

COLIN BAENZIGER  ASSOCIATES

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EXECUTIVE RECRUITING

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*Section 9*

*Arthur “A.J.” J. Krieger*

*Cooper City*

*City Manager Candidate Report*

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*Cover Letter and Resume*

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February 23, 2023

Mr. Colin Baenziger

Baenziger & Associates

Re: Cooper City City Manager position

Via email: [Recruit26@cb-asso.com](mailto:Recruit26@cb-asso.com)

Submitted along with this letter, please find my resume, application, and accompanying materials as my application for the City of Cooper City City Manager position.

I am presently the Town Manager in Firestone, Colorado; a rapidly growing north suburb of Denver. I manage a great staff and together we have established a culture of teamwork, high performance, transparency, and continuous improvement. I have a very good relationship with my Board of Trustees and we enjoy working together to improve our residents' quality of life.

As a professional city manager, I know my primary role is to help my Board succeed by implementing its policies in a professional, efficient way. Councils/boards have always been able to count on me for honest, professional recommendations; rooted in facts/best practices and focused on the community's long term best interests.

I have been successful in getting diverse staffs to buy into a collective mission and perform at exceptionally high levels. My staff has always been able to rely upon my open-door policy and willingness help them succeed. Indeed, much of what I have enjoyed most throughout my career is seeing professional staff grow, operate as a team, and achieve excellence.

Over the course of my career I have developed an understanding of the role a professional city manager's office as a trusted advisor to the council, a coach and developer of city staff, a strategic planner, an effective negotiator, a careful budgeter, a skilled economic development practitioner, and unwavering community advocates.

One of the most enjoyable aspects of my career has been knowing that my staffs and I have helped improve communities' quality of life. In my mind it has always been what has separated local government from every other career and why I have loved it so much.

In reading the recruitment materials and in doing my own research I believe I could contribute to the already great work already being done by the City. My sincere hope is that in reviewing my resume and materials, you will see something to suggest that the City Commission, City staff and I might be a good fit. I look forward to an opportunity to interview with you and I appreciate your time.

Sincerely,

*A.J. Krieger*

**Arthur J. (A.J.) Krieger**

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523 Columbine Avenue  
Broomfield, CO 80020

314.578.9212 (cell)  
[ajkrieger3@gmail.com](mailto:ajkrieger3@gmail.com)

**Town Manager**

May 2019 – Present

**Interim Town Manager**

May 2018 – May 2019

**Town of Firestone, Colorado**

**Population: 18,800**

Firestone is becoming a community of choice within one of the fastest growing regions in the United States. As Town Manager I partner with the Board of Trustees to plan for and execute sustainable growth, fund and construct infrastructure and community amenities, and grow and retain a talented, professional Town staff. A combination of strategic planning, effective partnerships, and creative financial planning are helping us reach our Town goals.

- **Growth Management/Infrastructure/Town Facilities**
  - Planning, financing, and constructing the infrastructure and services necessary to sustain annual growth of +/-7%.
  - Prepared and adopted Firestone’s first park, open space, and trails master plan including Central Park master plan; utilizing public private partnership.
  - Completed comprehensive amendment of land development code with improved review and approval process.
  - Developed Firestone’s first Transportation Master Plan.
  - Negotiated agreement for town-wide fiber broadband network; at no cost to the Town. Construction underway December 2022.
  - Drainage Master Plan (underway).
  - Updated Impact Fee schedule to help growth pay for capital expansions.
  - Actively and effectively partner with development community to drive value-added growth.
- **Water Infrastructure**
  - Drafted and currently executing the 2020-2050 Water Action Plan.
    - St. Vrain Water Treatment Plant under construction. Operational in January 2023.
      - Formed St. Vrain Water Authority to operate treatment plant.
    - Diversifying raw water portfolio, constructing the distribution system, and securing reservoir storage to supply a growing community.
    - Implemented water conservation efforts including design of a non-potable irrigation system. Initial implementation in 2023-24.
- **Financial & Budget Management**
  - Creative mix of credit facilities to finance water system improvements.
    - Including bond issuances, private placements, and refundings.
    - Increased enterprise fund revenues to support system expansion and maintenance costs.
    - Water enterprise rate study currently underway.
  - Funded and constructed new Town Hall and Public Works facilities without a tax increase.
  - Negotiated tax increment agreements to maximize revenue necessary to support Town projects.
  - Diversifying revenue base through economic development and retail recruitment efforts.
    - Negotiated performance based TIF incentive agreements.
- **Human Resource & Staff Development**
  - Town culture emphasizes service, continuous improvement, and transparency.
  - Aligned staff resources to meet Town needs and Board of Trustee goals.
  - Significantly increased overall capacity of Town staff.
  - Updated classification and compensation system to include pay for performance.

**Arthur J. (A.J.) Krieger**

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314.578.9212 (cell)  
[ajkrieger3@gmail.com](mailto:ajkrieger3@gmail.com)

- **Public Safety**
  - Drafted and implemented Police Department Strategic Plan emphasizing use of new technology and an enhanced community partnership.
  - Ranked as one of Colorado’s safest communities.

**Town Administrator**

August 2011 – May 2018

Town of Erie, Colorado

Population: 30,000

During my tenure, Erie was known regionally and nationally for its excellent quality of life. I was recognized as an intuitive, creative manager who excelled at problem-solving and forming strategic partnerships. The organization was lean, high performing, and outcome-oriented.

