

Lorraine H. Trotter

130 E. 11th Place · Broomfield, CO 80020 · Telephone (303) 910-9197
E-Mail Lhtrotter@professionalmanagementsolutions.com

SUMMARY OF EXPERIENCE

Board Member, Chief Executive Officer, Chief Financial Officer, and President of various utility, financial, consulting, municipal, cultural, and charitable organizations.

KEY STRENGTHS & ABILITIES

Excellent Key Decision Maker **High Level of Ethics** **Dynamic Problem Solver**
Industry Leading Strategic Thinker **Extremely Politically Savvy** **Wins Confidence of Others**
Extensive Audit Committee Experience **Superb Political Connections** **Positive Change Management**

SELECTED ACCOMPLISHMENTS

- **Board Member of profitable utility company** that successfully negotiated with governmental regulatory agencies to expand operations.
- **Board Member of charitable Christian foundation** that seeks to maximize lasting impacts of contributions to feed, shelter, clothe, and minister to those in need.
- **Developed process improvements equating to millions of dollars** in several corporations by identifying and solving organizational problems including flawed hierarchies, work flow bottlenecks, misused financial systems, negative customer perceptions, and insufficient short-term and long-range planning.
- **Managed a major economic development initiative** resulting in the demolition of an outdated urban mall and the construction of a successful mixed-use development with light rail interface. Managed the successful planning and construction of a new wastewater treatment plant: coordinated the internal players, managed the political aspects of site selection and property acquisition, arranged the capital financing, pursued and received a Congressional line item to pay for 20% of the project, and oversaw the selection of project engineers and contractors. Successfully turned around the negative “you can’t” culture of a finance department and instilled a “let us help you” orientation in the department resulting in improved morale and cooperation throughout the department and the entire company.
- **Downsized a highly diversified corporation** to weather an economic downturn projected to last several years. Assisted a Colorado Town in designing and implementing a successful plan to take over three independent political special districts that resulted in documented savings of over \$250,000 in the first year alone. Developed a Strategic Hiring Plan that enabled a client to effectively budget for its current and future human resource needs, and improve employee morale by identifying opportunities for career advancement.
- **Initiated and developed financial plans and capital financing** to accomplish significant fixed asset construction in advance of offsetting revenues. Prepared award-winning Financial Reports that contributed to an improved credit rating for a client, enabling it to issue ratable debt based on its own creditworthiness, reducing cost of issuance fees for its debt, and resulting in hundreds of thousands of dollars saved annually in debt service expenses. Raised private contributions sufficient to finance an 80-piece orchestra’s two-week European tour.
- **Managed corporation audits** by independent accountants for twelve years, securing “clean” audit opinions and eliminating management issues. Assisted a client (\$50 million annual revenues) whose chief financial officer quit unexpectedly shortly before the annual audit, enabling the audit to proceed within three weeks and conclude successfully within three months.
- **Quickly and effectively gained union support for management position**, building trust with employees while effectuating budget cuts and position eliminations. Recognized and diffused a “constructive discharge” situation resulting in avoided lawsuits, more efficient operations, and improved supervision.
- **Developed election strategies that resulted in voter approval of complex tax changes** and reorganization of service delivery, resulting in significant savings to the taxpayers.

PROFESSIONAL WORK HISTORY

President 1994 - Present
Professional Management Systems, LLC Broomfield, CO
Provide contractual C-Level management services and business advisory services in Finance, Accounting, Audit Preparation, Budgeting, Capital Raising, Pension Management, Employee Relations, Project Management, Employee & Executive Pay Plans, and Organizational Analysis. Direct all aspects of company business operations including business development, taxation, and process improvement.

Director, Board of Directors 2012 - Present
FaithBridge Foundation Boulder, CO
Direct start-up charitable foundation in Non-profit Board Development issues including Board Governance, Capital Campaign Management, Value Creation, Board Relations with Major Donors, Board of Directors Presentations, Grant Awards, and developing and advancing Mission Statement, Website, Marketing Materials, and Outreach efforts.

Faculty Member, University of Colorado-Denver, Graduate School of Business 2007 - 2008
University of Colorado-Denver, Graduate School of Business Denver, CO
Taught financial reporting and accounting classes including "Analyzing & Interpreting Accounting Information" to MBA candidates.

Director, Board of Directors 1993 - 1994
Littleton/Englewood Wastewater Treatment Plant Joint Venture Englewood, CO
Directed joint venture in expansion of treatment capacity, process improvements, and improvement of financial position while ensuring that restrictive environmental regulations were met. Oversaw Annual Audit for Board.

City Manager (CEO) & Finance Director (CFO) 1991 - 1994
City of Englewood Englewood, CO
Led highly diversified municipal corporation through time of economic downturn and organizational change. Directed major economic development and organizational change projects. Successfully negotiated with collective bargaining units and various political jurisdictions. Improved internal work processes and successfully reduced costs, ensuring financial integrity. Reported to seven-member board. Managed all financial operations, accounting, and reporting.

Finance Director (CFO) & Budget Officer 1987 - 1991
City of Avondale Avondale, AZ
Managed capital financing, risk management, payroll, utility billing, budgeting, purchasing, accounting, financial reporting, debt administration, data processing, treasury, federal grants, tax audits, cash receipts, and accounts payable functions for highly diversified municipal corporation. Managed special projects including building acquisition, remodeling, construction projects, economic development, transportation planning, public relations, and land acquisition during high-growth years.

ADDITIONAL PROFESSIONAL WORK HISTORY

Fiscal Analyst
City of Boulder Boulder, CO
Developed solutions to financial, managerial, and operational problems throughout the organization by diagnosing problems, researching alternatives, achieving consensus on required actions, and implementing adopted recommendations. Achieved annual savings of over \$250,000.

Administrative Intern
City of Mesa Mesa, AZ
Circulated through all departments in management training program, including Airport, Electric Utility, Gas Utility, Street Construction, and Community Development. Assisted with and eventually managed Dial-A-Ride program. Assisted with and eventually managed franchise agreements with local cable television operators. Served as liaison to Arizona Energy Conservation Office. Received Governor's award for Energy Conscious Community.

Budget Analyst
City of Fort Collins Fort Collins, CO
Supervised budget preparation and monitored expenditures for various funds and departments. Assisted in preparation of revenue forecasts for all funds during period of rapid growth. Conducted cost/benefit analyses of various company projects and practices.

EDUCATION

MPA, Financial Management New York University 1982
1st in Class New York, NY

B.A., (Government, Economics) Harvard University 1979
Cum laude Cambridge, MA