



**To:** Town Council

**Thru:** David L. Corliss, Town Manager

**From:** Mark Marlowe, Director of Castle Rock Water and CRW Commission

**Date:** November 12, 2025

**Title:** Changes Requested on Town Boards & Commissions

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### **Executive Summary**

On October 18<sup>th</sup> the Town Council Requested that changes be made to the Boards & Commissions. These changes were shared with the Castle Rock Water (CRW) Commission on October 22, 2025. Attached is the feedback that the CRW Commission Members would like to share with Council on these suggested changes. The comments are all really focused on the removal of the remote meeting attendance option. The other proposed changes did not generate any significant comments.

As Director of CRW, I also wanted to provide additional thoughts for Council consideration. I believe the current remote meeting option has allowed CRW to retain some local professional talent with direct water industry experience that has been valuable. This can be seen in the resumes that I have attached for a number of our current Commission Members. This experience is not something that we really had on the Commission prior to the era of remote meeting options. Many of these professionals do have to travel for their work, and occasionally need to use the remote option. I have attached the attendance and remote attendance records for the CRW Commission over the last several years for context. I would support maintaining some level of remote option flexibility for commission members. Maybe, members can use the remote option a few times per year, if necessary, subject to annual review by Council? This concept and commission member comments are provided for your consideration as you finalize your Board and Commission changes.

### **Attachments**

Attachment A:	Chair Tony Rathbun
Attachment B:	Vice Chair Melanie Penoyar-Perez
Attachment C:	Commissioner Kevin Snow
Attachment D:	Commissioner David Hammelman
Attachment E:	Commissioner Brian Gaddie
Attachment F:	Resumes for Commissioners with Direct Water Industry Experience

Attachment G: Attendance and Remote Attendance Records

## Attachment A

Mark –

I tried calling a couple times and texted as well with no return but if Town Council wants to pass new mandatory attendance requirements on **volunteer** positions for all Commission members across the board I am going to take major exception to that decision. Again, these are **volunteer** positions of which people take very seriously and add input in good faith and provide meeting feedback along with gaining understanding that they can also **provide to others** within the community.

Additionally, we live in the modern world and COVID aside, technology is advancing daily and while I do appreciate **'in person'** meetings and I personally make every stride to control my schedule (**at company expense**) to attend in person and on the **very rare** occasion I do miss a 'in person' meeting but yet I jump thru hoops to be virtual that should show a sign of **commitment** – not a demerit or a risk of **termination**. Additionally, I don't think I need to provide a resume as mentioned this evening. My input and feedback in meetings should be enough to move the Town forward in good faith and if that is not enough then let me know – I have better things to do.

Thank you,  
Tony

## Attachment B

**From:** Melanie Penoyar-Perez  
**Sent:** Tuesday, October 28, 2025 12:09 PM  
**To:** Mark Marlowe <[mmarlowe@crgov.com](mailto:mmarlowe@crgov.com)>  
**Subject:** Commission Attendance Policy

Mark,

Should Castle Rock change to an in-person-only format for commission meetings, I will no longer be able to participate. I am a busy traveling professional, and while I have made active participation in the water commission a priority, it will not be possible for me to join at the 80% level required. I lead a team of 50 people remotely. There is no reason this cannot be done effectively over a video call. This is just the business environment that companies find themselves in today. Post-COVID, the world has changed, and hybrid meetings are here to stay. As leaders, this does require changes to meeting facilitation tactics to keep our best people engaged in meaningful work.

Have a great day!

Melanie J. Penoyar-Perez, MBA, CAE

[REDACTED]

DD:

CP:

## Attachment C

Mark,

As a follow-up to last evening's Water Commission meeting, and the Town Council's plan to update Board and Commission member requirements, I wanted to share my point of view regarding in person attendance at Water Commission meetings, and ask you to share this with the Town Council if you feel it will add value to the decision outcome.

First, I believe commission members should attend all meetings in person if possible. It is much easier to share information, discuss ideas, and explore and debate different points of view if the members know and trust each other, which is fostered by holding in-person, face-to-face meetings.

However, commission members should be allowed to occasionally and when necessary join commission meetings remotely by Zoom or Webex if they are not able to meet in person, but want to join their peers by teleconference to ensure quorum is met and help CRW make good business decisions. Reasons for joining remotely might be for an injury or contagious illness, or for being out of town on business or for personal reasons.

Many workers of all types are required to travel for their job, and Castle Rock is best served by a diverse commission made up of members from a wide range of experiences and backgrounds. To attract the most diverse, experienced, and dedicated group of local volunteer commission members, it's in Castle Rock's best interest to allow members to join remotely when they need to.

I've attached my resume to highlight some of the experiences I bring to the water commission. And while I wish to attend every meeting in person, it's very important to me that I have the flexibility to join remotely when necessary.