- **Quality of Life**
  - Top 6 Best Places to Live in the US in 2017.
  - Best Place to Raise a Family in 2017.
  - 23 Best Cities for Young Families in 2016.
  - #13 on the Money Magazine Best Places list in 2015.
  - Governor’s Award for Downtown Excellence – Best Adaptive Reuse or Rehabilitation, using the tool of a Town Urban Renewal Authority in 2015.
  - Best Places for Young Families in Colorado - #2, October 2014.
  - National Recreation and Park Association: Gold Medal Award Winner for Excellence in Park and Recreation Management in 2013.
  - Safest Cities in Colorado multiple years.
- **Water and Wastewater Infrastructure**
  - Expanded potable water and wastewater treatment capacities.
    - 12+ mgd water capacity.
    - 2+ mgd wastewater capacity.
  - Grew raw water supply to support growth of up to 80,000.
  - Built 1000 acre-foot reuse reservoir for non-potable irrigation system.
- **Economic & Community Development**
  - Successfully planned and executed Town’s first large-scale retail and mixed-use developments.
  - Managed a high growth environment with an emphasis on excellent design supported by high quality infrastructure.
  - Grew a Town-owned open space portfolio of more than 1300 acres.
- **Financial & Budget Management**
  - Effectively managed legacy debt portfolio while steadily increasing Moody’s and Standard & Poor’s ratings.
  - Instituted a prudent budget approach that steadily grew fund balances, effectively managed expenditures, and retired legacy debt.
- **Human Resource & Staff Development**
  - Managed an exceptionally competent and high performing Town staff.
  - Very low turnover with high overall employee job satisfaction.
  - Formed staff Innovation Group to challenge, develop, and retain young professionals.

**Arthur J. (A.J.) Krieger**

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523 Columbine Avenue  
Broomfield, CO 80020

314.578.9212 (cell)  
[aikrieger3@gmail.com](mailto:aikrieger3@gmail.com)

<b>City Manager</b> City of Sheridan, Colorado	July 2008 – July 2011 Population: 6,100
<b>City Manager</b> City of Northglenn, Colorado	October 2006 – June 2008 Population: 36,000
<b>City Manager</b> City of Ferguson, Missouri	October 2003 – October 2006 Population: 23,000
<b>Assistant City Manager</b> City of Decatur, Illinois	September 1997 – September 2003. Population: 84,000
<b>Economic Dev. Director</b> City of Woodstock, Illinois	December 1996 – September 1997 Population 22,000
<b>Economic Dev. Representative</b> Decatur-Macon County Economic Development Foundation	October 1994 – December 1996 Population 125,000

**Education:**

Saint Louis University – Masters Public Administration	Graduated: May 1993
Southern Illinois University – Carbondale – B.S.	Graduated: May 1990





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*Candidate Introduction*

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**A.J. Krieger**

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**EDUCATION:**

MPA – Saint Louis University St. Louis, MO May 1993  
BS – Southern Illinois University Carbondale, IL May 1990

**WORK EXPERIENCE:**

Town Manager, Town of Firestone, CO	May 2018 – Present
Town Manager, Town of Erie, CO	August 2011 – May 2018
City Manager, City of Sheridan, CO	July 2008 – July 2011
City Manager, City of Northglenn, CO	October 2006 – June 2008
City Manager, City of Ferguson, MO	October 2003 – October 2006
Assistant City Manager, City of Decatur, IL	September 1997 – September 2003
Economic Development Director, City of Woodstock, IL	December 1996 – September 1997
Economic Development Representative – Decatur-Macon County Economic Development Foundation	October 1994 – December 1996

**BACKGROUND:**

With a population of just under 20,000 Firestone, Colorado is the largest community in a region known as the Carbon Valley; named after its roots in energy extraction. The Carbon Valley's early settlers worked in the many coal mines across the region. Years later the energy production would become more oil and natural gas. Today the Carbon Valley is one of the fastest growing regions along the north Front Range.

Firestone is the commercial hub of the region with the most offerings of both big-box retail and service providers. While some of our neighbors have more primary employment, particularly during my tenure we have focused on growing our retail/revenue base. Over the last few years we've seen big box retailers both expand and remodel their Firestone locations, and are currently working on a new +/- 30 acre retail development.

Firestone currently has about 6500 lots/DU's at various points in the entitlement process. Those lots (approximately 2000 of which will be fully entitled by this Spring) will fuel growth between 3-5% for the foreseeable future. Because of that growth a major focus for Firestone is building the both infrastructure and agency capacity to serve our community.

During my tenure the Town has built a solid document-based foundation for that growth by adopting a Water Action Plan, Parks, Open Space, and Trails Master Plan, Central Park Master Plan, Transportation Master Plan, and a specific neighborhood sub-area study. Underway is an update to our Town Master Plan and a Drainage Mater Plan. In addition, we completely rewrote

### A.J. Krieger

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the Firestone Development Code to adapt to changing land use pressures and to incorporate more residential product diversity and price points.

Of notable importance is our Water Action Plan which will not only provide the water necessary for growth, it will set new standards for water conservation, reuse, and will ultimately allow longer tenured residents to benefit from increased Water Fund revenues. These diversified and increased water revenues will not only have growth paying for water related capital improvements, it will also bend the rate curve so that growth revenues can help offset water services fees. It is not hyperbole to say that Firestone is changing the water paradigm in Colorado.

Like most growing towns our residents are anxious for facility and amenity improvements. As such, careful management of (and enduring attention to) our capital improvement plans is key to our success. Through a combination of strategic debt instruments, diligent management of a legacy debt portfolio, and creative leveraging of existing revenues we have embarked upon a several years-long facility expansion effort that will serve the Town for generations. Since 2018 we have built and opened a new Police and Municipal Court Building, a new Town Hall, an expanded Public Works shop facility, and are in the testing and commissioning phase of our new water treatment plant. Of particular note is the fact that we built the new Town Hall and expanded Public Works facilities without a tax increase; instead using a combination of fund balances, a State grant, and existing revenues.

The Firestone organization has 120 employees; 11 of which report directly to me. Building staff capacity and improving the agency's overall performance is one of my most significant Firestone accomplishments. We have established a Town staff culture of performance and service.

The 2023 Firestone budget projects Town-wide revenues of more than \$78 million, with expenditures of \$50 million. The General Fund projects revenues of just over \$21 million and expenditures of \$19.4 million. During my tenure we have increased the General Fund balance every year.

