, **Fraser** said, was the buffer zone that would surround Sloan Canyon National Recreation Area would handicap goals of developing solar energy plants south of the city. The area that would fall in that buffer are zoned as study areas, **Fraser** said. The city uses those zones as a way to prevent development on land until it is sure what it wants to do with the area. Boulder City plans to lease those lands to solar energy companies, he added, and the bill would prevent them from moving forward with those plans. **Fraser** proposed a work-around by amending the bill to exempt municipally owned land. That, he said, would preserve the city's zoning power for the land it owns. No action was taken on the bill Friday.

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

March 29, 2017

Attorney general finds council violated open meeting law

Author/Byline: Hali Bernstein Saylor

The Nevada attorney general's office issued a finding this month that the City Council violated the "spirit and letter" of the state's open meeting law when several members gathered for a breakfast meeting with a candidate for the position of finance director. The ruling came after a complaint filed by resident Joseph Kranyac III alleging a quorum of council members attended a private meeting Sept. 21 with Hyun Kim, who was later hired as the city's finance director/real estate officer. "The private meeting falls squarely within the statutory definition of 'meeting' set forth in NRS 241.015 (3)(a)(1)," the ruling states.

As a result of the decision, the ruling of the violation must be placed on the council's next agenda, acknowledging the results of the attorney general office's investigation. There is no penalty attached to the ruling; however, the office "strongly recommends that the City Council of Boulder City members and staff receive training" on the open meeting law. While the matter will be placed on the city's April 11 meeting, the next one that the matter could be legally included on the agenda after the March 20 ruling, the city's official position is that council members didn't believe they were violating the law, which excludes social gatherings.

"A welcome breakfast was held for the new Boulder City Finance Director Hyun Kim and attended by members of city council. Our initial understanding was this was not in violation of the Nevada open meeting law. No official business, discussions or deliberations took place at the event," said City Manager **David Fraser**. "After a complaint filed by a Boulder City resident, the Nevada Attorney General concluded the breakfast was not in accordance with the open meeting law. We are taking appropriate steps to make sure this doesn't happen again."

City Attorney Dave Olsen elaborated on the city's position, writing Nevada Revised Statutes "states, in pertinent part, that the term 'meeting' does not include a gathering of a quorum of the council 'which occurs at a social function if the members do not deliberate toward a decision or take action on any matter over which the public body has supervision, control, jurisdiction or advisory power.'" "There is no evidence that the City Council engaged in any deliberations, nor is there any evidence that the council took action, regarding Mr. Kim, his employment with the city, or any other issue," he continued. Mayor Rod Woodbury along with council members Peggy Leavitt, Duncan McCoy and Rich Shuman attended the breakfast with Kim; Councilman Cam Walker was not present.

Although the City Council voted 3-0 to concur with Kim's appointment to the position during its Oct. 11 meeting, as required by city code, the minutes reflect that members were not involved in the hiring process. **Fraser** selected Kim and was in charge of the process. Leavitt and Walker were absent from the Oct. 11 meeting. The attorney general office's ruling was based on the agenda, supporting material and minutes of the Oct. 11 council meeting, along with material

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David Fraser

(Articles are in reverse chronological order)

provided by Kranyac and a response to the complaint from Olsen. "Neither Mr. Kim nor any of the council members or city staff were interviewed as part of the attorney general investigation," Olsen wrote in his statement. "The city was apparently mistaken in considering the breakfast at the Boulder Dam Hotel to be a social function. Appropriate steps will be taken to assure that this does not happen in the future," he concluded.

Kranyac didn't respond to a request for a comment about why he filed the complaint.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Boulder City Review (NV)
December 7, 2016

Audit notes problems in way city tracks funds

Author/Byline: Max Lancaster

An independent audit of Boulder City found six issues in the way city officials handled accounting of government funds. The problems were noted during an Audit Review Committee meeting Nov. 30; however, the audit also stated that these issues were not serious or malicious. Completed by Las Vegas company Piercy Bowler Taylor & Kern CPA, the audit stated a number of financial documents were not consistently turned in on time under the watch of former Boulder City Finance Director Shirley Hughes. That same audit also stated that the mistakes made by city officials were fixable and not malicious.

According to auditors, a number of financial documents were not properly filled out or complete when the city turned in its financial statements for the audit. "We need to make sure all of these documents are in and complete because it blurs the lines of what the auditors are auditing," Finance Director Hyun Kim said. Kim said the best way to fix this problem is to have monthly financial closeouts as well as an annual one. "We are going to create a procedure for month-end closeouts and in addition we will also keep a paper log that either me or the chief accountant will have to sign off on." Kim said that this matter was an easy fix that will be completed in 60 days.

The audit also noted that three bank reconciliations were not completed in a timely manner. A bank reconciliation is the process of balancing a cash account to the corresponding information on a bank statement. The report noted that while reconciliations were being completed, they were 60-90 days late. "I had noticed that three separate bank reconciliations had not been completed in a timely manner," Kim said. "This process is going to take some time, but myself and (City Manager) **Dave Fraser** have already allocated staff to finish those bank reconciliations." Kim said he plans to fix the problem by filing the reconciliations on a monthly basis, a plan that should put the city back on track and better protect it from fraud.

The audit report also noted that the city's process for adjusting utilities was not adequate. It stated there was no process for approving a change in a utility bill by someone in upper management. "We noticed that there was not a proper process for adjusting and zeroing out a utility bill and that caused us to lose some very significant dollar amounts," said Doug Honey, the city's chief accountant. Kim recommended fixing the problem by requiring employees to have any utility adjustments approved by someone in management and then keeping a log about what adjustment was approved and who approved it. Kim said that this problem would be fixed in 60-90 days, but that catching up could take longer.

The final discrepancy noted in the audit also had to do with late filings. The report states that Boulder City Municipal Airport has not been filing the proper paperwork for federal grants in time. The late reports inform the federal government of annual funds given to the airport. Kim said the reports were getting done but not nearly quick enough. He said the problem should be

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David Fraser

(Articles are in reverse chronological order)

fixed in 60-90 days as well. "This grant money is important and we will make sure the reports are filed in a timely manner from here on out." The committee has not set up a date for its next meeting but Councilman Cam Walker said that he hopes to have another meeting in two or three months.

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review
September 21, 2016

Mayor most critical of city manager during staff performance reviews

Author: Max Lancaster

The Boulder City Council gave passing performance evaluations to three city department heads Tuesday morning despite contention between Mayor Rod Woodbury and one city employee. City Clerk Lorene Krumm, City Manager **David Fraser** and City Attorney Dave Olsen all received positive reviews from the mayor and council, but the start of **Fraser's** evaluation alluded to a more combative meeting between the council and the man they hired.

A contentious evaluation

Before the evaluations began, the three employees were given time to discuss their opinion of their work performance. **Fraser** began his self-evaluation strongly criticizing Nevada State law NRS 241.033, which requires all government employee evaluations to be public. "I am going to start today by saying that I think open evaluations are inappropriate," **Fraser** said. "The misnomer is that I am only evaluated every six months, but I am evaluated every two weeks by the council." **Fraser** said the council would not appreciate a public evaluation in their professional lives. "If any of you had to do a public evaluation in your corporate lives, you would think it was unfair." The city manager then laid out what he thought were some of his successes since his last evaluation in February, including his work on the budget and National Incident Management Systems Training, which is used to prepare a city for natural disasters. "It was a good year for the budget. It set a course that kept us operating," **Fraser** said. "My employees have completed around 80 percent of NIMS training, and we are beginning studies on the land near the I-11. ... We took the goals you handed to me, and we worked on them."

Less than stellar

The meeting became heated when Mayor Woodbury gave **Fraser** a less-than-stellar evaluation with only a sprinkle of positivity. "My evaluation will be the longest and the most negative," Woodbury said. "I don't want to minimize your positive qualities. ... You bring a lot of different experience from a lot of different arenas and I don't want to belabor the good, but I also don't want to minimize the bad." In short, Woodbury said that **Fraser's** performance lacked initiative, timeliness and communication. Woodbury went through a long list of ways that **Fraser** had not adequately fulfilled his vision for the city, including not effectively communicating with the media. "I have not seen any interviews from you or your staff. I am sure you have given interviews, but they are reactionary. ... I have not seen anything positive to get the message out with Mr. Tenney. I feel like you would rather run away from the media and feel like they are coming after you than to get the positive stories out," said Woodbury, referring to Kendall Tenney of 10e Media, the company the city hired to do public relations work.

Updates not timely

The mayor also said that **Fraser** needed to delegate his work because project updates were not being given in a timely manner, referring to information the city needed on growth restriction

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

research, utility rate information and reprioritizing the capital improvement list. “I don’t know how you handle things internally, but some things are not being followed through as quickly as we need,” Woodbury said. “Some of the requests that I have and emails that are sent are not responded to. You may be working on those things from Day One, but I do not hear about them.” Woodbury even gave an example of what he believed was **Fraser** being unwilling to delegate ideas. “I remember Rose Ann (Miele) said we should have a town hall meeting about utility rates and you did not like her telling you what to do,” Woodbury said, referring to the city’s former public information officer and Boulder City Review columnist. The comment caused **Fraser** to look noticeably disgruntled and angrily mutter to the mayor, “That is not true.” Woodbury responded to **Fraser** by saying, “I would appreciate you not commenting under your breath while I am talking.” This was not the only outburst by **Fraser**; the second one came when Woodbury said the city manager had anger issues. “I have personal experience with only a few issues, and I heard second-hand about emotional outbursts in public settings like table pounding and use of profanity,” Woodbury said. **Fraser** responded angrily saying, “You are so wrong.”

Positive note

Woodbury tried to end his evaluation of **Fraser** on a positive note. “The public will view this as a negative review and so will you, but I like you **Dave**,” Woodbury said. “You have a lot of great qualities, but these issues are big issues to me ... but because of the positive things I am not going to give you a totally negative review.” Other council members were split on **Fraser**’s performance, with Duncan McCoy, Peggy Leavitt and Rich Shuman giving **Fraser** a positive evaluation. “**David** knows what he is doing,” McCoy said. “I don’t always get things as quickly as I would like, but his work is high quality and he has strong leadership skills.” Councilman Cam Walker gave **Fraser** a high rating but not without criticism. “I think your initiative is something that needs to be focused on, because I think picking up the pace is important and there is a team of horses behind you,” Walker said referring to **Fraser**’s staff. “You are the leader of the ship, and you have to assist your staff with priorities. I go back to rate hikes, and I believe there were things we wanted to get done that didn’t get done.”