Best Regards,

**Kevin Snow**



## Attachment D

From: David Hammelman <[REDACTED]>  
Sent: Saturday, November 1, 2025 9:42 AM  
To: Maryjo Reese; Mark Marlowe; Rathbun, Tony  
Subject: Re: Remote Mtg. feedback

Good morning.....as I have been away much of the past three weeks, I am unaware of what is driving the Council's interest. If it's because other Boards/Commissions are having attendance problems (unlike us until the last meeting), perhaps they should more strictly enforce their attendance rules. Alternatively, poor attendance members can simply be removed at the end of their current two-year appointment.

The virtual attendance option does allow the standing of a quorum sometimes when it otherwise might not be met. Eliminating the virtual attendance option will significantly reduce the size of the Town population who is interested in or able to serve on Town Boards/Commissions. In my mind, this should be taken into account during discussions on this initiative.

Thank you for asking for our input.  
Dave Hammelman

[REDACTED]  
[REDACTED]  
Castle Rock, CO 80104  
[REDACTED]

"A tennis ball landing 99% out, is 100% good"

## Attachment E

**From:** Brian Gaddie <[REDACTED]>  
**Sent:** Monday, November 3, 2025 7:56 PM  
**To:** Mark Marlowe <[MMarlowe@crgov.com](mailto:MMarlowe@crgov.com)>  
**Subject:** Re: Follow Up from Commission Meeting

Mark,

Here are arguments against the Town Council's action and my support of continued virtual meeting attendance option. I have also attached a resume for your use if you find it beneficial.

- 1. Expands Participation and Accessibility**
  - a. Broader volunteer pool: Virtual options allow busy professionals, parents, or residents who travel for work (like engineers, business owners, etc.) to still contribute meaningfully.
  - b. Equity and inclusion: Virtual access makes it easier for individuals with mobility limitations, transportation challenges, or health concerns to serve.
  - c. Community engagement: A hybrid format can encourage a more diverse and representative commission membership which better reflects the Town's demographics and professional skill sets.
- 2. Improves Continuity and Attendance**
  - a. Fewer absences: Members can participate while traveling or during minor illnesses rather than missing meetings entirely.
  - b. Sustained quorum: Hybrid options help maintain quorum requirements even during inclement weather or overlapping work obligations.
- 3. Aligns with Modern Governance Practices**
  - a. Standard practice elsewhere: Many Colorado municipalities (and state boards) have adopted permanent hybrid policies following lessons from COVID-era governance.
  - b. Supports sustainability: Virtual participation reduces travel time and vehicle emissions, aligning with Town sustainability goals.
- 4. Technology Investment Is a Solvable Issue**
  - a. Fix the system, not the flexibility: The current AV challenges in the commission room are technical, not philosophical. Upgrading microphones, cameras, and conferencing software can solve these issues without eliminating virtual access.
  - b. Budget-conscious improvement: Small investments in room technology (boundary mics, camera auto-tracking, integrated speaker systems) can yield professional-grade hybrid meetings.

### Balanced Recommendation Framework

This compromise or balanced framework offers suggestions you could propose as a middle-ground solution that acknowledges Council's desires while retaining flexibility:

- Hybrid attendance policy: Require in-person attendance for certain key meetings (budget votes, annual workshops) but allow remote attendance for others.
- Set minimum in-person participation thresholds: e.g., members must attend at least 6 of 12 meetings in person.
- Commit to AV system upgrades: Recommend staff evaluate cost-effective improvements (e.g., Town's IT Department or consultant) before eliminating virtual participation.
- Codify transparency: Continue to livestream meetings publicly, even if virtual member participation is limited.

Please let me know if I can be of further assistance to you in your engagement with council.

Best,

Brian Gaddie



## Exhibit F



PROJECT SPONSOR / SR. PROJECT MANAGER

**TONY RATHBUN**

Tony's knowledge of dams, water resources, and heavy civil construction brings a comprehensive understanding of all work elements, overarching project risks, and the interrelationships and sequencing involved in excavation, borrow management, placement of zoned earthfills, and construction and commissioning of hydraulic concrete structures. Tony actively engages in weekly and monthly project coordination meetings, including onsite attendance as appropriate. His multi-level hands-on experience allows him to provide valuable input regarding constructability, means and methods, and control of both cost and schedule.

### Relevant Experience

**Glen Elder Dam Spillway Chute Replacement, Mitchell County, KS; Bureau of Reclamation, Summer 2021 (Pursuit) and Sept 2021 – Present (Construction), \$41 million | Project Sponsor**

The project replaces the slowly deteriorating concrete slabs of the spillway chute, improves collection and transport of subsurface water flows away from the slabs, and increases sliding stability to improve structural integrity. The scope includes site development of haul roads and access routes, onsite batching of concrete, spillway concrete demolition and replacement, selective hydrodemolition and concrete repairs, excavation of rock and common materials, grouted-anchor bar installation into foundation and existing concrete, gravel and sand filter material placement, underdrain installation, unwatering and removal of debris and sediment from stilling basin, control of water, and site restoration of contractor use areas. In addition, the contract requires compliance with rigorous USBR standards for submittal preparation, health and safety program implementation, contractor quality control, and cost-loaded scheduling.