The three most important issues facing Firestone are:

1. Growth management. Making sure we can continue to expand our service capacity and amenity offerings. Firestone residents pay a lot to live in our community and as a Town Hall we constantly strive to provide great return for their investments.
2. Resource Management. Retaining open space and water conservation are both central to the Colorado way of life and critical to our success. Open spaces (with trails connecting them to parks and natural areas) will keep our community accessible and livable. They will also protect our water shed and storage areas; thereby protecting our most important natural resource.
3. Public safety/preparedness. Along with growth along the Front Range in Colorado comes the opportunity and frequency for crime and disorder. Our Police Department has adopted

a Strategic Plan to address recruitment, deployment, technology and standards to adapt to changing conditions.

#### **GENERAL MANAGEMENT STYLE AND EXPERIENCE:**

My interest In Cooper City is rooted in a couple areas. One, I've reached a point in my career where I want to work in communities that offer great professional challenges within a great environment, and Cooper City offers both. Two, the combination of challenges lines up well with my skill set and career experiences. Specifically, my career experiences have prepared me to contribute to meaningful progress addressing the Strategic Plan's priorities.

My management style is probably best described as a team builder who encourages and rewards excellence. My department directors would tell you about my emphasis on continuous improvement and our culture of being service oriented and value added. I'm the opposite of a micromanager as I trust my senior staff to lead their respective departments. I'm a teambuilder who encourages staff to recognize, accept, and embrace their respective roles in achieving our overall Town goals. I am the first to recognize and reward great performance while also being the first to accept responsibility when we fall short.

My Board of Trustees knows me to be an honest and direct communicator with a passion for continuous improvement. They count on my willingness to strongly advocate for our community, and my creativity when proposing options, initiatives, etc. They know we have a shared vision for the Firestone community and they count on me to lead our organization's efforts to get us there.

As a manager my overall understanding of a municipal operation allows me to propose creative ways to meet our goals. I have a demonstrated ability to judiciously manage finances and find ways to leverage resources. I am a team builder who is able to get a talented staff to each buy into the mission and their unique role in helping achieve it. I'm skilled in the area of dealmaking and can often find win-win scenarios with external partners. I'm experienced in the area of economic development and the companion piece of revenue growth and diversification.

I also know I have areas where I can improve. As a manager it took me a while to understand that honesty and tact don't have to be mutually exclusive; that in fact they can go together. While those that like me will describe me as strong and a direct communicator, there are some who would probably use the word stubborn. And like many managers who drive for organizational excellence, I can be impatient at times. But even my worst critic would say that I work hard for my community/agency and I advocate for its best interests.

My career in local government has seen many programmatic successes and I'm proud of the facilities, parks, developments, and initiatives I've been a part of. But what I'm really most proud of are my "successes" on the people side; the great and enduring relationships I've built

over many years. Perhaps my favorite example is negotiating with the City and County of Denver to provide fire protection services in Sheridan. The Sheridan Fire Department was underfunded, ill-equipped, and a drain on the City's finances. Worse, it was an unacceptable situation for our firefighters; they were poorly trained, underpaid, working with substandard equipment, and with little to no opportunity for growth or advancement. My initial proposal to try to negotiate with Denver to provide the service was strongly opposed by almost everyone – even though they knew we needed to do better for the City and our firefighters.

I asked the Council and firefighters to trust me and (somewhat begrudgingly) they did. I was able to negotiate an agreement with Denver that reduced City of Sheridan costs and created opportunities for Sheridan firefighters. As part of our agreement Sheridan firefighters were hired by Denver and overnight benefitted from better salaries, safer working conditions, new training and career opportunities, and more job security. Almost every Christmas I get an email from a former Sheridan firefighter telling me how well “the guys” are doing and expressing thanks for the opportunities. It's been one of the more personally rewarding “projects” of my career.

My biggest mistake initially started as a success. However public sentiment changed and I was far too slow in adapting; both my messaging and practice. The north of Denver region is a fertile oil and natural gas environment. As a rapidly growing community, Erie was described by many as “ground-zero” for the conflict between growth and oil & gas exploration and production. Because of my ability to find and pursue win-win solutions I led an effort to negotiate development MOU's with oil & gas companies that in 2013 and 2014 were regionally and nationally recognized. Described as a “thoughtful step forward” and innovative, our MOU's were seen as a way to balance the industry's rights with the needs of our growing community.

Fast forward to 2018 and the Erie municipal election which brought in a decidedly anti oil & gas majority, and it was clear that my continuous efforts to find win-wins and balance between our interests were viewed as out of step with residents' interests. I was fired at the very first meeting of the new Board and I will forever lament being too slow to recognize and adapt to the changing landscape. There is no question that the Town of Erie was thriving by almost every metric, but I had failed to recognize how my efforts to find win-wins were perceived.

While I believe there are tremendous opportunities in Cooper City, there are no doubt some challenges.

- Finding ways to increase and diversify revenues within a land-locked community.
- Finding ways to expand and improve amenity offerings.
- Working with neighborhoods to promote safety and preserve/enhance property values.
- Recruiting and retaining the most qualified professional staff.
- Improving and modernizing infrastructure and service delivery.

### A.J. Krieger

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Understanding and finding ways to address these challenges would of course be a big part of my first six months in Cooper City. In addition to the process of learning the community and the organization, I would endeavor to:

- Learn the City's finances. Understand where revenue is coming from, and where it's going.
- Understand how success is defined. I would spend time discussing with Commissioners what success is and what it looks like.
- Understand the Commission's priorities. I have reviewed the Strategic Plan priorities, but will also want to learn how Commissioners prioritize tasks and objectives.
- Actively work to establish trust with the community by setting new standards for accessibility and transparency.
- Work to establish a culture of service and value-added within City staff and City Hall.
- Form a relationship with the community by being present and supportive.