After the evaluation, **Fraser** said, “I appreciated the opportunity to discuss the city’s vision and chart a course for the future. I’ll take to heart what was said today and explore ways to implement the council’s priorities.”

City attorney improved, not perfect

Olsen received much higher marks than he did in his last evaluation six months ago, when he was criticized by City Council members for being unprofessional and failing tasks. “I consider the experience to have been a good one,” he said. “I actually looked forward to it because I knew I had listened carefully to the mayor and council at my last evaluation, and I knew what I had to do to show improvement.” Leavitt said that Olsen’s performance has improved. “I think there has been an improvement of your work performance since your last evaluation,” Leavitt said. “You are a satisfactory worker now, but I think you should aim higher. I think your professionalism has improved, but I want you to find new ways to exceed the next evaluation.”

McCoy gave Olsen the highest evaluation.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

“I rated you highly on everything,” McCoy said. “Communication with you has never been a problem for me, and you are very good at telling us what we need to worry about and what we should not worry about.” According to council members, Olsen has been updating them with quarterly reports via email, and he has begun signing off at the end of emails, two things that they criticized him for in his last review. Shuman, however, accidentally was excluded from those emails, which seemed to bother Walker more than Shuman.

Shuman gave Olsen a high evaluation. Walker was the most critical of Olsen during the last performance review, and the same sentiment rang true during this one. “I was hard on you last time, and not a whole lot has changed in my mind,” Walker said. “I read your updates, and you need to pay more attention to detail on litigation. ... I don’t think much has improved, and there is pending litigation out there I don’t think we will be on the right side of.”

Walker felt that **Fraser** actually was being berated for the responsibilities of the city attorney, referring to growth ordinance research that Woodbury thought was **Fraser**’s responsibility and Walker thought was a legal matter. Despite the negative comments, Walker still gave Olsen a positive review. “Everyone on the council, including Councilman Walker, provided me with the information and goals that were specific, measurable, attainable, realistic and timely. I very much appreciated the positive comments made by most of the council. Even criticism was given in a positive way. I left the evaluation with a clear picture of what I need to do to meet the council’s needs in the future,” Olsen said.

City clerk receives highest praise

Krumm sped through a short evaluation that saw her receive high marks from everyone on the council. Shuman said Krumm and her entire department were wonderful. “I gave you outstanding marks because it is always a pleasure working with your department.” Woodbury referred to Krumm’s department as his “de facto” office, complimenting her ability to find a solution to their requests for help.

Walker gave Krumm high marks but said her department did not effectively inform the public on increased utility rates. “I gave you high marks, but I think you need to show some attention to detail,” Walker said. “Most of our community thinks we raised rates already. You need to take initiative and tell people what is going on.” The meeting ended with a discussion of raises for the three department heads, which every council member said they would consider; they decided not to act, however, until they could look over the employees’ contracts. The discussion and possible vote on raises will be moved to a special meeting or on the agenda of a regular council meeting.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

May 24, 2016

City settles wrongful termination suit for \$58,000

Author: KIMBER LAUX

Boulder City has paid a former utilities department employee nearly \$60,000 to settle a wrongful termination suit, according to a city administrator. James Petrie, who worked in the utility department as a billing and collection supervisor starting in 2011, was fired in December after a third-party audit found \$50,000 missing from the city's bank accounts. "It was identified that there were discrepancies in deposits totaling approximately \$50,000," City Manager **David Fraser** wrote in a statement in March. "Mr. Petrie was responsible for processing those deposits."

Petrie was fired for failing to properly complete his work commitments, **Fraser** said. He sued the city for wrongful termination and was supposed to enter into arbitration in April, but Petrie's attorney said the city, Teamsters Local 14 and Petrie reached a "mutually agreeable resolution." The city disclosed Tuesday that it spent more than the amount of money that went missing to settle the suit. "Settlement costs were \$58,408," city spokesman Bryce Boldt said May 24. Boldt did not say whether the city has found the missing money.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Las Vegas Review-Journal (NV)
March 18, 2016

Audit finds money missing, leads to administrator’s firing in Boulder City

Author: KIMBER LAUX

An administrator in the Boulder City utility department has been fired and a criminal investigation has been launched after a third-party audit found \$50,000 missing from the city’s bank accounts last year. An audit published Dec. 10 revealed that “certain bank accounts were not being reconciled monthly” and there was no record of a timely review and approval process, the certified public accounting firm Piercy Bowler Taylor & Kern wrote in its report. The report, which looked at the city’s finances for the fiscal year that ended June 30, was presented to the City Council on Jan. 5. “During the audit, it was brought to our attention that several utility deposits (dating back to January 2015) were not deposited in the City’s bank accounts, and that approximately \$50,000 remains unaccounted for,” the firm wrote.

According to the city, James Petrie was fired in connection with the missing money. “It was identified that there were discrepancies in deposits totaling approximately \$50,000,” City Manager **David Fraser** wrote in a statement Monday. “Mr. Petrie was responsible for processing those deposits.” The city removed those responsibilities from Petrie’s workload and he was “ultimately terminated” Dec. 1 for failing to properly complete his work commitments.

Although no charges have been filed against Petrie, “the Boulder City Police Department is conducting an active criminal investigation related to the unaccounted funds, which have not yet been located, and the City will take whatever action is legally appropriate based upon the evidence collected,” **Fraser** wrote. Public salary records show Petrie began working for the city as supervisor of utility billing and collection in 2011. His base pay in 2014 was \$69,836.

In the audit report, the accounting firm recommended Boulder City officials implement formally documented policies and procedures requiring the timely review of month-end bank account reconciliations, which should be conducted and signed by someone independent of the reconciliation process. “Unreconciled differences” and the money missing from the city’s accounts would have been detected if the transactions were reviewed in a timely manner, the firm wrote. **Fraser** said the city has heeded that recommendation. “The reconciliation process is up to date, and the City is confident that this process will effectively ensure deposits are processed and accounted for correctly,” **Fraser** wrote. Petrie declined to comment Monday but deferred to his attorney, Adam Levine, who said he and his colleagues were unaware there was an ongoing criminal investigation. “The city, when they fired him, knew that James didn’t take the money,” Levine said in a phone interview Tuesday.

Levine said third-party auditors have been telling the city to change its reconciliation policy since 2011. Annual financial reports posted to the city’s website show auditors identified deficiencies in the utility department’s accounting every year since the fiscal year that ended June 2011. The responsibility to follow auditors’ recommendations and update reconciliation

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

policies falls on the shoulders of Boulder City Finance Director Shirley Hughes and City Manager **David Fraser**, Levine said. “Management has been ducking the issue” and “blowing off auditors” for five years, he said.

According to Levine, Petrie supervised the clerks who accepted utility bill payments. “Nothing in his job description deals with developing internal controls for cash handling or making bank deposits,” Levine said of Petrie’s involvement in the missing money. “Hughes is the equivalent of the city’s CFO and it is her responsibility and that of **David Fraser** to develop internal controls.”

Petrie’s termination letter said the city fired him because he made nearly 200 utility payment deposits several months late and 36 deposits totaling \$53,386 were unaccounted for. Levine emphasized that although Petrie took the deposits to the bank, he had no hand in counting the cash deposits before they were put in sealed bags by the clerks.

Levine said he will represent Petrie as a member of the Teamsters Local 14 and will argue that Petrie was wrongfully terminated to cover up city management’s mistakes. An arbitration hearing is set for April 7 and the professional labor arbitrator should take 30 to 60 days to come to a decision, Levine said. “This is a scandal,” Levine said of the city’s ignoring auditor recommendations. “We’re going to arbitration for Jim Petrie and we’re going to win.”

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Boulder City Review (NV)
February 10, 2016

Council critiques city manager, attorney; Olsen comes under fire most for lack of communication, failing tasks

Author: Juan Diego Pergentili

For the first time since 2013, the City Council evaluated the performance of several key employees. On Wednesday morning, they reviewed the performances of City Manager **Dave Fraser**, City Attorney Dave Olsen and City Clerk Lorene Krumm. "Did we mention we hate these things," Mayor Rod Woodbury said jokingly. **Fraser**, who actually had a less formal evaluation of his performance in April 2014, was given high reviews by all his colleagues. The City Council gave **Fraser** 11 goals to complete over the year, all of which he was pleased to report have been completed.

One of the highlights for **Fraser** in the past year was bringing in revenue from the solar leases he negotiated. The leases were able to bring in \$10 million in up-front revenue and made it possible to pay off the Boulder Creek Golf Club debt significantly earlier than expected. "The city is going in a healthy direction under **Dave**," City Councilman Duncan McCoy said. If all goes according to **Fraser's** plan, the solar leases that are under construction or in the permit process will bring in approximately \$58 million to Boulder City during the next 30 years. Those solar leases that are still in the design process will bring in another \$40 million. It's money that **Fraser** hopes will help fund the needs for the city's aging infrastructure. "As a city we need to own what we need to own, and fix what we need to fix," **Fraser** said.

Even with all the positive feedback, there was still chinks in **Fraser's** armor that the council did not hesitate to point out. "I believe that our department heads have to be held more accountable for the jobs that they do. I think your management style is one that does not micromanage them," City Councilman Cam Walker said to **Fraser** about managing the employees under him. "I think that the community needs to know that accountability is a very important thing in an executive-level position like our department heads are in. I think it is important that you portray that to them in their performance evaluations."

According to Walker, **Fraser** has to have more accountability with the solar leases. The city manager has yet to send a one or two page summary of the \$100 million land lease to the council. "When we go through the budget it is still not a specific dollar amount that they are going to pay us next year, and I don't know what day we are going to send out the invoice and when we're going to get it back. These are big companies that can sue us for a lot of money, and that really concerns me," Walker said. **Fraser** quickly mentioned the addition of an administrative officer, a position that was approved during the previous night's council meeting, that will serve as a central pivot for the completion of citywide administrative tasks. This position was created by **Fraser** and he believes it will ensure the continued efficient operations of Boulder City.