**Webster Dam Spillway Chute Replacement, Rooks County, KS; Bureau of Reclamation, Summer 2020 (Pursuit) and Sept 2020 – Present (Construction), \$22 million | Project Sponsor**

The project will bolster the integrity of the Webster Dam spillway chute concrete to ensure the spillway has the capacity to safely pass both normal flows and emergency flows during large flood events without endangering the integrity of the dam embankment. Major features of work on the project include onsite batching of concrete, spillway concrete demolition and replacement, underdrain installation, and control of water. In addition, the scope of work includes site development, excavation of rock and common materials, grouted-anchor bar installation into foundation and existing concrete, gravel and sand filter material placement, unwatering and removal of debris and sediment from stilling basin, and site restoration of contractor use areas.



### YEARS OF INDUSTRY EXPERIENCE

34

### YEARS OF EXPERIENCE AT AMES

5

### EDUCATION

B.S. Civil Engineering  
Technology, Oregon  
Institute of Technology

### TRAINING

- USACE Construction Quality Management
- USACE National HUBZone
- Roller Compacted Concrete
- MSHA
- OSHA 30 Hour Supervisor Training

### PROFESSIONAL AFFILIATIONS

- American Society of Dam Safety Officials, Member
- United States Society of Dams, Member
- Deep Foundations Institute, Member

**West Silver Basin Dam and Reservoir, Greenlee County, AZ; Freeport McMoRan,  
Oct 2017 - Jan 2019, \$73 million | Project Manager | 2020 AGC Build Arizona Award**

The schedule-intensive, landmark project required construction of a new earthen embankment, asphalt core dam -- the first asphalt-core dam to be built in the United States. The embankment stands 143 feet high, and the crest stretches 1400 feet across the valley. The scope of work included an extensive foundation drill and grout program, installation of a multi-zone filter drain system comprised of imported washed sand and crushed aggregate products produced onsite, and development of an onsite borrow source quarry via drilling and blasting to produce over 1.3 million cubic yards of rock materials. Other notable features include a new HDPE bypass pipeline and several concrete structures -- a pump station, an inlet structure, a bifurcation structure, and an outlet structure.

During preconstruction, Tony was heavily involved with the client and their designer through technical workshops, constructability reviews, and preliminary scheduling and estimating for the main construction package. This engagement provided a thorough understanding of the schedule drivers, site geotechnical conditions, and the major risks of the project. Having been onsite for four months, once the main construction package was awarded Tony and his team had already established clear lines of communication, set up project controls, activated management plans for safety, quality and environmental compliance, and held a firm understanding of the measures needed to mitigate the client's risks. The Daily Productivity Meeting and Operations Report -- which included status on safety, construction activities (pump station, mechanical, pipeline, dam), crushing/screening quantities, equipment and manpower -- provided transparency to keep all partners current and eliminated disconnect.

Tony was directly involved with the rock quarry from early pre-planning to daily drilling and blasting operations and closely coordinated with the quarry and blasting superintendents ahead of both day and night shift. Tony was also directly involved with the dam embankment operation, including the installation of an asphalt-core. He was actively engaged each day alongside the HAC subcontractor to coordinate timely delivery of materials provided from the batch plant for each shift. He covered expectations for each shift, quantity and timing of deliveries, as well as composition and quality inspection at the plant and prior to placement.

Tasked to find synergy among partners to avoid gaps in productivity between shifts while alternating headings for the asphalt-core and zoned embankment. Tony beat the client's preliminary schedule and achieved contract completion on time. By comparison, an asphalt-core dam project of this magnitude typically demands twice the number of work days than were allowed. Tony and his team completed the project in half the time.

**Island Creek Flood Protection Project, Logan, WV; US Army Corps of Engineers,  
Nov 2011 - Aug 2014, \$21 million | Project Sponsor**

Flood protection project that increased the width of the existing Island Creek channel to a trapezoidal configuration. Features included a 900-foot post and panel retaining wall with multi-strand post-tensioned anchors, a replacement bridge, and demolition of several building structures, major dewatering and diversion of streams, environmental controls, and excavation. The project required performance of complex features within tight quarters. During the 60-day limited ANTP preconstruction period, managed the preparation of initial submittals and baseline schedule, establishment of survey control points, and development of laydown, staging areas, and temporary access roads. Safety and three-phase Quality Control programs were implemented in accordance with USACE standards. Worked closely with the USACE and design consultant to address impacts resulting from changed geological conditions. Through a collaborative approach, a revised tie-back system that minimized cost and schedule impacts was identified. Heavily involved in the design revisions, reviews, and specialty subcontractor coordination to develop the modified tieback anchoring systems.



