

## Questions for SEMSWA Interim Executive and Finance Directors (DRAFT)

### Executive Director

1. Please give more detail about your personal experience as Executive Director of a similar Authority or utility, i.e. type of Authority or utility, duration, staff levels, etc.
2. Have you ever been Executive Director for a utility that was starting up, such as SEMSWA?
3. What do you think are the five most important issues to tackle during the startup of a stormwater Authority?
4. Numerous people, including current staff and consultants, have spent months working on items such as staffing, benefits, insurance, office and operations space, budget, public relations, and legal formation of the Authority. How are you going to get yourself “up to speed” on the status of all of the issues so you can effectively lead this organization?
5. The team you will be working with has a long history together. How will you, as an Interim Executive Director, forge a bond with that team?
6. What is your past experience in dealing with and balancing the obligations of an executive board, technical and field staff, and customer’s needs.
7. This organization will start out small (limited staff). Please discuss your willingness to perform tasks that might otherwise be delegated by an executive director. Please provide an example.
8. (For Nolte only.) Mr. Rudolph, you are the executive vice president in charge of Nolte’s three offices in the Rocky Mountain Region. How do you anticipate being able to devote 20 to 40 hours per week of your time to be SEMSWA’s Interim Executive Director?
9. (For Nolte only.) Please clarify Joseph Culkin’s role in SEMSWA and identify which of the districts listed in your SOQ Mr. Culkin oversaw during their formation.
10. (For Nolte only.) The Interim Finance Director will be from another company. How do you envision coordinating work between Nolte Associates and a company that may have very different management systems and procedures?
11. (For Ajilon only.) Mr. Bernica, it appears you have no experience with stormwater utilities and the issues that will arise from the startup of such a utility. Please explain how you will adapt your experience in the energy sector to be able to fulfill the responsibilities of Interim Executive Director in the stormwater field.
12. (For Ajilon only.) Mr. Bernica, what other commitments will you have during your time as SEMSWA’s Interim Executive Director?
13. (For Ajilon only.) Exhibit A states an association with Enron, please elaborate on your relationship with Enron.
14. Additional questions as determined by the Board.

### Finance Director

1. Please give more detail about your personal experience as Finance Director of a similar Authority or utility, i.e. type of Authority or utility, duration, staff levels, etc.
2. Your SOQ stated that working with the Denver Wastewater Management Division “provides the experience needed in a startup”. Can you give us some idea of what you would consider the required financial elements when starting up an Authority such as this?
3. The Interim Executive Director may be from a different company. How do you envision coordinating work between Ajilon and a company that may have very different management systems and procedures?
4. This organization will start out small (limited staff). Please discuss your willingness to perform tasks that might otherwise be delegated by a finance director, and tasks that might be more in line with those performed by a business manager.
5. The team you will be working with has a long history together. How will you, as an Interim Finance Director, forge a bond with that team?
6. What accounting packages have you had experience with? What package would you recommend for the Authority and why?
7. One of the tasks that needs to be accomplished is the development of policies and procedures, including financial policies and procedures. Please explain how you can help the Authority develop financial policies and procedures which will provide a basis for proper accounting and reporting practices.
8. It has been determined that the Authority does not have to adhere to state procurement requirements, i.e. the Authority’s requirements will be less strict than the state. Do you agree? What is your experience with these types of procurement requirements?
9. SEMSWA will use Bondi for auditing services. Describe any interactions you have had with Bondi.
10. SEMSWA will need to bill approximately 80 residents in Douglas County. Describe how you would recommend the billing, accounts receivable, tracking, etc.
11. SEMSWA will offer credits to qualifying properties, describe how you would recommend these be handled.
12. Additional questions as determined by the Board.