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David Fraser

(Articles are in reverse chronological order)

City Attorney Dave Olsen was not as fortunate as **Fraser** in his evaluation. During his review in 2013, Olsen was asked to provide quarterly reports with fiscal notes, including issues regarding leases even if litigation is not involved. It was a task he did not complete. "I cannot stress enough how important communication is with the City Council," Councilwoman Peggy Leavitt said about the lack of communication between Olsen and the city's governing body.

Walker also criticized Olsen for being hypocritical, especially after he advised members of the City Council to not talk to the press when he had already done so. Walker was the most outspoken when it came to his views on Olsen's performance as city attorney and gave him a rating of 2.1 out of 5.

Olsen, who prefaced his evaluation by letting the council know that he does not walk on water, said he has had troubles with his computer skills as well, going as far as to not signing off at the end of emails, a task that looks unprofessional, according to Walker. "I think I would challenge my colleagues to read what each of those five numbers say and mean. I take them very literally and specific," Walker said after Woodbury, McCoy and Councilman Richard Shuman gave Olsen high marks on his performance. "So when we set a goal to have computer skills, let's set a goal and make sure the house is in order."

Krumm's evaluation was the shortest of the three and she received the highest marks and praise from council members. Woodbury said he plans to make performance evaluations happen every six months, a change that will help keep employees accountable — and in turn make Boulder City a better place to live.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

February 10, 2016

Council OKs new administrative position

Author/Byline: Juan Diego Pergentili

On Tuesday night, the City Council listened to City Manager **David Fraser** propose his idea to create the new administrative officer position. According to **Fraser**, this position will be filled by someone who is already working for the city. That person will keep his or her current responsibilities but will also be given additional responsibilities that will be assigned by **Fraser**. "The city manager would be able to assign this person duties, which will vary from time to time, (such as) special projects. It will provide me an opportunity to be more proactive to what is important, as opposed to being reactive to what is urgent," **Fraser** said.

The salary for the administrative officer position, which is approximately \$4,800 every two weeks, will increase the city's annual budget by \$22,069, and \$8,485 for the 2015-2016 fiscal year. The position was approved by the council late last night and is expected to be filled in the near future.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Las Vegas Review-Journal (NV)
January 11, 2016

Boulder City police chief resigns amid animal control fallout

Author: Bethany Barnes

Boulder City Police Chief Bill Conger has left his post after a blowup with people close to the criminal investigation into the former city animal control head accused of needlessly killing animals, the Review-Journal learned Monday. Boulder City Manager **David Fraser** confirmed Conger has resigned. Conger hung up on a reporter who called for comment.

The city has been embroiled in scandal since it came to light in December that Conger dropped a criminal case against former animal control supervisor Mary Jo Frazier in April 2015. Conger didn't pursue a case against Frazier because he said he felt it would be moot considering she retired right after the investigation concluded. He also told the Review-Journal he didn't feel the case was strong after consulting with City Attorney David Olsen. The city attorney said Conger didn't ask him about the case. "People get in trouble and resign all the time," he said on Dec. 1. Conger said he didn't think a case would serve a purpose other than to "drag this thing through the mud." But after the Review-Journal reported the dropped case, seeking charges did serve a purpose: appeasing an outraged public. The city is seeking to charge Frazier with 37 felony animal cruelty counts in connection with animal shelter deaths. The case is being reviewed by the Clark County district attorney.

A source close to the situation said Conger quit suddenly after members of the police force went to the city's human resources department to complain that Conger wasn't being truthful about when animal control staff first raised the alarm about Frazier. Conger's exit comes after the Review-Journal asked newly hired city spokesman JC Davis when Conger first received a complaint about Frazier from Ann Inabnitt, who was promoted to animal control supervisor after Frazier left. Davis sent the Review-Journal a statement on Jan. 6 saying Inabnitt first reported Frazier in April 2015 and that no complaints had been raised about Frazier prior to that.

Although Conger has contended he took action as soon as allegations against Frazier were brought to light, that isn't true, according to a source with knowledge of the investigation. **Fraser** said the statement provided to the Review-Journal was believed to be accurate at the time it was sent, but later new assertions came to light. **Fraser**, in an email, declined to elaborate on the assertions, noting that the case was still pending in front of the district attorney.

Conger has been chief since March 2013. He is a contractual employee, and his technical title is chief of police administration. Inabnitt gave a statement to the district attorney's office that she went to Conger in April 2014 after finding out Frazier had killed her own dog, according to the source. Frazier's ex-husband has told the Review-Journal he knew his wife was cruel to animals because she took Oscar, his dachshund, to the shelter and killed him. Davis didn't return a phone call seeking comment.

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David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

May 13, 2015

Council considers pay raise

Author: Steven Slivka

City Council members may see a healthy pay increase thanks to a bill introduced at Tuesday's meeting. If approved during the May 26 meeting, the two council members who win office June 2 will make \$27,000 per year. The two other seats, which are occupied by Councilmen Cam Walker and Duncan McCoy, would not receive a raise until after the 2017 election. According to Section 6 of the city's charter, the council may determine the salaries of the council members and the mayor, but no such adjustments can take place until after the following election.

According to Transparent Nevada, a website showing the salary of the state's public employees, the average base pay for a Boulder City council member is about \$11,000 per year. With benefits, the total is \$14,672. As mayor, Roger Tobler makes about \$14,000 per year in base pay and \$18,202 with benefits. The proposed pay raise to \$27,000 would nearly double what council members make now.

City Manager **Dave Fraser** said Councilman Rod Woodbury was the one who inquired about the pay raise, though he didn't request a certain amount, **Fraser** said. Woodbury said he spoke to residents for several months and asked whether they would run for a spot on the council. He said everyone he spoke to gave him the same response, citing that they couldn't afford to run for only \$11,000 per year. "We're way below what other jurisdictions are, and it's important that we get it out there and talk about it," Woodbury said.

The number of candidates running for the Boulder City Council has dropped dramatically during the past six years. Five people ran for the two council vacancies in 2011 after 10 candidates ran in both 2007 and 2009. McCoy and Walker ran unopposed during their re-election bids in 2013, and just three candidates are vying for the two vacancies this year. And with term limits preventing Tobler from seeking re-election, Woodbury was the only candidate to run for mayor. With salary, retirement benefits and travel, along with a few other expenditures, about \$123,000 will be spent to pay the council this year. That amount equals 0.4 percent of the city's approximate \$30 million budget.

In 2001, a voter initiative was passed to ensure that council members were reimbursed for their travel by mileage as opposed to the \$350 monthly stipend they once received. Federal law requires they be reimbursed for their travel expenses. City staff reviewed the pay of nine municipalities across the state to determine how much pay would accurately reflect the work of the Boulder City Council.

Fraser said Fernley, Elko, Mesquite, Winnemucca and Fallon all had characteristics similar to Boulder City, which is how the \$27,000 came to be. The average annual council pay with benefits for those five jurisdictions was \$26,693. The mayor's pay was \$30,275 annually, city

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

records show. “You could make the argument that Fallon is most similar to us because they’re the only one with an electric utility, but you could also make the argument that Mesquite is most similar to us. Population is the same, they’re in our county, their councilmen sit on the same boards and commissions that ours do,” **Fraser** said. “You could make an argument that all of these are very similar. These are good comparisons.”

But not all supported the potential pay raise, including Walker, who said he wasn’t involved in talks to increase the council’s pay. “The overview says the City Council requested this, and I don’t know how those decided that the City Council requested this, but I was not involved in it, nor did I request this,” he said.

Woodbury said he hadn’t spoken with Walker much about the issue. “Seemed like he wanted to distance himself from it, but I don’t really know the reason,” Woodbury said. “We’re just going to talk about it. I don’t know how everyone’s going to come down on it. I just think the primary reason for this is that we’re not getting people to run for office, and that’s something we really need to look at.”

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)
April 15, 2015

Council adopts plan to promote better living

Author/Byline: Steven Slivka

The City Council adopted a countywide plan during its Tuesday meeting in the hopes of bettering lives of all Southern Nevada residents. The council discussed the importance of the Southern Nevada Strong Regional Plan, a comprehensive blueprint that provides ways to ensure a higher quality of life for Southern Nevadans, and how Boulder City fits into the plan. The plan focused on improving key areas that affect people’s lifestyles, including economics, education, community amenities and transportation.

For the past three years, the Southern Nevada Strong coalition reached out to the public for input on how to make the quality of life better for residents. Councilman Cam Walker served as Boulder City representative on the coalition’s board while Councilwoman Peggy Leavitt and City Manager **Dave Fraser** served on a separate committee.

Although the 800-page document discusses several facets that cater to all of Clark County, a few of the ideas pertained specifically to Boulder City. Encouraging businesses to support education and school programs, and improving neighborhood safety were two examples. Countywide examples include improving transportation options, and pursuing a stronger higher education system.

Councilman Duncan McCoy praised the comprehensive blueprint, calling it “well put together” and “easy to understand.” “It’s really a pleasure to be able to take a look at a stack of documents that has such a finely done executive summary,” he said. Leavitt said it was a “great experience” being a part of the committee. Raymond Hess, Regional Transportation Commission planning manager, said an important part of creating the plan was to encourage public participation and learn of people’s concerns as much as possible. Funding for the plan was provided by a Housing and Urban Development Department grant.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Boulder City Review (NV)
March 18, 2015

Aging utilities concern city

Author/Byline: Steven Slivka

The City Council met with department heads Tuesday to discuss its tentative budget for the next fiscal year. The budget, according to City Manager **Dave Fraser**, is similar to last year's, but with a few differences. "There is some belt-tightening here and there," he said.

Revenue in the general fund is up 9.5 percent from last year, helped in part by an increase in property tax, consolidated tax and charges for service. About \$1.6 million from the general fund will be used to pay for various projects, city vehicles and equipment.

Revenue in the utility fund is down 6 percent, but infrastructure sales tax is up 2 percent. **Fraser** said until now, he hadn't seen a time where a city's general fund was in better shape than its utility fund. "It's just common that the utility fund is the healthier of the funds," he said. "The news is encouraging this year in the general fund. We're heading in a good direction. I think during the course of this year it's going to be important to have some discussions of how we ensure that the utility fund stays healthy and viable going into the future."