#### Years of Experience

37

#### Education

BS, Civil Engineering,  
Oregon Institute of  
Technology

#### Licenses & Certifications

USACE Construction Quality  
Management

USACE National HUBZone  
Roller Compacted Concrete

Mining Safety and Health  
Administration Certification

OSHA 30-Hour

Supervisor Training

#### Exceeds Minimum

#### Requirements

- » 37 years of experience in heavy civil construction
- » 13 years of preconstruction experience
- » Supported 17 reservoir projects
- » Managed five collaborative delivery projects



## TONY RATHBUN

### *Preconstruction Manager/Contract Manager*

*I know what it takes to build a reservoir from the ground up. I've dedicated my career to this challenge because I know how water resource projects can positively change the communities around me.*

- Tony Rathbun, Preconstruction Manager

*Tony Rathbun*

**\$2.6B**

in Dam and Reservoir  
Projects

**\$100M**

Saved in  
Preconstruction

#### Meet Your Preconstruction Manager/Contract Manager

Tony's knowledge of heavy civil construction, large-scale site development, dams, and water resources brings a comprehensive understanding of all work elements, overarching project risks, client values and objectives involved in multi-faceted projects. He actively engages in design assistance, value engineering, project coordination, and conflict resolution throughout the life of all his projects. Tony will be responsible for managing the preconstruction team, overseeing the development of cost estimates, and ensuring the entire scope of work is captured. He will also play an essential role in developing subcontractor bid packages, ensuring we maximize subcontractor interest from quality firms. Tony will coordinate with the Integrated Project Team (IPT) to ensure that all critical project items are communicated regularly.

#### Phase 1 Preconstruction Services Roles & Responsibilities

Tony will be authorized and delegated responsibility for all preconstruction activities including constructability reviews, safety planning, quality planning, stakeholder coordination, and estimating. He facilitates communication between the team and Sites Authority, ensuring the design progresses. Tony will work directly with Project Manager Kent Peyton and Sites Authority to find workable, cost-effective solutions throughout Phase 1.

#### Phase 2 Construction Services Roles & Responsibilities

Tony will transition to the Commercial Manager role, overseeing risk and business management for the project. This transition will ensure that institutional knowledge is transitioned smoothly from Phase 1 to Phase 2. He will play a critical role in facilitating communication and coordination among all project stakeholders. Tony will ensure that the construction team adheres to the plans and specifications developed during the preconstruction phase, addressing any issues that arise promptly.





**Preconstruction Manager • West Silver Basin Dam and Reservoir • Confidential Client • Greenlee County, AZ • 2017 - 2019 • Cost: \$73M • Best Value**

Construction of a new earthen embankment asphalt core dam. The embankment stands 143 feet high, and the crest stretches 1,400 feet across the valley. Scope included an extensive foundation drill and grout program, installation of a multi-zone filter drain system comprised of imported washed sand and crushed aggregate products produced on-site, and development of an on-site borrow source quarry via drilling and blasting to produce over 1.3 million CY of rock materials. Other notable features include a new high-density polyethylene bypass pipeline and several concrete structures— a pump station, an inlet structure, a bifurcation structure, and an outlet structure.

During preconstruction, Tony was heavily involved with the client and their designer through technical workshops, constructability reviews, and preliminary scheduling and estimating for the main construction package. This engagement provided a thorough understanding of the schedule drivers, site geotechnical conditions, and the major risks of the project. Tony was also directly involved with the rock quarry from early preplanning to daily drilling and blasting operations and closely coordinated with the quarry and blasting superintendents. He led the team on award-winning, schedule-intensive, landmark project from proposal development through reservoir filling and maintained onsite presence throughout construction to ensure strong positive client relationships and that dam safety, quality, schedule and budget goals were achieved.

*Due to the confidential nature of the project, we are unable to submit a reference. Alternatively, Tony has a character reference available who was also involved with the West Silver Basin Project.*

**Reference:**

Tony Martinez



**Preconstruction Manager • Howard Hanson Dam • USACE • Ravensdale, WA • 2024 - 2025 • Cost: \$657M • Integrated Design and Construction**

The project includes 22,400 acre-feet of municipal and industrial water storage, a downstream fish passage facility and ecosystem restoration features. The scope includes constructing a 1,200-foot bored tunnel and raising the summer conservation pool by 20 feet to increase seasonal water storage while maintaining existing flood capacity. Dewatering and scheduling constraints are managed within limited work windows, aligning with the reservoir's low-pool period in winter and the salmon migration season in summer. The project is being delivered under a guaranteed maximum price (GMP) contract and will be complete in September 2030.

As the Preconstruction Manager, Tony played an integral role in the start up of the project including establishing all procedures and coordinating the initial efforts for time-critical bulk head inspections. He also helped to onboard several team members and participated in daily coordination meetings with the USACE and reviewed design efforts by USACE, providing constructability guidance along the way. In addition, he worked with the scheduling team to formalize the baseline schedule and established the monthly billing procedures including internal cost tracking measures. On this CM/GC project, Tony gathered a thorough understanding of all aspects of CM/GC including aligning with all agencies and authorities. His role in the performance of constructability reviews on Howard Hanson provides benefit to Sites Authority, ensuring he will be a valuable resource during preconstruction and into construction.

**Reference:**

William Daniels

**Brian Gaddie, P.E.**

**Operations Manager / Civil & Water Resources Engineer / Project Management Leader**

## **PROFESSIONAL SUMMARY**

Forward-thinking Operations Manager II with 17+ years of municipal water, wastewater, and stormwater infrastructure experience across Colorado, North Dakota, and Utah. A licensed Professional Engineer in Colorado, Utah, and North Dakota, Brian blends deep technical expertise with strong business acumen and people-first leadership.