In my experience, few things are as difficult these days as finding the right ways to effectively communicate. Doing so requires an organizational commitment to be accessible and transparent, and that includes members of the media. Whether it's traditional or social media, we live in an age where information (often more accurately described as opinion) is omnipresent. The challenge is to make sure the right information gets to the right groups at the right time. In Firestone we actively try to engage and "tell our story", and we do it in a variety of ways; informational "push-outs", post Board meeting action items, attending neighborhood and/or HOA meetings, and engaging civic groups. We maintain social media pages and send out numerous press releases. Still, we view resident communication as a work in progress and are constantly seeking to understand how and when our residents want information.

Firestone has an engaged resident base, very active on social media. In actuality the Town could probably employ a person full time whose role would be nothing but countering opinion disguised as information on social media. While I don't anticipate that anyone would contact the Commission members, I would never say never. As Manager I have had to make some personnel and other decisions that have not necessarily been popular with some small groups.

As City Manager, equally important with the way we'll communicate with residents will be my commitment to communicate with you. I will always do my best to communicate with you as close to simultaneously as possible; meaning that I will endeavor to share information/access to information with the Mayor and Commissioners simultaneously and will be as proactive as possible to make sure you're never surprised.

Leisure time for me is time with my family. I am a husband and proud father (three kids and two dogs) and they are truly what's most important to me in the world. When we're not at a kid sporting event (my daughter plays soccer and our boys lacrosse) there's generally a dog with a leash in his/her mouth eager to take a walk. In warmer weather my wife and I can generally be found with a leash in our hand at an outdoor community festival enjoying Colorado.

**SIX ADJECTIVES/PHRASES TO DESCRIBE A.J. KRIEGER:**

- Family man
- Leader
- Smart
- Innovative
- Trustworthy
- Loyal

My reasons for applying for this job are far more about the positives I see in Cooper City than my desire to leave Firestone. I love my team and I enjoy the work we're doing. That said, my family and I have been steady visitors to Florida for +/-20 years, and my wife and I have always talked about our desire to relocate there.

After learning about the community, I truly think it's what I wrote about earlier; a chance to work in great community and great environment. There have been many other jobs in Florida that I haven't applied for, so it's not just about "getting to Florida". Rather, it seems like my professional experiences line up very well with Cooper City priorities, and I'm hopeful I will be a good fit with the Commission.

After 16+ years in Colorado I am looking for new challenges and opportunities where I feel my family and I can thrive and enjoy being part of a great community. I am not involved in any other recruitment and my family and I are in a position to commit to Cooper City.

My current salary is \$210,000.

**FINAL THOUGHT:**

I'm obviously not from Florida, but I have a well rounded background in local government with experience that I think will translate well. Colorado and Florida share some similarities. Both are net-migration states with residents who value access to the outdoors and demand a return for their investments into their communities.

In many respects the issues in local government are universal:

- All our residents want access to safe, attractive, livable neighborhoods
- We all face the challenges of growing our revenue base and controlling costs
- We all need to recruit and retain great staff
- We all earn our residents' trust and confidence by being accessible and transparent

**A.J. Krieger**

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I believe my skill set and experience will translate to Florida, and that working together, we can keep Cooper City someplace special.



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*CB&A Background Checks*

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**Background Check Summary for  
ARTHUR J. "A.J." KRIEGER**

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**Criminal Records Checks:**

Nationwide Criminal Records Search	No Records Found
County	
Broomfield County, CO	No Records Found
Weld County, CO	No Records Found
Boulder County, CO	No Records Found
Arapahoe County, CO	Not Available*
Adams County, CO	Not Available*
State	
Colorado	No Records Found

**Civil Records Checks:**

County	
Broomfield County, CO	No Records Found
Weld County, CO	No Records Found
Boulder County, CO	No Records Found
Arapahoe County, CO	Not Available*
Adams County, CO	Not Available*
Federal	
Colorado	<b>June 2010</b> – Civil Lawsuit filed against the City of Sheridan including Mr. Krieger in his capacity as City Manager. <b>Disposition: March 2013</b> – Terminated

*\*See next page for Explanation of Records Found*

**Motor Vehicle**

Colorado	No Records Found
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**Credit**

Excellent

**Personal Bankruptcy**

No Records Found

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\* Records are only available in this state for the past seven years and the candidate worked there prior to that period.

**Background Check Summary for  
ARTHUR J. "A.J." KRIEGER**

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<b>Sex Offender Registry</b>	Not Listed
<b>Education</b>	Confirmed
<b>Employment</b>	Confirmed, except for Town of Firestone, CO (05/2018 – Present)
<b>Social Media</b>	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.

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**From:** A.J. Krieger <[ajkrieger3@gmail.com](mailto:ajkrieger3@gmail.com)>  
**To:** Lynelle Klein <[lynelle@cb-asso.com](mailto:lynelle@cb-asso.com)>  
**Subject:** Re: Background Check Records that Require an Explanation

Ms. Klein -

In the referenced matter, a former City of Sheridan employee filed a lawsuit for (as I recall) wrongful termination. As the report notes, I was named only in my official capacity as City Manager. The City (including me) was defended by an attorney appointed by CIRSA; our pooled risk insurer. CIRSA conducted an investigation that found no wrongdoing on the City's part (again including me). Ultimately the City settled with the plaintiff for a nominal amount.

Please let me know if you need anything additional.

**Background Check Summary for  
ARTHUR J. "A.J." KRIEGER  
Personal Disclosure**

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**Personal Disclosure Questionnaire**

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Name of Applicant: A.J. Krieger

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?  
Yes  No
7. Have you ever sued a current or former employer?  
Yes  No
8. Please list links to all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one.
  - LinkedIn -- <https://www.linkedin.com/in/a-j-krieger-b56862151/>
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: A.J. Krieger  
Signature of Applicant

Please email this form via PDF DOCUMENT to [Lynelle@cb-asso.com](mailto:Lynelle@cb-asso.com) or via fax to (561) 621-5965 **no later than 5:00 PM MST 03/03/2023.**

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

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*CB&A Reference Notes*

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Reference Notes have been placed after the Internet Research to preserve the page numbering of the report.