Revenue from the solar leases in Eldorado Valley have helped the city accelerate some of its debt payments, including the revenue bond for Boulder Creek Golf Course, which is expected to be paid off by June, according to Finance Director Shirley Hughes. The interfund loan used to help pay off the Boulder Creek debt is expected to be paid off in July, with the remaining money going to balance the utility fund for the 2016 fiscal year. "That fund really needs some attention," Hughes said.

Mayor Roger Tobler said the city needs to accelerate its rate of debt reduction, if possible, in case of an emergency. The city has been working to address its electrical infrastructure needs, especially after two substation transformers went out last year. "All of these things we're going to have to look at sooner rather than later," Tobler said.

One ballot question, which passed in the November election, allows the city to spend about \$500,000 per year during the next seven years from the capital-improvement fund to pay for utility infrastructure needs. The other question that passed allows the city to sell 29 acres on Bristlecone Drive and Adams Boulevard to make repairs and utility improvements. "We can do some creative things like we're doing with the property sales. That will help," **Fraser** said. "But you've got a \$5 million solution to a \$25 million problem. Obviously that helps, but it's not the whole solution."

Fraser said another cause for the unhealthy utility fund is the city's low utility rates. "Our rates on all utilities are very low. The council's worked hard to keep them low, and they've been low for a lot of years," he said. The city's portion of the third intake pipe at Lake Mead, which is paid

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

through the capital-improvement fund, has also made it harder to pay off debt, **Fraser** said. Currently, the city spends \$1.8 million a year on the project, and that debt is expected to be paid off by 2017. “Part of what we’ve been struggling with is the debt,” **Fraser** said. “We have the third intake pipe, which is a very important project. It was critical that they did that, but hugely expensive.”

But the city’s budget is still on the right track, **Fraser** said. Deferred solar lease payments from Techren Solar and KOMIPO will be used to pay off debt in the general fund, and the city was able to fund two more full-time positions. “We’re not budgeting any revenue we don’t have. And we’re not budgeting any money we think we may receive,” **Fraser** said.

The city’s tentative budget must be sent to the state by April 15.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

April 9, 2014

Council praises city manager

Author: Steven Slivka

City Manager **David Fraser** underwent his yearly evaluation by the City Council on Monday night and although council members were happy with his performance, they focused on the importance of completing several tasks in the coming year. Council members weighed **Fraser's** performance for the first time since June after he completed his first six months. During the June evaluation, **Fraser** was given a list of goals, including working on acquiring collective bargaining agreements with eight unions, fixing information technology issues within the city, acquiring solar leases and addressing audit concerns within the police department.

Fraser said his staff is making improvements in several areas. He's already acquired six of the eight bargaining agreements, and has revamped the IT department by reducing printing costs, which will save Boulder City \$20,000 a year. Councilman Cam Walker was high on **Fraser** after his six-month evaluation, but was more critical of him Monday night. Walker told **Fraser** he must address the audit process more, as well as the lack of leases. He suggested **Fraser** add more staff if that's required. "No one likes growing government, but we have more needs," Walker said.

Fraser said he's worked diligently with solar companies to acquire leases, but cited the market's weakness as the main reason for the delay. "That's why we don't have more of our solar companies in operation right now," he said. Councilman Rod Woodbury praised **Fraser** for his fiscal management, but reminded him to focus on his long-term goals, and to be more assertive in his decision making. "Fifty percent of the people aren't going to like you, but that's just the nature of the beast," Woodbury said. "You have to take a stance."

Council members also said they want **Fraser** and his staff to focus on Interstate 11. **Fraser** told them it remains an important concern as the possibility of acquiring new leases for development near the interchange could boost the city's economy. "It's pretty clear to me that **Dave** knows what he's doing," Councilman Duncan McCoy said. "Our fiscal management is pretty good, and it's only going to get better."

In his comments to the council, **Fraser** praised Police Chief Bill Conger for the work he's done since being appointed to the position in March 2013. "I think he's been a tremendous addition to the community and to the department," **Fraser** said. "He has absolutely lived up to and exceeded all of my expectations."

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)
April 9, 2014

City Council OKs \$27 million budget

Author/Byline: Steven Slivka

The City Council approved its \$27 million preliminary budget for the 2014-15 fiscal year Tuesday night at City Hall.

Revenue was up 6.2 percent from last year because of an increase in property tax, consolidated tax and rent for the Copper Mountain 3 solar project, according to Finance Director Shirley Hughes. The additional revenue helped the city open up a position for an airport operations agent and an emergency medical services coordinator for the Fire Department. An anticipated increase in salaries for city staff also was included. The city's utility fund has a deficit of about \$767,000 because of a 1.5 percent drop in revenue, despite the infrastructure sales tax increasing 15.4 percent. With the exception of funds being spent on a raw water line, the council is hoping to have all of the city's debt paid off by 2017. The capital in the city's general fund was up \$1.8 million mostly because of Copper Mountain 3, Hughes said.

City Manager **David Fraser** recommended that the council set aside \$1.3 million for electrical infrastructure repairs. He also said the city plans to replace six older police cars with four new ones. **Fraser** said the city needs vehicles and to fund capital projects.

Councilman Rod Woodbury was displeased at the limited amount of time he had to look over the budget. "We just don't have enough time to digest what's going on," he said. "Something's wrong with the process if we only get four days to view what is the city's road map for the next year. We want to make sure we're not spending money we don't have." Woodbury suggested the city begin working on the budget two months earlier and add more workshops to speed up the process.

Hughes said it takes about four months to put the yearly budget together, and that it's difficult to judge what the numbers could potentially be without specific figures from revenue and expenses. "It's hard to go with it when we don't have hard numbers yet," Hughes said. "It's a process, and we're just going to have to work with everyone."

The city's tentative budget must be turned over to the Taxation Department by Tuesday, with the final budget approval by May 21.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)

March 21, 2013

Police chief files discrimination charges

Author: Jack Johnson

Police Chief Thomas Finn has filed a charge of discrimination with the Nevada Equal Rights Commission, alleging the City of Boulder City violated his constitutional rights because of his age and religion.

The complaint, filed March 8, states that since June, Finn had been “incessantly harassed and subjected to injurious and disparate terms and conditions of employment” by members of the city government because he was 59 years old and a Roman-Catholic. Finn is now 60 years old. “These city officials have falsely accused me of mismanagement, misconduct and other delusive concocted and untruthful behavior in an attempt to both ruin my reputation and adversely impact my distinguished law enforcement career,” Finn stated in the complaint. The one-page complaint did not name individual city officials or provide backing materials discussing specifics of the allegations.

Additionally, on Tuesday Channel 8 news reported that Finn filed multiple ethics complaints with the Nevada attorney general, accusing Mayor Roger Tobler, Councilman Cam Walker and City Manager **David Fraser** of “a long list of illegal behavior,” including unspecified violations of the Boulder City Charter. Finn did not return multiple attempts Tuesday night and Wednesday to discuss the filings and provide copies by deadline.

The attorney general’s office, as a matter of policy, could not confirm that Finn filed complaints. Finn’s attorney, Sean Flanagan, said Wednesday he was not involved with filing complaints with the attorney general, and could not confirm that it had been done. Walker, **Fraser**, and Tobler all said they were not aware of the specific allegations. “We have received nothing official,” Tobler said. “He’s trying to show something there, some allegations, but officially we haven’t heard anything.” Tobler said he believed Finn’s actions are a result of a failed attempt to be bought out of his employment. Finn threatened the city with a civil lawsuit late last year and requested that the city pay him \$250,000, city attorney Dave Olsen said in December. “The chief originally wanted us to buy him out to leave, and we didn’t do that, and I think he’s just taking these other avenues,” Tobler said. “It’s unfortunate.”

Finn told Channel 8 he was trying to protect his reputation. “I’ve got 35 years without a verbal reprimand, no discipline whatsoever in my file. I’ve never been charged with doing anything illegal, not even a policy violation. For them to now destroy my career in this way, and take pleasure in doing so ... I am not going to let that happen,” Finn told Channel 8 in an on-camera interview. The comments to Channel 8 echo comments Finn made after he filed a lawsuit in November claiming Walker, Olsen, police Sgt. John Chase, retired Sgt. Daniel Jennings and local attorney Stephen Stubbs “acted in concert” to damage his reputation.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Stubbs and Jennings successfully fought for the lawsuit's dismissal, which was ruled a strategic lawsuit against public participation by a Clark County District Court judge. The court also ordered Finn to pay Stubbs' and Jennings' attorneys' fees. Stubbs said he has not been paid the \$15,760 he is owed and has filed paperwork with the city to have Finn's wages garnished. Finn has since filed a motion for the court to reconsider its opinion.

Finn has been on medical leave since Jan. 16, the day following the court's ruling in favor of Stubbs. Finn is entitled to 12 weeks of medical leave under the Family Medical Leave Act. His leave expires April 16. **Fraser** started his position as city manager Jan. 14, and said he has left Finn alone while he has been on medical leave.

Retired Metropolitan Police Deputy Chief Bill Conger of Las Vegas was hired by **Fraser** to serve as acting police chief March 13. The 64-year-old Conger spent 30 years with Las Vegas police before retiring. Tobler suspects Conger's hiring might also have something to do with Finn's most recent allegations. "This didn't come out until Conger was put in as acting chief," Tobler said.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Boulder City Review (NV)
January 3, 2013

BC yet to comply with new disclosure law

Author/Byline: David Hall

Boulder City is among the majority of Nevada cities and counties that have yet to comply with a state regulation requiring every municipality to have an easily visible link to that government's latest quarterly financial statements on their website's home page. The regulation, Senate Bill No. 65, was passed by the Nevada Legislature in May 2011 and approved by the governor on June 17, 2011. On Dec. 20, 2012, the Legislature's Committee on Local Government Finance provided a "format of certain financial statements" that are to be posted of the governments' websites.

City Clerk Lorene Krumm said the city will have the link on the city's website, www.bcnv.org, by April 30. The link will include the city's financials for the fiscal third quarter, which ends March 30. "What we're going to do to comply is make it a stand-alone item (on the website), so people don't have to fish for it," Krumm said. "It's always been public information and it's always been accessible."