Currently managing 20+ multidisciplinary professionals across three AE2S Colorado offices, he drives operational excellence, client satisfaction, and team development. Recognized for empowering teams, exceeding financial targets, and building best-in-class client relationships, Brian embodies AE2S's culture of *Extreme Client Service* and continuous improvement.

## **CORE COMPETENCIES**

- Strategic Operations Leadership & Team Development
- Water/Wastewater Infrastructure Planning & Design
- Project Management & Alternative Delivery (CMAR, EPC, Design-Build)
- Financial Performance & Profitability Oversight
- Client Relationship Management & Business Development
- Stormwater Master Planning & Hydraulic Modeling
- Permitting, Regulatory Coordination (CDPHE, USACE, FEMA, EPA)
- Staff Mentorship, Recruitment, & Talent Retention
- QA/QC, Risk Management, and Change Order Control

## **PROFESSIONAL EXPERIENCE**

**AE2S (Advanced Engineering and Environmental Services, LLC)**

**Operations Manager II — Colorado Region | 2020–Present**

**Project Manager & Project Engineer | 2008–2020**

### **Leadership & Operations Management**

- Lead three AE2S Colorado offices (Denver, Dillon, and Grand Junction) with 20+ staff across disciplines, overseeing project execution, staffing, budgeting, and talent development.
- Empower, mentor, and elevate team members, aligning staff skills with AE2S's long-term business goals while ensuring office cohesion and culture consistency.

- Coordinate financial performance, project control reviews, and workload balancing to consistently meet or exceed utilization and profitability goals.
- Develop strategies for business expansion in Colorado, guiding pursuits with key municipal clients (Aurora Water, Castle Rock, Estes Park, Eagle River WSD, Snake River WD).
- Promote AE2S's *Extreme Client Service* ethos through proactive communication, transparency, and data-driven decision-making.

### **Client & Project Management**

- Serve as Project Manager and Engineer of Record for multi-million-dollar water and wastewater infrastructure projects.
- Manage capital projects from concept to construction — including alignment studies, route evaluations, hydraulic modeling, design, permitting, bidding, and construction administration.
- Specialize in integrating constructability, operations, and stakeholder coordination to optimize lifecycle performance and reduce cost and schedule risk.

### **Technical Expertise**

- Oversee and review design of pressurized transmission mains (12–54"), stormwater systems, pump/booster stations, and treatment plant civil works.
- Experience across water resources modeling (SWMM, HEC-RAS), stormwater master planning, floodplain mapping (FEMA LOMR), and site civil design.
- Extensive record managing multidisciplinary coordination (structural, mechanical, electrical, and process design) for treatment and pumping facilities.

### **SELECTED PROJECTS**

- Wastewater Treatment Plant Expansion Design – City of Evans, CO – Lead Civil Engineer; designed site civil and utility improvements for 3.2 MGD WWTP expansion (CMAR delivery).
- Schoolmarm Transmission Main – Snake River WD, CO – PM for 2,000 LF of 12-inch DIP along steep terrain; coordinated with USFS and CDPHE variance approvals.
- Aurora PRV Vault Replacement Program – Aurora Water, CO – PM for replacement of 12 PRV/CKV vaults; managed design and permitting with multiple jurisdictions.
- Grand Forks Regional Water Treatment Plant – Grand Forks, ND – Civil design for 20 MGD WTP; coordinated 15,000 LF of utility piping (6–54 in.).

### **EDUCATION**

#### **Bachelor of Science, Civil Engineering**

*North Dakota State University*

**REGISTRATIONS**

- Professional Engineer (P.E.) — Colorado, Utah, North Dakota

**PROFESSIONAL AFFILIATIONS**

- Rocky Mountain American Water Works Association (RMSAWWA) and Water Environment Association (RMWEA)
- Colorado Water Congress
- Colorado Special District Association
- Local Water Commissions (Castle Rock Water)

**RECOGNIZED STRENGTHS**

- Builds unified teams that thrive on collaboration, accountability, and technical excellence.
- Trusted by clients for transparent communication and dependable project delivery.
- Recognized internally as a mentor and culture carrier, raising AE2S's talent level and reputation across the region.

## MELANIE PENOYAR-PEREZ, MBA, CAE



### EXECUTIVE LEADERSHIP | ASSOCIATION MANAGEMENT

Visionary association leader with 28 years of progressive experience driving strategic growth, financial sustainability, and membership development for global professional associations. Proven ability to lead organizations through transformational change, build high-performing teams, and enhance volunteer engagement. Adept at strategic planning, content and program development, and advocacy within mission-driven organizations. Expertise in nonprofit governance, compliance, and operations.