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*CB&A Internet Research*

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**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Times-Call (CO)  
June 2, 2022

**Firestone town manager gets a roughly \$26,000 raise**

Author: Matthew Bennett

Not long after Firestone Town Manager **A.J. Krieger** was listed as a finalist for Littleton’s city manager job, he was given a \$26,250 raise. On May 16, the city of Littleton announced that after considering 77 applicants for its vacant city manager position, it had narrowed its search to three candidates including **Krieger**. Less than 10 days later, during its May 25 meeting, the Firestone Board of Trustees increased **Krieger’s** annual town manager salary from \$183,750 to \$210,000 in a 5-1 vote. “It is my opinion that the town of Firestone has benefited from **Mr. Krieger’s** experience and performance. General tax revenues have nearly doubled during **Mr. Krieger’s** tenure,” Mayor Pro Tem Frank A. Jimenez said in an email Thursday. “Firestone has seen significant investment from the business community and Firestone is being recognized for its efforts in water planning.” Jimenez went on to say that **Krieger’s** salary was deserved and that the town was receiving “more than fair value in exchange.”

Trustee Matt Holcomb, who cast the lone no vote, said he believed **Krieger** deserved a raise but questioned its timing and amount. “It was kind of rushed,” Holcomb said in a separate interview. Holcomb said he believes the town manager’s salary should be based upon the position itself, not the individual serving in it who may or may not have professional experience that could command a higher income. As of 2020, Firestone’s population was 16,381, according to U.S. Census Bureau data, whereas Littleton had 45,652 residents. “I use the analogy of, if I was filling ... a middle school baseball team, I don’t go out and get a major league player,” Holcomb said. “I just try to find the player that can fit that role and do what we need done. And, like I said, I think (**Krieger** has) probably shown himself to be a higher-end player.”

Littleton had advertised an annual salary of between \$183,200 and \$274,800 for its city manager position, according to a hiring brochure. Ultimately, **Krieger** withdrew his name from contention in Littleton’s job search midway through the process, opting to instead stay on with the town of Firestone. “I decided Firestone is where I want to be. I believe we are building a community of choice, and I know we have assembled a truly outstanding town staff,” **Krieger** said in an email Wednesday. “Every day I have the privilege of watching our team work to serve the Firestone community and, both personally and professionally, I wasn’t ready to give that up.”

**Krieger** was hired as Firestone’s interim town manager in 2018 shortly after being fired from his position as Erie’s town administrator. As previously reported, the newly elected Erie Board of Trustees, at the time, provided little details as to why they terminated **Krieger** other than to say change was needed. With the town of Firestone, **Krieger** later had “interim” removed from his title and has served as town manager since. “Sometimes another opportunity makes you think about what’s important,” **Krieger** said. “Over the next few years I think you will see Firestone grow and prosper like never before.”



**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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The Colorado Sun  
March 3, 2022

**A once-small Colorado mining town is going through a growth spurt. Can the water supply keep up?**

Author: Chris Outcalt

When **A.J. Krieger** stepped in as Firestone town manager in 2018, he realized right away that one particularly pressing issue needed his attention, something that various iterations of the town’s board of trustees had been wrestling with for 15 years: The town’s water supply was limited and vulnerable. “It sounds funny,” **Krieger** said, “but the town outgrew its ability to grow because it didn’t have a water supply.”

Sometime around the beginning of April, Firestone, a town of about 16,000 people 30 miles north of Denver, will flip the switch on a long-standing project designed to address those concerns: a new water treatment facility that will process water from an entirely new supply. The structure, known as the St. Vrain Water Treatment Plant, will treat groundwater pulled from a nearby field of alluvial wells, which are shallow and connected to an adjacent source of surface water. Firestone will then use water rights it has acquired along St. Vrain Creek to replace what it takes from the ground. Firestone has long been entirely dependent on water produced by the Colorado-Big Thompson project, a massive water collection and delivery system owned by the Bureau of Reclamation and jointly operated by the Northern Colorado Water Conservancy District. Known as C-BT, the system collects water from the headwaters of the Colorado River near Grand Lake and delivers it to more than 1 million people and 615,000 irrigated acres along the Front Range.

As communities on the northern Front Range continue to grow, however, demand for C-BT water has increased. The number of shares in the conservancy district are finite, and prices have skyrocketed. Currently, the price of a unit of Northern Water is pushing \$70,000 a share, a sevenfold increase from a decade ago. Exactly how much water a unit delivers varies. Northern Water sets the amount for the year in April. The historical average is around 0.7 acre-feet annually, which is also the amount the district set for delivery last year. (An acre-foot is the amount it takes to cover 1 acre in a foot of water, or about 326,000 gallons; one acre-foot is roughly enough to meet the needs of three Colorado households a year on average.)

At \$65,000-plus for a share of C-BT, you can’t make those numbers work,” **Krieger** said, referring to Firestone. That high cost of water, paired with expensive land prices and inflation in the construction market, make it difficult to build a new house that can be considered more affordable, he said. When the town first started using C-BT water in the 1970s it was plentiful and cheap. Even 10 years ago, you could likely get a unit of Northern Water for less than \$10,000. As recently as 2018, a share averaged around \$30,000.

**Scarcity of supply**

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Firestone’s long-standing reliance on water that originates in the Colorado River headwaters highlights the connection between communities on the Front Range and water that flows on the Western Slope. **Krieger** considers this connection often in the context of how best to manage Firestone’s growth. “We think transitioning away from Colorado River sources is potentially a smart way to go,” **Krieger** said. “It diversifies our supply.”