The finance department submits a monthly report to the City Council and that information is part of the council's agenda packet. The information is also available to the public under the City Clerk's office page on the website, but is part of the agenda packet pdf, which is hard to find for the uninitiated. City Finance Director Shirley Hughes said it would be "relatively easy" to put the financial statements that the department already does produce on the city's website to comply with the new law. "Every month we present a financial report to the City Council of the city's previous month's financial activities, which includes a list of all the claims paid in addition to the general financials," she said.

According to the Nevada Press Association, Boulder City is far from being the only one not currently in compliance. Only six counties and six cities are publishing the quarterly financial statements on their websites. They are Carson City, Washoe County, Douglas County, Pershing County, Lander County and Nye County. The cities are Reno, Winnemucca, Elko, Henderson, Fernley and North Las Vegas. Boulder City was informed about the new requirement following the 2011 Legislature in a report to the city by its lobbyist Lisa Foster, Krumm said. According to the regulation, the city clerk and city council of every incorporated city in the state are responsible for publishing the cities' financial information in a local newspaper and on the cities' official websites.

Mayor Roger Tobler said he had never heard of the bill when called Monday. Krumm said Wednesday she didn't recall the change until rereading the lobbyist's report last week. It never came to her office as something that needed to be done, Krumm said. The change is an update to a 1939 Nevada law requiring every incorporated city to publish their receipts, disbursements and the details of each bill received and paid, every calendar quarter, in a local newspaper for one

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

day. However, the rising cost of printing large amounts of cities' and counties' financial data that came as areas grew made it very difficult for cities to comply with the old law. So, many cities, including Boulder City and Las Vegas, didn't. Senate Bill 65 was created to use Internet technology, making it more feasible for cities to provide financial transparency to the public, while saving costs for the municipalities.

Incoming City Manager **David Fraser** told a Senate committee in 2011 that the law had become outdated. "At that time, the local newspaper was the best way to disseminate information, **Fraser**, then executive director of the Nevada League of Cities and Municipalities, told the committee. "Now, requiring this information to be distributed through this particular medium can be expensive and inefficient." The cost to larger cities will be around \$125,000 per quarter to print under old law. "We live in an electronic age and can provide this information to the public via the internet and other means that can exceed the intent of the 1939 law," he said.

Governments are still required to publish a brief overview of financial information in a local newspaper. This must be published five consecutive days. It must inform the public of the city's website so anyone can view the city's financial information in greater detail. The newspaper overview also must provide a telephone number for the public, so anyone can call for instructions on how to obtain the detailed financial documents. The website must list a telephone number people can call to get instructions for obtaining detailed financial documents. The website must list the address of the city office where the public may view these documents. The state Department of Taxation is responsible for checking municipalities for compliance with this regulation.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Boulder City Review (NV)
November 15, 2012

Final OK given to city manager's contract

Author: Jack Johnson

The City Council approved an employment contract Tuesday with new City Manager **David Fraser**, who is scheduled to begin work Jan. 14. The contract gives **Fraser** an annual salary of \$138,200, two weeks of vacation and 96 hours of sick leave at the start of employment. He also will receive \$10,000 to cover the cost of moving his family to Boulder City from his home in Dayton, Nev. **Fraser** will be allowed to continue outside part-time consulting work as well, according to the contract, as long as it does not interfere with his role as city manager.

Since 2003 **Fraser** has been the executive director of the Nevada League of Cities and Municipalities, acting primarily as a lobbyist. He also has served as the city manager for three small communities in Colorado, Michigan and Kansas. In an interview with the Boulder City Review earlier this week, **Fraser** said working as a city manager is something he has wanted to do since college and he is happy to return to the position by coming to Boulder City. His career path began in his early 20s with a discussion about his future with a church mentor, then-North Las Vegas City Councilman Dale Huntsman. "He said, 'You know, you'd be a good city manager,'" **Fraser** said. "When he said that, of course I had no idea what that was."

Though **Fraser** lived in Salt Lake City, Huntsman arranged for him to come to North Las Vegas and meet with North Las Vegas City Manager Mike Dial. Dial told him more about what the position entails and advised him to meet with other city managers. So, upon returning home to Salt Lake City, **Fraser** did just that. "It just felt like the right thing," **Fraser** said. "So I went ahead and pursued my other graduate degree." He earned a bachelor's degree in political science and a master's degree in public administration from Brigham Young University. The graduate degree plus two internships helped him step right from college to his first job as city manager in Milliken, Colo., population 3,000. "My first job out of college was a manager's job," he said. "That's almost unheard of."

After spending two years in Colorado, **Fraser** decided to take what seemed like a challenging job in the town of Buchanan, Mich. "It was really a fractured community and the council was really a reflection of that," he said. "One of the reasons I wanted to go there is I am kind of a team builder and I wanted to fix that." Unfortunately, he wasn't able to fix the divided council, he said. But he was involved in repairing the town's economy after its largest employer, Clark Equipment Co., moved to another state. "To say it left a gaping hole in the economy would be an understatement," he said. Adding insult to injury, Clark Equipment left behind an environmentally contaminated area the size of 12 city blocks. But after a multimillion dollar cleanup effort, the community was able to bring multiple companies into town, such as Electro-Voice and Bosch, **Fraser** said. "What was so great about this ... we cleaned up the environment and diversified the economy," he said. In 1998, after two years in Michigan, **Fraser's** contract was terminated without cause, and he was hired in Beloit, Kan. "Kansas was great," **Fraser** said.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

With a harmonious council and a self-sufficient city that built its own streets and operated its own power plant, **Fraser** said life was good, except for being far from his family. “I think I could have been happy in that community for a long, long time ... but we kinda were far away from grandma and grandpa,” he said.

In an effort to move his children closer to their grandparents in Nevada, **Fraser** began looking for jobs in the Silver State. In 2002 he was even runner-up for the city manager position in Carson City, but after narrowly missing the position he threw his hat into the ring for the executive director job at the League. He was reluctant because it was not a city manager’s position but found that he liked the work, which isn’t much different. “The biggest difference is, I was dealing more with policy than people,” he said.

And it all came full circle. The connections he made while representing the interests of Nevada cities on the state and national level eventually played a part in landing him the top administrative position in Boulder City. “(**Fraser**) knows everybody he needs to know in this state in order to function, and that is a big advantage,” Councilman Duncan McCoy said at one point during the hiring process.

After receiving word in October that the council had chosen him as the top candidate, **Fraser** said he was looking forward to being a city manager again. “I had spent time as a manager before and there’s a lot of things I missed about it. In my present position, I’m able to make a difference, but I’m not really eyeball to eyeball with the people I’m making a difference with,” he said. “There’s something good about being where the rubber meets the road.” In addition to his professional work, **Fraser** also coaches high school basketball and plays the drums.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Las Vegas Sun (NV)

January 4, 2011

**Gov. Brian Sandoval's optimism in inaugural address a tough sell
Despite Nevada's economic misery, tone of his address is entirely upbeat**

Author: Anjeanette Damon , Delen Goldberg , David McGrath Schwartz

As he was sworn in as Nevada's 30th governor Monday, Brian Sandoval had one goal: project hope and optimism despite the economic troubles confronting the state. It said as much in the official program: "Optimism is the foundation of courage." In his 10-minute inaugural address, Sandoval said he was optimistic or expressed optimism 10 times and used the word "opportunity" 13 times. "Some would have us believe that Nevada's best days are behind us — that we must resign ourselves to what we have momentarily become," Sandoval said. "We dare not go down that road. We must have the optimism to remind each other that Nevada's long history is one of opportunities realized. Of succeeding even when others said we couldn't." He spent far less time dwelling on the state's current hardships. "Nevadans from all walks of life are faced with unemployment, foreclosures and bankruptcy — hardships forged in the crucible of three long years of economic crisis," he said.

Inaugural speeches are intended to set the tone for a politician's time in office. It was clear what tone Sandoval wants, as he walked a line between optimism and naiveté. Telling people to be optimistic is one thing. Getting them to move forward while dealing with joblessness, underwater homes and an inadequate education system, is another. Still, observers of state government said Sandoval's optimism is an important element of leadership, but far from the only one. The state doesn't need an unrealistic leader who sounds like the real estate boosters of 2006: Buy now while the getting is good! The market can only go up! "That's what we need: optimism, looking forward," Barry Smith, executive director of the Nevada Press Association, said. But, Smith added, "our problems are fairly obvious. What's not so obvious are the answers, the plans and direction."

The inaugural speech wasn't designed to go into those details. And uplifting oratory can't mask the hard realities and dismal tasks that begin in earnest later this month. On Jan. 24, in his State of the State address, Sandoval will reveal how he plans to balance the state's budget, which is billions of dollars short of funding needed to maintain current services. "He's doing his best to tell people 'Believe me.' And you know he believes it. But in the legislative process, rhetoric does not carry the day," said former state archivist Guy Rocha, who attended the inauguration. "We still don't know how he is going to get there."

Elliott Parker, a professor of economics at UNR, put it more bluntly: "We don't have a reason to be optimistic." But, he said, "we won't have a reason to be optimistic unless we are optimistic." After his speech, Sandoval signed an executive order suspending new regulations on business, promoting ethics and issuing a proclamation telling parents to read to their children. Sandoval's Chief of Staff Heidi Gansert acknowledged the proclamations were aimed more at sending a message than addressing immediate problems. "It's setting the tone so that businesses know we

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

are a friendly environment,” Gansert said when asked to name a pending regulation that would impede business development in Nevada. Same for the ethics executive order. It isn’t aimed at any specific abuse, but more at the perception that state officials are being “wined and dined,” said Dale Erquiaga, Sandoval’s senior adviser.

Afterward, reporters asked Sandoval about the source of his optimism. “I guess I’m not as cynical as you,” he said. “The numbers have been improving over the last few months. Things are starting to trend upward. And as I said, I am going to be a governor who is going to be personally engaged in this process. There are companies out there who want to bring jobs here. The most important thing here is to give an opportunity to the people of the state of Nevada to get back to work.”