### CORE COMPETENCIES

- Strategic Leadership
- Association Governance & Compliance
- Stakeholder & Board Engagement
- Financial Management (\$20M+)
- Membership Development
- Advocacy & Public Relations
- Change & Crisis Management
- Program Innovation & Implementation
- Cross-Functional Team Leadership
- Fundraising & Partnership Development

### PROFESSIONAL EXPERIENCE

#### Chief Operating Officer

Society for Mining, Metallurgy & Exploration (SME) | Englewood, CO 2017 – Present

- Lead operations for a 14,000-member international association representing the mining, minerals, and tunneling industries.
- Responsible for driving value and revenue through content development, conference management, membership growth, benefits and services, and program development in alignment with the SME strategic plan.
- Manage a \$20M budget while optimizing internal processes to ensure financial stability and operational efficiency.
- Drive strategic projects with the SME Board, Committees, and Staff, guiding the Society in achieving long-term objectives in membership engagement, global partnerships, and outreach initiatives.
- Attend industry events, manage stakeholder relations, and serve as a key representative for SME at national and international conferences.
- Spearheaded business development initiatives, resulting in a new partnership program.



- Provide executive leadership to the Underground Construction Association, a division of SME, and work directly with its Officers, Executive Committee, and leadership to:
  - Execute three profitable conferences
  - Support membership growth efforts, support # committees, and workforce outreach efforts.

#### **Key Achievements:**

- Successfully led operations in conference management, sales, membership, and publishing through the pandemic to a recovery point outperforming 2019 by all metrics.
- Collaborated with industry executives and staff to develop a new partnership program that has produced value for members, deepened relationships with Rio Tinto, Newmont, Hecla, and brought \$\$\$ new revenue to SMEs since 2020.
- Nurtured deep relationships with mining and tunneling associations around the world.

#### **Senior Manager of Membership**

American Water Works Association | Denver, CO

2007 – 2017

- Directed membership development for a 50,000-member international scientific and educational association, managing a \$13M budget.
- Designed and executed member recruitment, retention, and engagement strategies and worked closely with chapters worldwide.
- Led five-person staff and multiple project teams to drive membership initiatives and report on key performance metrics.
- Collaborated with the Board of Directors, staff, and volunteers to meet strategic goals, ensuring alignment with the organization's mission.

#### **Key Achievements:**

- Launched first international office in India.
- Led membership research projects that informed strategic decision-making and improved member services.
- Served as an inspirational speaker at five regional volunteer training events annually to engage leaders and advance the association's goals with Sections.

#### **Director of Development & Awards Competition**

Hospitality Sales & Marketing Association | McLean, VA

2005 – 2007

- Managed corporate partnerships and membership benefit programs for an 8,000-member international association with a \$1M budget.

- Cultivated and expanded relationships with key corporate members and industry partners, enhancing member value and securing funding for industry research.
- Directed tradeshow marketing efforts for six specialty conferences, increasing visibility and engagement with industry stakeholders.

### **Director of Marketing & Business Development**

Society for Marketing Professional Services | Alexandria, VA

1999 – 2005

- Led centralized marketing efforts for a 5,500-member professional society, overseeing communications, membership development, and corporate partnerships.
- Developed and managed budgets for membership recruitment, educational programs, and high-profile industry events.

### **EDUCATION & CERTIFICATIONS**

- Executive Master of Business Administration, 2024
  - University of Colorado, Denver, CO
- Bachelor of Arts: Communication, 1995
  - George Mason University, Fairfax, VA
- Certified Association Executive (CAE), 2006-2026

### **AFFILIATIONS**

- Castle Rock Water Commission, Commissioner
- Women in Mining (WIM), Member
- Colorado Society of Association Executives (CSAE), Member, Past Board Member, a regular conference speaker, and contributor to *Executive Edge* magazine
- American Society of Association Executives (ASAE), Member, contributing author to best-selling book, *Membership Essentials*

# Kevin M. Snow

████████████████████  
Castle Rock, CO 80109  
████████████████████

[linkedin.com/in/kevinsnow1/](https://www.linkedin.com/in/kevinsnow1/)

(720) ██████████

OBJECTIVE: To serve Castle Rock Colorado as a member of the Castle Rock Water Commission.

## PROFILE:

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Innovative, energetic, proven business leader with demonstrated success at:

**Creating and Delivering Value** – Combines business and technology expertise to develop new businesses, champion innovation, drive continuous improvement, and commercialize new products across multiple markets, regions, and applications. Delivered > \$1B of value at GE, Honeywell, Danaher and Xylem using Design for 6 Sigma and product management tools.

**Leading People & Processes** - Led diverse, global, x-functional teams. Driven high impact, sustainable change in complex organizations. Won executive level support for multiple business cases. Developed strategic plans that transformed multiple businesses. Inspires followership and energizes teams through empowerment, engagement and personal integrity.

## EXPERIENCE:

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### Xylem Water Solutions, Washington DC

*\$9B global market leader of water transport, treatment, sensing and analytical solutions for the water industry*

#### Senior Director, Growth and Innovation Operations

2021-2024

*Responsible for directing growth, technology, innovation and product management operations*

- Supported integration of Evoqua technology and product management processes into Xylem.
- Developed, implemented and managed revenue synergy process and project review board, \$100M+ opportunity.
- Produced and drove global, system-wide development of ITP Operating System and standard work.
- Created quarterly updates for board of directors, and processed/reported metrics related to innovation and growth.
- Reported to Senior Vice President; led International team of 5 Directors.