Firestone was founded as a mining town in the early 1900s and remained a rather small community until a boom began in 2000. During the next 10 years, the population spiked from fewer than 2,000 people to more than 10,000, making it the fastest growing community in Colorado during that time, according to the U.S. Census Bureau. Now, **Krieger** said, Firestone wants to grow in a way that will allow for more of what he called quality of life improvements, such as adding new restaurants, retail stores and public parks. **Krieger** said a town needs a certain amount of density to attract or justify those types of projects. With the help of the new water system, he hopes adding around 1,200 residents a year over the next 10 years or so will mark the right balance between growing but not growing too fast. “If you look backward at Firestone’s history, that’s kind of what happened,” he said. “They grew super fast but didn’t have the operating systems in place to support all of it.”

But, **Krieger** said, all of this talk of measured growth and quality of life improvements is just an academic exercise if you don’t have the water to support it. “I think over the course of the last several months, as we’ve seen more and more news stories about the pressure particularly in the Western United States, and reports of Lake Mead being at its lowest historic level, and pressures in California — even a couple months ago the story about the state of Nebraska wanting to work on the Platte River to secure supplies — it doesn’t take much to figure out that there’s a scarcity of supply here.”

About five years ago, Firestone hired LRE Water, a Denver water engineering and consulting company, to help the town with its new water plan. “Even five years ago, we knew that the town is entirely dependent on the Colorado River and that there’s a lot of turmoil and uncertainty and that, you know, things will be different,” Gregg Ten Eyck, an LRE engineer, said. “Having a diverse supply seemed to make a lot of sense.” Northern Water serves several of the fastest growing communities in Colorado, the district’s spokesman Jeff Stahla said. “What you’re seeing is communities up and down the northern Front Range are looking to diversify their portfolios and are doing so because of the challenges that are occurring throughout the region. And Firestone is among them.”

None of this is cheap. Firestone has invested about \$76 million into the new supply and treatment facility, which also includes plans for an initial 1,250 acre-foot storage reservoir across the street from the treatment plant as well as some additional future storage. However, Ten Eyck said, he estimates the price of the new water will still be only about 60% of what new C-BT water would cost the town. Right away, the new system, Ten Eyck said, will account for no more than 10% of the town’s water supply. But as the town grows, he said it has the potential to process closer to 50%.

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**Considering water?**

Water is the key word whether you live on the Front Range or in L.A. or Phoenix or Las Vegas, said Donald Provost, a founding principal of Alberta Development Partners LLC, which has residential projects in Firestone. “They’re all challenged by water. How it gets stored and treated and delivered to the customers.” Provost said he thinks Firestone’s new setup will encourage more development. “It makes us as developers more interested in investing capital in a city that has invested in their water distribution infrastructure.”

Ten Eyck has wondered if not just developers but residents will also start to consider the security of a town’s water supply as a factor when deciding where to buy a new home. “I’ve asked homebuilders and I’ve asked Realtors and people in the business,” he said. “They say that they don’t think buyers will look at that unless their mortgage company or their insurance company or somebody tells them to.”

**Krieger** said he thinks the question of a potential new resident considering a town’s water supply depends on where the buyer is coming from. He said some people are moving from places where the challenge is what to do with too much water. “For people who migrate here from other parts of the country, that’s maybe less of a concern,” **Krieger** said. “But if you’re moving here from other parts of Colorado, or other parts of the Front Range, I think you’re already pretty in tune with how difficult, at times how expensive, the whole water proposition is. So yeah, I think you’ll see it more and more.”

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Denver Post, The (CO)  
February 17, 2022

**Drilling plan put on hold**

Author/Byline: Judith Kohler

A proposal for 33 oil and gas wells near a neighborhood in Firestone is on hold while the company revises its plan to add more safeguards and review alternative locations as requested by state regulators. The Colorado Oil and Gas Conservation Commission voted Wednesday to put off a decision on the proposal by Kerr-McGee until March 10. The proposal by the subsidiary of Occidental Petroleum is seen as a test of Senate Bill 181, a 2019 law that revamped state regulations to prioritize public health, safety and the environment when regulating oil and gas.

One of the new rules requires wells to be at least 2,000 feet from homes and schools but allows exceptions. The exception at the heart of debate over Kerr-McGee's proposal allows wells to be drilled closer if a company's plan would provide protections "substantially equivalent" to drilling farther away. The COGCC staff determined that the proposal complies with the rule. The five-member oil and gas commission will decide whether to approve the application.

However, opponents of Kerr-McGee's proposal said the two well pads don't belong in an area that includes several homes as well as trails and a golf course. "Personally, I do not want this facility within 2,000 feet of my patio and backyard. It places me and my family at unnecessary and avoidable risk, exactly what the commission's regulations seek to prevent," said William McGehee, who has lived in the nearby subdivision for about a year.

The Colorado Department of Public Health and Environment said in a letter to the COGCC that it should deny the application unless Kerr-McGee agrees to 13 steps to minimize the potential health and environmental impacts of the wells. The company agreed during Wednesday's hearing to look at adopting more of the department's recommendations, including using electric drilling rigs and drilling muds with safer materials. "As with our hearings before the Town of Firestone, we are listening to the comments and considering all feedback to be the best neighbor possible in the communities we operate. We respect the Commission's decision to continue our application to March 10," Occidental spokeswoman Jennifer Brice said in an email.

The Firestone Board of Trustees approved the locations of the two well pads in January. The 3,600-acre McGavin well pad would have 26 wells within 2,000 feet of 87 homes, the closest one 763 feet away. The 640-acre Columbine pad, southeast of the bigger pad, would have seven wells and be within 2,000 feet of seven homes.

Frank Jimenez, Firestone mayor pro tem, said Kerr-McGee has always been willing to work with residents, listen to them and accommodate their concerns as much as possible. "We have a history in Firestone of working in a cooperative way to achieve some balance and some peaceful coexistence between energy development and quality of life in a growing community. I really think this application serves as a good example of that," said **A.J. Krieger**, town manager. Under

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*(Articles are in reverse chronological order)*

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an agreement between the town and Kerr-McGee, the company will give Firestone a 78-acre tract of undeveloped land. **Krieger** said there was no link between the agreement and the town's approval of the location of the well pads. Kerr-McGee has said it reviewed other locations, but those would be within 2,000 feet of even more homes or require more pads to access the oil and gas.