Many of those who listened to the speech said they bought into Sandoval’s optimism about Nevada’s future. But for some that optimism quickly faded when asked if it extends to the upcoming legislative session, which begins next month. “Absolutely, we have reasons to be optimistic,” said **David Fraser**, director of the Nevada League of Cities. “All of the things that have made Nevada great still exist. “But I’m always cautious about what awaits us in the session. And we’re certainly nervous about that.” Sandoval has said he will look to local government coffers to make up the state shortfall and to take on some state services.

Clark County School Board Vice President Carolyn Edwards laughed when asked if she’s optimistic about the coming year. School officials are bracing for budget cuts in excess of 10 percent. “I’m optimistic that we can improve the educational system in Nevada,” Edwards said. “I’m not optimistic about the proposed budget cuts. We will have to work very hard to make it the least painful we can.” Edwards’ long-term hope for Nevada schools is centered on restoring a significant amount of what has already been cut once the economy rebounds.

John Restrepo, who runs an economics and public policy research firm and is chairman of the state’s Economic Forum, said the recent dose of economic reality is cause for optimism. “We have become more realistic as a state about the challenges facing us,” he said. “We’re moving on from a period of irrational exuberance, cheerleading and ignoring what’s going on around us.” Restrepo said he doesn’t expect a recovery until at least 2012. Until then, the economy will continue to “bounce along the bottom.” That, in the Nevada of 2011, passes for optimism.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Laughlin Nevada Times, The (NV)
April 19, 2010

David Fraser, Sig Rogich to speak to LEDC

Author: Jim Maniaci

The manager of the Nevada association of cities and the leader of the Republicans for Reid will be the next speakers in the Leadership Forum at upcoming public meetings of the Laughlin Economic Development Corporation. Both will be at 9 a.m. on Fridays at American Legion Laughlin Post 60 on Bruce Woodbury Drive at Cougar Drive. **David Fraser** of the Nevada League of Cities-Municipalities will talk on April 23. Sig Rogich of Republicans for Reid on May 7. Reid is U.S. Senator Harry Reid, D-Nev., who is seeking his fifth term of six years and is from Searchlight. **Fraser** has emphasized that voting on whether or not to incorporate is always a local decision. He will talk about what issues should be addressed in the decision-making process and the league's role as the advocate for municipal governments in Nevada.

The league includes cities plus general improvement districts that provide some municipal-type services while not being full-fledged general law or charter cities. A bill to provide for such an election, with its proposed charter, is pending, with Assemblyman Dr. Joe Hardy following up on his previous AB-383, which he will introduce at a special session whenever Gov. Jim Gibbons calls the session; the governor also sets the agenda for a special session.

Rogich, a founder of R&R Advertising, moved to Las Vegas in 1954 and earned a bachelor of arts in journalism from the University of Nevada-Reno in 1967. An advisor to government and industry leaders throughout the world, Rogich has done more than 400 political campaigns. The first big ones were Gov. Paul Laxalt's in 1966 and his senate campaign in 1974. He also was deeply involved in the presidential campaigns of Ronald Reagan, George H.W. Bush, George W. Bush and, now, Arizona Sen. John McCain's.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Daily Sparks Tribune, The (NV)
November 3, 2009

A League of Sparks' Own

Author: Sarah Cooper

“The mission of the (Nevada League of Cities) is to help cities speak with a unified voice, to provide legislative support and also programs and training,” **David Fraser**, the league’s executive director, told the Sparks City Council last week. It was then up to the council members, however, to determine if the league’s mission had been accomplished in Sparks.

On Oct. 26, the council voted to renew the city’s membership with the league of cities for one more year at a price of \$17,889. However, Councilwoman Julia Ratti voted no on the renewal, Councilman Ron Schmitt abstained and Councilman Mike Carrigan gave his “reluctant support.” “The problem I have is that during the last Legislative session, the league didn’t step up,” Carrigan told **Fraser**. “... I am going to support this reluctantly but if things go the way they did last year, I won’t support it again.”

In 2009, Sparks proposed a bill at the Legislature that would have redirected room tax revenue from the Reno Sparks Convention and Visitors Authority to city marketing coffers. The bill died in committee. **Fraser** sympathized with Carrigan’s frustrations. “That is the difficulty of the task of representing all of the cities in the state,” **Fraser** responded to Carrigan. “There are times when, frankly, not all of the cities are on the same page. It is very difficult as we formulate our policies as to what we will advocate.”

Schmitt abstained from the vote, not because he disagreed with the league’s actions, but because he sits on its board of directors. “Because I was so involved in the league, I thought it was best for them (the rest of the council) to take a look at it,” Schmitt said. Ratti simply thought that in tough economic times, the money could be better spent elsewhere. “I spent quite a bit of time thinking about this,” she said prior to her vote. “They are doing a fine job and it is a tough job they are doing ... but we are going into tough economic times and we are going to have to make some tough decisions. Most of our staff have had to give up their memberships in their associations. ... I just feel like this is one that I can give up. ... We can use that money somewhere else a little more effectively.” Ratti was one of three Sparks representatives who traveled to the league’s annual conference on Oct. 14. Schmitt and Sparks Mayor Geno Martini also attended.

The conference covered topics from government consolidation to home rule to budget challenges. According to **Fraser**, it also provided continued education opportunities for local heads of government. The membership was one of many that Sparks City Manager Shaun Carey suggested that the council spend taxpayer money on at a May 26 council meeting. The annual dues are paid from the general government fund, according to Carey. The membership fee is normally in the \$22,000 range. However, the league’s board of directors approved a 20 percent discount on this year’s fee because of tough economic times for many cities, Carey added.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

The city of Sparks has been a member of the Nevada League of Cities since 1990. Member cities include Boulder City, Caliente, Carlin, Elko, Ely, Fallon, Fernley, Gardnerville, Henderson, Incline Village, Indian Hills, Las Vegas, Lovelock, Mesquite, North Las Vegas, Pahrump, Reno, Spring Creek, Wells, West Wendover, Winnemucca, Yerington and Sparks. Sparks is also a member of the National League of Cities. For that national membership, the city pays about \$5,400 in annual fees.

Before giving his approval to the membership, Carrigan also asked **Fraser** what the drawback would be if the city did not renew its membership with the league. “To be frank, I would think that if I introduced myself as **David Fraser**, representing all of the cities in Nevada except for the city of Sparks ... it might look bad,” **Fraser** said. His frank response was met with a lighthearted chuckle before the 2-1 vote of approval was taken.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Ely Times, The (NV)
October 14, 2009

Local governments meet

Author: ALAN CHOATE

Should city and county governments be consolidated? Should the state Legislature be able to take money from local governments to make ends meet? Should local governments, not the state, set tax rates for their jurisdictions? Those are the kinds of questions that will be on the minds of officials from across Nevada when they gather Wednesday in Henderson for a local government summit. Called the first meeting of its kind in Nevada history, it is expected to draw an unprecedented number of city council and county commission members, including two possible candidates for governor. Earlier this year, the Legislature ordered studies of the state's revenue system, the pros and cons of consolidation in Clark and Washoe counties, and the powers allocated, or not allocated, to local governments. This week's meeting kicks off what's expected to be a series of conferences where cities and counties can, perhaps, agree on their stances on those issues. "We're there to learn," said Las Vegas Mayor Oscar Goodman, who said the focus will be on the relationship between local governments and the state. "We're the ones who provide the first-responder services, but they're the ones who fund us. What's the best way to accomplish this?"

No action will be taken. Instead, attendees will listen to presentations about what's next in the study process. "There's just a lot of concern about the local governments and the state meeting their service obligations," said **David Fraser**, executive director of the Nevada League of Cities. "The state is having budgetary issues, and local governments really are swimming in the same revenue stream."

The issues aren't new. Consolidation and "home rule," as it's called, in which cities and counties have more control over taxing and revenue, have been discussed many times. So has revamping the tax system. A 2002 legislative study found that the existing mix of tax revenues was not enough to meet the state's future needs, and that was before the more recent economic woes crashed government budgets. This year's tax study sets a broader agenda. In addition to looking at types of taxes, the study calls for projections on "quality of life" programs such as education and social services and a recommendation on those programs' costs. Not much was done with those studies, but this time could be different, said Jeff Fontaine, executive director of the Nevada Association of Counties. "I think that's part of what this summit is about, is to get that momentum," he said. "Nevada is a different place than it was 20 years ago, or even 10 years ago." Clark County officials will lead a discussion on how the state can collect and disburse revenue in a way that's efficient and fair for all local governments in this tough economic climate.

Commissioners Rory Reid, an expected candidate for governor, and Larry Brown are expected to participate. Commissioners Lawrence Weekly and Chris Giunchigliani have made tentative plans to attend. Reid said he knows of no past summit that brought together elected officials and staff

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

from so many local governments. This will help the leaders to coalesce when talking to the state about expanding home rule, he said. "This is unique," Reid said. "It's more effective to speak in one voice rather than competing ones."

Giunchigliani said a united front makes sense at a time when the state's 17 counties are struggling. The state will have another humongous shortfall next budget cycle and will want to dip into local governments' coffers, she said. Earlier this year, state lawmakers in search of revenues during the recession took more than \$180 million in taxes and fees that Clark County had expected to receive over a two-year period. To prepare for the next budget shortfall, governments must find ways to raise revenue and cut costs, Giunchigliani said.

Greater autonomy for counties has been studied for decades but has gone nowhere, she said. Counties should have some authority to raise taxes and revenue without the state's approval, she said. Both Reid and Giunchigliani think it would be more efficient to consolidate services, similar to the police, water authority and health district. They were referring to the Metropolitan Police Department, which was created from the Las Vegas Police Department and Clark County Sheriff's Department; the Southern Nevada Water Authority, which consolidated the valley's water supply systems under one umbrella; and the Southern Nevada Health District, which was created from the county health department and health departments of several cities in the valley. "I think Southern Nevada has done a pretty good job of consolidating, but there's more to do," Reid said.