#### Senior Global Product Manager, Dewatering Growth Center

2017-2020

*Responsible for managing profitable growth of \$350M Godwin industrial pump product lines*

- Delivered \$1M incremental sales through introduction of new 62HP Isuzu CD150M 6" pump to NA market.
- Led global transformation of \$250M Godwin Dri-Prime product line; first 2 product launches 3Q & 4Q 2017.
- Led business through complex, high stakes business decision 1Q17; charted and executing new direction for BU.
- Introduced and institutionalized Product Management Best Practices for the Dewatering Growth Center.
- Reported to VP Marketing & Strategy; Presented to President & senior team on > 15 occasions since Jan 2017.

### Hach Company, Danaher Corporation, Loveland CO

*\$1B global market leader of water quality analytic instrumentation and environmental solutions*

#### Senior Global Product Manager, Process Systems Business Unit

2010-2016

*Responsible for managing profitable growth of \$100M Electrochemistry, Disinfection, and Ballast Water product lines*

- Increased revenue by 50% in adjacent aquaculture market in China, Chile, Australia, and the EU.
- Increased pH sensor revenue by >30% in 1 year with new search engine optimization (SEO) strategies/tactics.
- Led market development for new Ballast Water instrument 1735 TRO in Korea, China, Japan, the US and EU.
- Commercialized BW680 fluorometer for rapid compliance monitoring of Ballast Water by ship operators & regulators.
- Promoted Ballast Water portfolio at tradeshow in Hamburg, Miami, Singapore, Korea, Norway, China, and the US.
- Persuaded executive team to invest in developing the next generation chlorine analyzer, worth > \$30M/year.
- Introduced a reagent replacement program that increased customer attachment rate and loyalty, worth > \$5M/yr.

**Product Development Manager, Process Instrumentation Business Unit** **2008-2010**

*Responsible for developing and championing new business cases, and delivering new product growth*

- Delivered > \$250M product revenue, > \$1B pull-through revenue by developing and commercializing the Hach sc200 controller, successfully executing the largest new product introduction in Hach's history.
- Developed communication technology roadmap and strategies that are revolutionizing the Hach Company.
- Led extensive voice-of-the-customer (VOC) interviews in the US, EU, China, and Brazil.

**Johns Manville, a Berkshire Hathaway Company, Denver, CO**

*\$2.4B privately owned manufacturer and marketer of premium-quality residential and commercial building products.*

**Marketing Product Portfolio Manager** **2007**

*Responsible for managing \$160M single-ply roofing system P&L, including TPO, PVC, and EPDM systems for low-slope commercial and industrial roofing applications, and product management team.*

- Developed business case that led to \$30M investment in first TPO membrane plant (Aug 2007).
- Grew TPO systems business \$20M, driving 80% revenue growth and 40% share growth in 2007.
- Developed operating plan expected to grow business \$35M in 2008, and \$150M over the next 3 yrs.
- Negotiated \$5M working capital savings for PVC product line.

**Honeywell International, Specialty Materials Business, Morristown, NJ**

*\$4B global industrial enterprise serving energy, defense, pharma, electronic, B&C, and personal care industries.*

**Director of Strategic Technology Development** **2003-2006**

*Managed \$10M growth investment fund, growth program portfolio, and concept development process and team.*

- Delivered > \$350M revenue growth opportunity for Specialty Materials (SM).
- Developed New Concept Development innovation process; funded > 20 new concepts; chaired board 1st year.
- Built and managed a diverse, market-focused, 14-person strategic program team. Led strategic planning for 3 yrs.
- Successfully advocated for creation of a new Strategic Marketing function; Implemented Aug 2006.
- Developed a nanotechnology strategy including ALD coatings for Honeywell International and Specialty Materials.
- Negotiated and closed a \$5M collaboration agreement with Albany Nanotech.
- Led technology integration of \$1.2B UOP acquisition.

**General Electric Company, GE Plastics Division, Pittsfield, MA**

*\$8B world leader of engineering thermoplastic solutions, serving automotive, telecom, display, and security industries.*

**GE Plastics, Structured Products Business, Pittsfield MA**

**Global Market Development Manager, Optical Film** **2002-2003**

*Responsible for \$60M P&L, 4 market managers for display, automotive, appliance, and electronics markets.*

- Developed 3-year strategic plan that catalyzed transformation of the GE Film business.
- Responsible for \$5M growth of GE Structured Products America's \$60M Film P&L.
- Led product team that launched new Sollix®, Xylex®, Ultem® and Lexan® Films in 2002-2003.
- Developed optical film strategy and guided development that resulted in new Illuminex® product line.