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Times-Call (CO)  
February 10, 2022

**Firestone will soon treat water at its own facility**

Author: Ken Amundson

Beginning in April, Firestone will begin to produce treated water from its new water-treatment facility, dubbed the St. Vrain Water Treatment Plant. The plant is one part of a multi-million dollar investment into diversifying the town’s water supply that includes the water plant, surface reservoirs, subsurface water in alluvial wells, conversion of irrigation water to municipal use and reuse of some water resources. “The town years ago understood that the pressure on the supply side with C-BT (Colorado-Big Thompson) water and the upward pressure on price was going to put Firestone where it wouldn’t be able to achieve its growth goals,” said Town Manager **A.J. Krieger**.

Firestone, like several growing communities along the northern Front Range, was largely dependent upon water from the Colorado-Big Thompson water project, which draws water from the Colorado River on the Western Slope and transports it to reservoirs and a network of supply lines in Northern Colorado. All of Firestone’s water, prior to the opening of the new treatment plant, is treated at the Carter Lake Filter Plant, which is jointly operated by regional water districts. In Firestone’s case, the Central Weld County Water District is under contract to treat and deliver C-BT water for Firestone. “The town started investing money in an alternative approach,” **Krieger** said. That approach included tapping native supplies outside of the C-BT, creating treatment redundancy and taking new approaches. “It puts us in a position where we can grow in a far more cost-effective way,” he said.

The investment has not been cheap. The town has spent \$76 million so far. It issued bonds to build the treatment plant and build a storage system. Those bonds will be repaid by tap fees, a storage and infrastructure fee, and the usual monthly water bill payments from residents.

In 2016, the town hired LRE Water, a trade name for Leonard Rice Water Consulting Engineers Inc. of Denver, to pull together the pieces of its plan. “Large parcels of land were annexed into the city before the 2008 recession,” said Gregg Teneyck, an engineer with LRE. “Some of them (developers) sold their water at that point to maintain cash flow. That land even last year was irrigated with St. Vrain Creek water. We can take that water through water court and change from irrigation to municipal use, and essentially use it on the same property as before” but for housing instead of crops, he said. Developers who own irrigation water now can dedicate it to the town in satisfaction of the town’s water requirements for new development. The treatment plant will process that native water and reduce the town’s reliance on C-BT, he said.

Instead of drawing the water from the creek, the town will draw water from alluvial wells — wells that are replenished from surface water — and also inject water when available back into the wells for storage, Teneyck said. The alluvial wells are relatively shallow at about 35 feet and are located north of the historic coal mines in the Carbon Valley. The town also is a partner in

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*(Articles are in reverse chronological order)*

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the Windy Gap Firing Project and the Northern Integrated Supply Project — NISP. A reservoir to hold Windy Gap water is under construction near Carter Lake. The NISP project will include two large reservoirs when it is built.

Smaller reservoirs in Firestone — a 1,250-acre-foot reservoir is right across the road from the new treatment plant — will hold water resources before treatment. Teneyck said that irrigation water is traditionally available from April until October, the growing season, so it will need to be stored so that it can be used year-round. The one reservoir will not be enough, he said, so a second reservoir of about 1,000 acre feet is planned nearby, and additional reservoirs capable of holding “a couple of thousand acre feet” will be needed. Teneyck said that in addition to the new sources of water, Firestone will take advantage of its ability to reuse some of its water supplies. Unlike the C-BT project water, which can be used once and then must flow downstream to other users, the native supplies from St. Vrain Creek and Windy Gap water can be reused. “Windy Gap water is returned to the river as wastewater; the town can reuse a like quantity of water by taking additional quantities of alluvial water,” he said. In the case of irrigation water, historically, some share of it was consumed and the remainder would flow downstream. “The amount that historically was consumed can be reused ‘to extinction,’” he said..

The treatment plant, which will be operated by the St. Vrain Water Authority, an entity jointly controlled by Firestone and the Little Thompson Water District, will initially treat 1.5 million gallons of water a day. Two expansions are planned, the first of which will expand capacity to 2.25 million gallons per day, and the second expansion will bring it to 5 million gallons per day by 2050. Firestone uses 2.23 million gallons of treated water per day today. “The plant by intention permits expansion within the plant and on the site,” **Krieger** said. The site is located a mile north of Colorado Highway 119 on Weld County Road 13. “We’ll serve our community first but be a little entrepreneurial to work with other communities” that might need water treatment, he said.

Little Thompson’s involvement will enable that water district to expand its treatment capacity in the future as well. “We’re trying to avoid the situation that Severance is going through. I think you’ll see in the coming months, inside of a year or so, that the town of Firestone will announce interesting water partnerships using a combination of our reservoirs and treatment facility to partner with other communities,” **Krieger** said.

All of this is being paid for with fee schedules meant to recover the costs of growth. Developers will pay storage and infrastructure fees while homebuilders and commercial building contractors will pay tap fees that currently sit at \$13,000 each for a residential tap. A town press release that quoted Mayor Bobbie Sindelar said the town’s water planning “has already provided the town with millions of dollars in new revenue through two new water agreements that were recently signed.”

**Krieger** identified Alberta Development Partners LLC as the entity that signed agreements with the town. Alberta, historically a commercial developer, has moved into residential development and has projects at Firestone. Donald Provost, founding principal of Alberta, said growth along

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Interstate 25 places Firestone in a good position. “Firestone’s plan to diversify is a smart move that will set the town apart from neighboring communities,” he said. **Krieger** said Firestone does not expect the treatment plant and diversification plan to affect existing relationships such as that with the Central Weld County Water District, the town’s partner in treatment of its C-BT shares.