North Las Vegas Mayor Shari Buck said she plans to talk about revenue at Wednesday's gathering. North Las Vegas has long complained that it receives a smaller share of consolidated tax revenue per capita than other Southern Nevada cities. "We've always gotten a raw deal," Buck said. Buck has some concerns about consolidation -- "there are things I would never consider consolidating," such as police and firefighting services, she said -- and said home rule is "something that needs to be explored and evaluated. Goodman has evaluated consolidation and home rule and is firmly in favor of both. Consolidating local governments means a bigger entity with more political clout, he has said. And he has long advocated for home rule, noting that "we have very little ability to raise any revenue whatsoever." "That is something I would like to see," Goodman said. "If I ever ran for political office other than mayor, I would try to really get a better balance between the cities, the counties and the state." Goodman is pondering a run for the governor's office. Not everyone will share his view, he added. "Sometimes, you get what you wish for," he said. "If they gave us home rule ... then with the good comes certain obligations that perhaps some cities don't want to undertake at this point."

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Las Vegas Sun (NV)
November 6, 2008

Boulder City Council in brief

Author: News Staff

Council to delay meeting for holiday

The Boulder City Council has postponed its next regular meeting, scheduled for Nov. 11, until Nov. 12, a Wednesday. It will still be held at 7 p.m. in City Hall, 401 California Ave. The meeting was postponed one day to observe Veterans Day. City Hall also will be closed in observance of the holiday.

Paving contract to get second look

City Attorney Dave Olsen will review the way the city planned to award a paving contract for compliance with state law. Rod Woodbury, a lawyer for Eldorado Rock, asked the council Oct. 28 to reconsider the way it found Southern Nevada Paving the lowest bidder for the project at \$835,100. The city opened bids for the repaving of roads and sidewalks and rebuilding gutters around town on Aug. 28 and had prepared to award the contract at the meeting. Woodbury said the city had not asked for "responsive bids," the way Nevada law requires.

City boards get new, returning members

The council reappointed and appointed members to sit on four city boards. Bill Cottrell and Bruce Pennington were reappointed to the Charter Commission. Their terms expire in 2011. Goldie Begley was reappointed to the Civil Service Commission. Her term is over in three years. On the Airport Advisory Committee, John Bacon will take over the term of Bill Perlmutter, who missed three meetings. That term ends in February 2012. Rob Steensen was appointed to the committee in February, and his term also expires in February 2012. On the Combined Board of Appeals, the council appointed Rodney Whisenhut. His term expires in 2012. He replaced Larry Richner, who term expired Sept. 30. City Clerk Pamella Malmstrom said the position was not demanding. "To the best of my knowledge, this board has never met," she said.

City wins award for tourism slogan

The Nevada League of Cities awarded the City Innovations Award to Boulder City for its "tremendous job in branding" the town. **David Fraser**, executive director, presented the award at the City Council meeting Oct. 28 and praised the "World Away for a Day" slogan for bringing tourists to Boulder City and increasing the quality of life for residents. Councilman Mike Pacini, who represents the city on the Las Vegas Tourism Commission, said marketing his hometown and creating it as a destination has become a lot of fun.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Las Vegas Business Press (NV)

March 19, 2007

State and local governments look at impact fees

Clark County promises to include commercial and industrial

Author: FRANK ARMAND ALBANO

Impact fees to pay the costs of new development are once again on the agenda at the Legislature. The Nevada League of Cities & Municipalities has proposed two changes to the law and Sen. Mark Amodei, R-Carson City, has authored a third. One would expand the purposes for which impact fees may be spent and the second would change the law on the residential construction tax. Amodei's proposed amendment would make it clear that jails and detention centers attached to police stations are a proper use of money raised from impact fees.

NRS.278B is the Bible of impact fees -- in fact, it's headed "the do's and don'ts of impact fees." The statute sets out the criteria for imposing impact fees ... but municipalities don't have to collect them. The three bills in the Legislature will, therefore, be more of a suggestion. That's how Clark County is taking it anyway. "Whatever the state does it will not affect the county," said Chief Comprehensive Planner Chuck Pulsipher. "If the Legislature approves one or all three bills, they are separate from Clark County. We would conclude (whether) they were justified."

SB 138 would standardize the tax on new homes. "A 1 percent residential construction tax of the value of the new house, capped at \$1,000 for parks, infrastructure and new services is what we advocate," said League of Cities Executive Director **David Fraser**. "The \$1,000 cap would apply to all new houses across the board. A \$200,000 house and a \$2 million house, the impact fee would be capped at \$1,000." The league's other proposal would allow cities to use impact fees for administration, which is currently not permitted.

WHO PAYS?

Currently, developers can choose whether to pay the fees when they seek building permits or when they seek a certificate of occupancy. Most choose the latter and pass it on to the home buyer when the real estate market is strong, according to Duncan Associates, an impact-fee consulting firm. If increased impact fees raise the cost of a new home, the value of that home also rises. Making new home buyers pay for infrastructure also means lower property and sales taxes, say the experts. **Fraser** doesn't expect his two bills, which are in committee, to be voted on anytime soon.

CLARK COUNTY PONDERS

Even though Clark County is waiting to see what changes are made in Carson City, Pulsipher says "We are putting the finishing touches on an (impact-fee feasibility study) and will either present our recommendations to county commissioners at the March 21 meeting or the first meeting in April." There doesn't seem to be much of a mystery that the county is thinking of extending impact fees to commercial real estate. "It will also include commercial and industrial,"

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Pulsipher said. The county's top planner says any impact fees will be paid when building permits are issued but added, "that cost will be passed on to the new buyer."

It will take nine months to a year for the additional impact fees to work their way through the lengthy process of becoming a county ordinance. Recommendations are only the first step. First, the county commission must accept or amend the recommendations. When it has decided what fees it wants to charge, it has to hold public hearings. Whatever emerges, there is always someone facing a worse deal. Truckee's town council, in Washoe County, is looking at raising impact fees for new road construction by 113 percent. That would raise the fee from \$2,000 to \$5,000 per home.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Las Vegas Sun (NV)
July 2, 2005

City, county governments grapple with retirees' benefits

While the state grapples with how it will pay for health care benefits for government retirees, cities and counties are grumbling about what they're paying now. The governments are irritated by the impact of a state law passed in 2003, Assembly Bill 286, which gives any local government employee the option of joining the state health care program once they retire, even if the local agency hasn't been a participant. Supporters say AB286 rewards local government retirees for their public service by giving them easier access to affordable health care.

As of April, 339 county government retirees had taken advantage of the law by enrolling in Nevada's Public Employees' Benefits Program for health care. The number of city employees in the program was not immediately available. But local governments say the law amounts to an unfunded mandate for them because they are forced to help pay for their retirees' health care premiums. "It forces us to take money from somewhere else, such as public safety, libraries or after-school programs," Andrew List, Nevada Association of Counties executive director, said. "The state has mandated this without giving the counties the necessary funds to pay for it."

The association found that the 17 counties had to budget a combined \$1.06 million this year to help pay for health care premiums for their retirees because of the law. Clark County leads the way with a \$300,000 expense, followed by \$130,215 from Churchill County and \$110,000 each from Washoe and Elko counties. "If you have a rural county like White Pine or Mineral, they are on the edge of being financially insolvent," List said. "They don't have the sales to generate sales taxes because businesses have closed up. They have problems with property tax revenue because they have declining assessed values. They are recovering less revenue while they have had more mandated services."

Clark County expects its expense to exceed \$400,000 in the next fiscal year because of AB286, Ed Finger, its assistant finance director, said. The county plans later this year to study the extent to which the law has created an unfunded liability because the county will be liable for future health care payments. "It would be challenging to address an unfunded liability because of all the fiscal challenges the county faces," Finger said. The county opposed AB286 because it had been providing what it thought was a fair plan for retirees.

The plan enables retirees to purchase health care premiums from the county at a discount rate because the county is able to co-mingle the retiree health plans with lower-cost plans for current employees. With AB286, the county has to help pay for health care for retirees who opt into the state program. "This intrudes into our management of retiree benefits and we find it unwarranted," Finger said. The Nevada League of Cities, which opposed AB286, had estimated two years ago that the law would force cities to budget at least \$1.5 million a year to cover their share of payments for health care benefits. Part of the problem with the law is that cities and counties have no way of knowing how much they should budget each year because they don't

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David Fraser

(Articles are in reverse chronological order)

know how many retirees will opt into the state program, according to **David Fraser**, executive director of the league.

There is also no statistic kept on the number of city and county government retirees who live in Nevada. "Many cities negotiate these benefits through collective bargaining, and we bargain in good faith," **Fraser** said. "But by mandating that cities provide this, it takes this issue off of the collective bargaining table. So this law hits us coming and going." Assemblywoman Chris Giunchigliani, D-Las Vegas, agrees that local governments got stuck with an unfunded mandate. She promised the issue would be addressed this year by a special legislative committee she chairs that is studying health care benefits for public employees. "That was a bad error," she said.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Las Vegas Sun (NV)

April 11, 2005

Officials spar over plan to eliminate franchise taxes

Author: Kirsten Searer

But representatives of local governments say whatever savings might arise out of such a move for consumers would be short-lived because the local governments would either have to make severe budget cuts or increase property taxes and other fees to make up for the lost revenue. That's the heart of the debate over Senate Bill 277, which would eliminate the franchise taxes that utilities pay to local governments. Lawmakers and lobbyists argued the merits of the bill on Friday.

Local governments noted that about 14 percent of their total revenue comes from the franchise fees that they collect from cable, telephone, gas, electric and other utility companies. Local governments charge the fees in exchange for allowing the companies to run their lines and place their equipment in the public rights of way. Henderson residents pay an average of \$92 annually each, while people who live in Las Vegas pay an average of \$75 a year each, while each North Las Vegas resident pays an average of \$60 annually, officials said. Nicholas Miller, an expert on public rights of way, said governments are working like businesses, charging rent for a commodity. Estimates on the value of public rights of way ranges from \$1.1 trillion to \$4.7 trillion, he said. Nevada has spent an estimated \$300 billion just building its public rights of way, he said. Plus, the use of rights of way cuts down on the life of roads, causing more cost and hassle for taxpayers, he said.