**Business Development Manager, Director of Ovonic Media, LLC** **2000-2002**

*Responsible for BD process, integration of Honeywell's Film business, and managing \$7M JV company*

- Created and led new business development pipeline process. Evaluated >15 BD opportunities.
- Negotiated exclusive license agreement for Visgard® antifog coatings, delivered \$2M revenue in 2002.
- Managed integration planning of \$150M Honeywell Specialty Film P&L in 2001.
- Negotiated and led start-up of Ovonic Media LLC, a GE/ECD JV technology company.
- Led 15 member team of scientists and engineers that created a continuous, roll-to-roll manufacturing process for DVD-Rewritable media; Proved concept and produced working prototype in 12 months.

**GE Plastics, Global Sourcing, Pittsfield MA**

**Global Sourcing Manager** **1998-2000**

*Responsible for \$110M buy including fiberglass, impact modifiers, fluoro-polymers, and process chemicals.*

- Negotiated \$15M in direct material savings on a total portfolio of \$110M in 18 months.
- Managed complex matrix of site buys, second sources, and low-cost country development.
- Managed 1 student intern, and influenced sourcing decisions of several manufacturing sites.

**GE Plastics, Lexan and Valox Polyester Business Groups, Mt. Vernon IN**

**New Product and Process Development** **1991-1998**

**General Electric, Corporate Research and Development, Schenectady NY**

**Applied Research, Flame Retardant Laboratory** **1988-1991**

## EDUCATION:

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- MSM, Krannert Executive Masters of Business Management, Purdue, West Lafayette IN.
- Ph.D., Synthetic Organic Chemistry, UC Davis.
- B.S., Chemistry, UC Davis.

## TRAINING:

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- Crucial Conversations, Loveland CO (2012)
- Outcome Driven Innovation, Voice of the Customer, Loveland CO (2011)
- Danaher Problem Solving Process, Loveland CO (2011)
- Danaher Business System (DBS) Tools, Loveland CO (2008 – 2012)
- Danaher Business System Leadership Orientation, Wood Dale IL (2008)
- Building Science Program, Johns Manville Technical Center, Littleton CO (2007).
- Management Development Program (MDP), Honeywell International, Morristown NJ (2006).
- Strategic Marketing Program, Honeywell International, Morristown NJ (2005).
- Disruptive Business Models, Clayton Christensen, Florham Park NJ (2005).
- Lead User Workshop, Eric Von Hippel, Stevens Institute of Technology, Hoboken NJ (2005).
- Opportunity Analysis Training, Honeywell International, Morristown NJ (2004).
- MIT Innovations in Management, MIT Sloan School, Cambridge MA (2004).
- Mergers & Acquisitions Course, GE Headquarters, Fairfield CT (2000).
- Management Development Course (MDC), GE Plastics, Crotonville NY (1999).
- 6 Sigma MAIC, DFSS, FMEA Training; Green Belt certification, GE Plastics, Mt Vernon IN (1996-1997).
- Management Skills Development Course (MSDC), GE Plastics (1995).
- Managing Plastics Programs, GE Plastics.
- VPI Polymer Synthesis and Characterization, GE CRD.
- Chemical & Materials Leadership Program (CMP), GE Plastics.

## Attachment G

	12/10/2025	10/22/2025	9/24/2025	8/27/2025	7/23/2025	6/25/2026	5/28/2025	4/23/2025	3/26/2025
Edward Egnatios		x	excused	x	x	x			
Brain Gaddie		excused	x	x	x	x	x	excused	x
Ole Gjerde		x	x	x	x	x	x	x	x
David Hammelman		excused	x	x	x	x	x	x	x
Melanie Penoyar-Perez		x	x	x	excused	x	x	x	x
Tony Rathbun		x	x	x	x	x	x	x	x
Kevin Snow		x	x	x	x	x			

### ***Past Commissioners***

Angie Brown								x	excused
Bill Leung								NA	NA
KiKi Miller							excused	x	x
Cortland Wolfe								NA	NA

Boxes highlighted in yellow designated when joined remotely

Attachment G

2/26/2025 1/22/2025 12/11/2024 10/30/2024 9/25/2024 8/28/2024 7/24/2024 6/26/2024 5/22/2024 4/24/2024 3/27/2024

x	x	x	x	x	x	x	x	x	x	x
excused	x	x	joined 11/15							
x	x	x	excused	x	x	x	x	x	x	x
excused	x	x	x	x	x	x	excused	x	excused	x
x	excused	x	x	excused	x	x	x	x	x	x

x	x	x	x	x	x	excused	x	x	x	x
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
x	x	x	x	excused	x	x	absent	excused	x	x
NA	NA	NA	x	x	x	x	x	x	x	x

Attachment G

2/28/2024 1/24/2024 12/13/2023 November 10/25/2023 9/27/2023 8/23/2023 7/27/2023 6/28/2023

x	x	x	NA	x	x	excused	x	x
x	x	x	NA	x	x	x	x	x
excused	x	x	NA	x	x	x	x	excused
excused	x	x	NA	x	x	excused	x	x

joined 7/26	x	x	NA	NA	NA	NA	NA	NA
NA	NA	NA	NA	NA	x	x	x	x
x	x	x	NA	x	excused	x	x	x
x	x	x	NA	x	x	x	excused	x