

## Roger W. Fraser

Currently serving two-year appointment as Deputy State Treasurer for Local Government Services, with principal responsibility for oversight of the Emergency Financial Managers working in financially distressed cities. Mr. Fraser is a military veteran with 42+ years of public management experience, including 20+ years as appointed CAO in four cities. Expertise exists in all aspects of local government management including particular skills in working with and coaching elected officials; fiscal accountability; budgeting, results-oriented management practices; organizational development; change management; community engagement; environmental management and sustainable operations; team building; building a culture of success; labor-management relations and intergovernmental cooperation.

### Employment Summary

State of Michigan	Deputy Treasurer	May, 2011 - present
City of Ann Arbor, Michigan	City Administrator	April, 2002- April, 2011
City of Blaine, Minnesota	City Manager	January, 1996 - March, 2002
City of Loveland, Colorado	City Manager	June, 1993 - March, 1995
City of Englewood, Colorado	City Manager	January, 1989 - June, 1993
City of Aurora, Colorado	Deputy City Manager	July, 1979 - Dec., 1988
Muskegon County, Michigan	Personnel Director	August, 1975 - July, 1979
Oakland County, Michigan	Sr. Personnel Tech.	January, 1969 - August, 1975
Wayne County Social Services	Pub. Welfare Wkr.	October, 1968 - Dec. 1968

### Community Service

Executive Board of Economic Development Agency (SPARK); Washtenaw Housing Alliance; Ann Arbor Rotary;

### Education

B.A. Political Science, University of Michigan Dearborn, 1968  
M.P.A. Municipal Management, Western Michigan University, 1977

## *Detailed Experience*

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Deputy State Treasurer for Local Government Services      May, 2011 - Present

Appointed by State Treasurer to oversee and improve the Local Government Services Bureau and direct the implementation of the emergency manager program under Public Act 4, adopted in March, 2011.

- Supervised and coached emergency managers in five Michigan cities and provided advisory services to two consent agreement cities and other fiscally troubled communities.
- Hired a team of auditors and management trained staff to provide consulting services to fiscally troubled communities.
- With consultant help, began a comprehensive business process review on the most time-intensive bureau procedures.
- Restructured the administrative divisions within the Bureau to eliminate restrictive organizational silos, improve communication and morale, modify procedures to reduce process time and improve customer services.

City Administrator - Ann Arbor, Michigan

April, 2002- April, 2011

As CAO appointed by 11-member City Council, was responsible for all day-to-day operations of the full service City while supporting policy development and operational functions of City Council.

- Converted marginally dysfunctional, highly disaggregated, fiscally unsound municipal organization into high performing, fiscally responsible, culturally healthy public service organization.
- Over several years, designed and implemented an annual fiscal strategy, designed and implemented with City Council through the budget, which put the City's annual appropriations in all the "right" places; many of which had been ignored, previously.
- Completely reorganized City structure eliminating all department head positions, consolidating 14 operating departments into four "Service Areas"; overhauled employee classification and compensation system enhancing management's flexibility in use of staff while defining career enhancement opportunities for employees; developed and implemented management training and accountability models and utilized highly participative change processes to define and effect work place improvements.
- Reduced total employee count from 1004 FTE to present level of approximately 730 FTE, while focusing on and accomplishing improved delivery of services to community.
- Created and strived to maintain a culture of innovation and creativity resulting in myriad examples of employee generated ideas for better, more efficient business processes and enhanced services.



- Working with the Mayor, redefined Ann Arbor' relationships with neighboring townships, Washtenaw County and the Ann Arbor schools. Initiated conversations about intergovernmental collaboration and resource sharing resulting in many successful ventures.
- After decades of delay, successfully developed a working relationship with Pittsfield Charter Township and then facilitated the planning, design, financing and construction of a maintenance facility for Field Operations on City-owned land in the Township, replacing two downtown facilities that were constructed in the early 1900's.
- After more than 20 years of discussion and planning, provided the leadership, appropriate financial model and stimulus to finish the planning, financing and construction of a new police/courts facility in downtown. Utilized community participation models to facilitate support and planning for this controversial project that was sorely needed.
- Developed and implemented capital plans to begin replacing aging, failing infrastructure.