Local governments argue that the taxes are basically rent because the companies are given access to public roads, alleys and other areas. But if that's true, says Sen. Randolph Townsend, R-Reno, then governments are charging consumers rent on their own land. No they're not, advocates of franchise fees say. The governments are charging the utilities. It is the utilities that are then turning around and charging consumers by passing along the cost. Local governments said they already will get lower-than-expected budget growth because of property tax reform. Losing the franchise fees would be a major hit at this time. Las Vegas and Clark County each makes about \$42 million a year on the taxes. "Obviously if you lose 10 to 14 percent of your revenue, it's going to have an effect on services," said **David Fraser**, executive director of the Nevada League of Cities. "It would easily have twice the impact that the property tax cap had to local revenues."

"There's no way to take a cut like that without significantly damaging public safety and judicial functions," said Mike Alastuey, a lobbyist for Clark County. But Townsend argues that taxpayers are getting little in return for the expensive fees, which total more than \$141 million statewide. Local government representatives said that's not true; taxpayers get \$141 million in government services.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Marvin Leavitt, a representative of the Urban Consortium, said some people in Carson City have suggested that local governments are making so much on sales taxes right now that they should rely on that as their main source of revenue. But he pointed out that sales taxes are very cyclical, especially in economic slumps such as the one after Sept. 11, 2001. Townsend did say he would amend the bill to say local governments could put the franchise fees before voters. "If you do take away a revenue stream, whether you like this one or not, there should be an option for local government to be able to get it back," he said. The bill could make it out of Townsend's Commerce and Labor Committee soon, but he said his bill -- and others that deal with taxes and government revenue -- likely won't proceed until May, when the Legislature gets its regular forecast from the Nevada Economic Forum. Some of those other fiscal and tax matters include:

Gov. Kenny Guinn's plan to rebate up to \$300 for every vehicle registered. The idea is supported by a bill sponsored by Assemblywoman Sharron Angle, R-Reno. Two bills would allow sales tax holidays, when consumers could purchase goods tax-free on designated days, probably near back-to-school time. Senate Bill 167, sponsored by Sen. Maggie Carlton, D-Las Vegas, and Assembly Bill 320, sponsored by Assembly Speaker Richard Perkins, D-Henderson, both deal with this issue.

Eliminating the premium tax on annuities, an idea pushed by Sen. Bob Beers, R-Las Vegas, in Senate Bill 176. Eliminating the excise tax on bank branches imposed in the 2003 session. Senate Bill 352 is sponsored by the Senate Taxation Committee.

Repealing the governmental services tax, another bill sponsored by Angle. Repealing the controversial business license fee imposed last session, another bill sponsored by Angle. Perkins already has said the Legislature has "moved on" from that debate.

Internet – Newspaper Archives Searches

David Fraser

(Articles are in reverse chronological order)

Las Vegas Sun (NV)
February 26, 2004

Guinn decries loss of revenue to Internet services

Author: Kirsten Searer

Gov. Kenny Guinn said Wednesday he plans to meet with officials from all of Nevada's cities and counties to talk about millions of dollars that could be lost as residents switch to new -- and untaxed -- technologies. Guinn, fresh from a meeting of the National Governors Association in Washington, spoke Wednesday to several hundred people at a luncheon for the Nevada Taxpayers Association. He told the group that billions of dollars each year could be lost as households throughout the country begin to use new methods of communication, such as Internet phone lines, that are not taxed. "It will be devastating throughout America," he said.

Companies such as Sprint, which provides most of the household phone service in Las Vegas, pay millions each year in taxes to cities and counties. Clark County, for example, receives about \$2.2 million a year in franchise taxes from Sprint, said county spokeswoman Regina Olivares. Yet most Internet services go untaxed, including Internet phone service, a growing industry. About 175,000 people throughout the country subscribe to Voice Over Internet Protocol, or VOIP, compared with about 188 million conventional telephone line users and 155 million wireless customers, according to the Associated Press. The technology converts phone calls to data and transmits them across Internet connections. An increasing number of people will rely on wireless or Internet phone service, which will cut into government coffers, in coming years, Guinn said.

A controversial bill considered by the U.S. Senate last fall would have placed an indefinite moratorium on all Internet taxes, including sales taxes on Internet purchases and taxes on Internet providers. Coalitions of cities, counties and state governors fought the bill, saying their budgets would be devastated as more and more services are conducted online, Mike Hillerby, Guinn's chief of staff, said. "The hit would have been billions and billions of dollars on state and local government," Hillerby said. The bill did not clear the Senate, and Internet services continue to operate untaxed.

As a compromise, groups that advocate for local and state governments have proposed a two-year moratorium on Internet taxes so they can determine how to replace revenue from services that have gone to the Internet, Hillerby said. Guinn said he isn't looking to create new taxes, including any new taxes on Internet providers. But governments need to determine how they can maintain some sort of revenue stream, he said.

David Fraser, the executive director of the Nevada League of Cities and Municipalities, said cities are concerned about the increasing amount of untaxed Internet services. "The way cities look at it, they're not out looking for a lot of new taxes," **Fraser** said. "It's certainly encouraging that (Guinn) wants to take a look at it statewide. I think you can expect that he'll get the cooperation of communities in that kind of discussion."

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Guinn's speech Thursday was to a crowd that included many anti-tax advocates, a group he tangled with in the last Legislature. Guinn proposed a package of nearly \$1 billion in taxes to fund the state budget. After months of disagreements, the Legislature agreed to raise taxes by more than \$800 million. In his speech, Guinn also boasted of the local economy, pointing out several rising indicators, including the improving unemployment rate. Nevada's unemployment rate was 5 percent in January 2003 but was 4.5 percent in December. He cited a new study from the Economic Policy Institute that said Nevada was second in the nation in the last two years in creating higher-paying jobs. "That's critical to us," he said. He also told the crowd advocates that he has worked to cut government spending in his tenure, lowering the ratio from eight state employees for every 1,000 residents to 6.5 employees for every 1,000 residents.

Internet – Newspaper Archives Searches**David Fraser***(Articles are in reverse chronological order)*

Salina Journal, The (KS)
April 2, 2001

Voting day**In some towns, apathy is the biggest issue**

Author: TIM UNRUH

Tuesday's local elections could either be ho-hum or a humdinger, depending on where you live. But even with a hot ballot here and there, north-central and northwest Kansas polls aren't expected to be busy. "I hope it's not lack of interest," said Pat Schippers, Logan County clerk. No one filed for office in two of the county's three cities, Winona and Russell Springs, population 120 and 35, respectively, meaning the mayor and city council will be decided by write-ins. "We just don't have any issues," she said. Same goes in Decatur County, where there are blank ballots in Norcatur and Dresden. Each town has no candidates for mayor and two city council positions.

But Smith Center has an issue - whether to allow the sale of packaged liquor in the city. Two other towns in Smith County, Athol and Kensington, have liquor stores, but voters in the county seat have resisted through the years. "I think we'll have a big turnout because of the packaged liquor question being on the ballot," said Beverly Cronn, deputy county clerk. Joe Conaway figures it's been nearly two decades since the town last voted it down. He and his wife, Darla, own two establishments that sell liquor by the drink. They are among those who signed a petition and forced the packaged liquor question on the ballot. Darla Conaway carried it.

Joe Conaway said a liquor store in Smith Center would be another reason for people who travel on U.S. Highway 36 to spend nights there, giving business to motels, restaurants and other businesses. He said it's not a ploy for him to open another business. Because they own restaurants that serve liquor, Conaway said, he's prohibited from owning a liquor store. "There will be somebody wanting to put one in," he said, adding that he purchases liquor from stores in Athol and Kensington. But there is opposition. A local minister expressed his concerns in a letter to the Smith County Pioneer published March 15. "It's a Bible belt through here," Conaway said. "People get out and campaign it down."

Voters in four communities will decide whether to raise their sales tax, each by a half cent. The money would be used for street and other infrastructure improvements in Minneapolis, Beloit and Marion. In Hays, the money would be used to expand the public library by about 38,000 square feet on three levels. The project would cost about \$2.5 million. The vote is to re-authorize the tax used to pay for the Hays Aquatic Park, set to end Sept. 30. If approved, Hays Public Library director, Melanie Miller, said the tax would be imposed again Oct. 1 and extend to March 31, 2003. She said the Hays and Ellis County population has grown by 80 percent since the library was built in 1968, and per capita use has been the highest for its size in Kansas for the last dozen years.

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David Fraser

(Articles are in reverse chronological order)

Library loans have risen from 83,000 in 1968 to more than 500,000 a year for the last two years. The tax in Beloit would run for seven years, raising an estimated \$360,000 annually, said **David Fraser**, city administrator. "It's been a long time since we had primary streets upgraded," he said, with the exception of Hersey Avenue. Two sections of that street have been improved, leaving a large part of it that still needs attention. **Fraser** said there are a couple of merchants opposed to the sales tax, but others are in favor. He said the Beloit Industrial Development Corp. has run newspaper advertisements in support of the measure. "They want to see the city improve," he said. "They think that would be good for their business."

Clifton-Clyde School District patrons in parts of Washington, Cloud, Republic and Clay counties will decide whether to close Clyde Elementary School after this school year. The reason is declining enrollment, Superintendent Jim McDaniel said. The district has lost 65/ fulltime equivalency, a number used to calculate state funding, since the 1997-1998 school year. It has lost \$103,000 in funding since 1999-2000, and next year, the losses are estimated to be up to \$175,000. "The loss of population translates to loss of school enrollment," McDaniel said. "Fixed cost expenses are going up and we're getting less and less funding."

There are currently two elementary schools in the district. The Clyde facility is the older of the two. Closing the school will save the district \$85,000, and having three fewer teachers would save about \$90,000. "It's a very divisive decision," McDaniel said, adding the communities also are supportive. Clifton and Clyde are seven miles apart, making facilities restructuring easier. The board plans to shift classes regardless of the Tuesday election result.

Research Compiled by: Shannon Farr
 Colin Baenziger & Associates

Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
PII Human Resources - F.S. 119.071(4)(d)2.h.	The home addresses, telephone numbers, dates of birth, and photographs of current or former human resource, labor relations, or employee relations directors, assistant directors, managers, or assistant managers of any local government agency or water management district whose duties include hiring and firing employees, labor contract negotiation, administration, or other personnel-related duties; the names, home addresses, telephone numbers, dates of birth, and places of employment of the spouses and children of such personnel; and the names and locations of schools and day care facilities attended by the children of such personnel are exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution.	24