City Manager - Blaine, Minnesota

January, 1996 - March, 2002

Served as CAO appointed by the seven-member City Council, responsible for the day-to-day operations of this 32 square mile City of 50,000 people located 12 miles north of downtown Minneapolis. A third-tier suburb, cut from farm lands, Blaine was primarily a bedroom community for commuters to the Twin Cities. Council's priorities were to take a compact, high performing City organization and give it a personality; plan and construct a new City Hall while simultaneously creating a real town center; develop and implement an economic development strategy to remedy Blaine's lack of growth; update the comprehensive plan to support economic development.

- Developed highly interactive management communication model around organization improvement, morale building, customer service enhancements and timely service delivery.
- Reorganized management structure eliminating one level of management and consolidating operational responsibilities.
- Instituted community engagement programs that routinely placed Council face-to-face with citizens in their districts to discuss Blaine's services and the City's future.
- Conducted two-year community engagement process on new land-use plan.
- Personally developed and implemented a Blaine-specific economic develop strategy while working in conjunction with eight neighboring cities to create a functional sub-regional planning collaborative.
- Negotiated a development project that included nearly 500 homes around a Tournament Players Club (TPC), Arnold Palmer designed, golf course that became the threshold strategy to successfully redefine Blaine's status in the metro area.
- Personally negotiated the relocation within the community of a locally-owned and managed asphalt plant away from the TPC development.

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- Implemented three-year planning and site selection process resulting in the construction of a new city hall and adjacent town center.

City Manager - Loveland, Colorado

June, 1993 - March, 1995

CAO appointed by nine-member City Council in this full-service, including electric utility, regional center sixty-five miles north of Denver and near neighbor to Ft. Collins. Population in this growing 24 square-mile city was approximately 45,000. Under pressure to annex properties five miles east of downtown along I-25, the community was deeply divided regarding its future.

- Managed substantial community engagement process regarding future comprehensive plan focusing on all aspects of local government services and the City's ability to manage growth.
- Maintained healthy fiscal condition with interactive budgeting and staff inputs
- Board member of private economic development corporation.
- Established six-city regional partnership on planning and regional growth.

City Manager - Englewood, Colorado

January, 1989 - June, 1993

CAO appointed by seven-member City Council in this seven-square mile, land-locked city of 33,000 people, contiguous to the south side of Denver. In dire financial condition, the City organization was still staffed and organized as though money was no object.

- Implemented financial wellness strategies involving new budgeting procedures, organizational revitalization, strategic planning for elected officials and new partnerships with neighboring cities
- Worked with neighboring cities, State and regional agencies to completely redesign and rebuild the ugly four-lane commuter road bisecting City, creating an attractive tree-lined, custom-lit boulevard.
- Created appropriate influences to change priorities for light-rail development in the region to bring near-term investment in light-rail along the new boulevard with a critical station in Englewood.
- Worked with heavy rail and State agencies to construct nicely designed grade separations along the heavy rail line that also paralleled the new boulevard.
- Worked with Council to use power of condemnation to bring owner of 1.2 million square foot regional mall to bargaining table, resulting eventually in the sale of the property and the redevelopment of the site.

Roger W. Fraser

Deputy City Manager - Aurora, Colorado

August, 1979 - December, 1989

In 1979, Aurora was a city of approximately 70 square miles and 74,000 people. By the summer of 1989, Aurora encompassed 149 square miles and in excess of 225,000 people. Hired as Director of Personnel and Labor Relations but also held positions as Director of Administration and, beginning in 2004, Deputy City Manager for Public Works, Utilities and Planning with ongoing labor responsibility. With continuous and demanding growth, these operating departments were a constant source for innovation, creativity, environmental sensitivity and public pressure.

Personnel/Labor Relations Positions - Oakland and Muskegon Counties

1969-1979

For Oakland County, beginning in January, 1969, worked in a number of human resources functions, with emphasis on collective bargaining. In 1975, was appointed as Muskegon County Director of Personnel and Labor Relations with two primary responsibilities; to design and install a merit-based personnel system in a patronage-driven County structure; and to manage collective bargaining with 13 distinct bargaining units.

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**Military Service - U.S. Army - March, 1969 - December, 1970; Germany**