Firestone will face off against Central Weld in a jury trial scheduled for Nov. 28 this year over fees that the water district has charged. The town sued the district in August last year, when it discovered that the district was charging the town for water using a fee structure that should have expired. The district sought dismissal, saying that the town lacked standing to sue and that the statute of limitations should have passed. District Judge Shannon Lyons, however, denied the motion to dismiss in December and set the case for trial starting Nov. 28, 2022. “That’s (the lawsuit) about money; this (diversification of supply) is about water,” Teneyck said.

As the date for production of treated water nears, town officials have become a bit giddy. “Do you want to buy the first gallon (from the plant),” **Krieger** asked. “It’ll go for \$76 million,” he quipped. “And the second gallon will go for \$1.99,” Teneyck said.



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**Arthur J. Krieger**  
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Times-Call (CO)  
September 22, 2021

**Firestone residents await hearing determination on effort to recall mayor, trustees**

Author: Kelsey Hammon

An effort to recall Firestone trustees and the town’s mayor has hit a snag — a paper clip snag. A group of residents leading the recall effort collected nearly 400 signatures to recall Firestone leaders, but received a letter of insufficiency on Aug. 30 from the Firestone Town Clerk Jessica Koenig stating that there was a “defect of assembly, in that all the petitions are bound merely by a paper clip, all petitions are as a matter of law in a state of disassembly.” Koenig approved the format for the unsigned petitions on June 24, with the group turning in the signed petitions on Aug. 23 in the same paper-clipped format.

In response, to the certificate of insufficiency, the group of residents asking for the recall emailed Koenig a letter of protest on Sept. 1, stating that: “The Clerk has failed to uphold the oath of office as Firestone Clerk by not providing clear expectations or requirements for the submission of approved packets.” The protest letter also asked that the Weld County clerk designate an impartial hearing officer, with no ties to Firestone.

In response to the protest letters, Koenig called for a recall petition protest hearing on Monday to determine if the group can move forward with the recall process. The administrative hearing included an opportunity for both the town and residents asking for the recall to present testimony, cross examine witnesses and share exhibits as evidence. The meeting was open to the public, with Koenig serving as the hearing officer. Firestone Town Attorney William Hayashi was also present during the proceeding. Following the nearly three-hour long hearing at the Firestone Police Department and Municipal Court Building, Koenig said she will “take it under a matter of deliberation and will issue my finding no later than five days from today.”

**Who is asking for a recall and why?**

Driving the effort for a recall is the Firestone Action Committee for Transparency, or FACT. The grassroots group, which felt residents’ voices weren’t being heard, is composed of core members Drew Peterson, a former Firestone trustee who left the role in 2020; and concerned residents Erin Warnecke, Lou Ann Matthews and Linda Haney. A recall committee formed out of that effort and is being led by Haney.

The petitions were filed to recall Mayor Bobbi Sindelar, Mayor Pro Tem Frank Jimenez and Trustees Douglas Sharp, David Whelan, Don Conyac, Sean Doherty and Samantha Meiring. The group collected roughly 395 signatures for each petition, falling roughly 10 signatures short on the petition to recall the mayor. According to Peterson, the residents were told they needed to collect 402 recall signatures for the mayor and 379 for trustees. The lack of signatures on the mayor’s petition was not addressed during the hearing.

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Peterson said the committee wants to recall of the trustees in the hopes that a new board would reconsider Town Manager **AJ Krieger's** employment contract. In an email Wednesday, Jimenez shared a comment from trustees that read: "The Board of Trustees will withhold any statement about the recall effort or protest hearing until after the Hearing Officer has rendered a decision." FACT outlines several transparency concerns on its website, including an issue that dates back to October 2018, when then-interim town manager **Krieger** sent five people job offer letters. **Krieger** today is Firestone's town manager, following his hiring in April 2019. The letters were sent to Katie Hansen, who is now Firestone director of marketing and communications; Todd Bjerkaas, now Firestone planning and development director; Jan Sloat, now Firestone human resources director; Paula Mehle, now Firestone director of economic development and Firestone Urban Renewal Authority; and Jessica Clanton, who is now Firestone director of finance.

The letters outlined that if the town appointed someone other than **Krieger** to the town manager position and the person offered the position resigned, that person could be eligible for between four months and two years of severance, depending on the offer letter. The offer letters, which FACT shared online, all mention conditions of **Krieger's** employment, except for Hansen's letter. "The board was not aware of the letters when they were sent," Peterson said in a phone interview. "They were made aware by the attorney after they were hired. They were not sent out with full knowledge of the board."

But **Krieger** said that he had been in communication with town trustees and then town attorney Kathleen Kelly throughout the process to fill the job roles in October 2018. **Krieger** referenced an Oct. 9, 2018, email, when he was serving as interim town manager. In the email, which was shared with the Times-Call, he told trustee board members: "As you may recall, when we previously discussed hiring for the vacant department director positions the Board authorized me as Interim Town Manager to make some potentially unorthodox accommodations. As contemplated those accommodations take the form of a severance payment or a certain minimum duration of employment. The minimum duration of employment will be specifically if the Board appoints someone other than me to fill the permanent Town Manager position." When asked about the offer letters, Kathleen Kelly, who served as the Firestone town attorney until she resigned in December 2018, said she couldn't provide comment on town legal matters, because they are "protected by attorney-client privilege."

Recall committee members have vocalized their concerns about transparency issues. During a July 28 trustee meeting, Peterson brought up the job offer letters. "That could have cost the town hundreds of thousands of dollars," Peterson said. "Do you really think that two years' severance on day one for an employee, because we don't hire this guy, is a good thing? Is that in the best interest of our town?"

FACT has also raised concerns about **Krieger** employing people he had worked with in the past. They said that the new hires, who were extended the offer letters in October 2018, were people **Krieger** had worked with as the former Erie town administrator, a role **Krieger** was ousted from in May of 2018, and as former city manager in Northglenn, a role **Krieger** resigned from in 2008. **Krieger** said that of the five people extended the offer letters in question, he has worked

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with all of them in the past, except Clanton, the director of finance. “In every one of those cases, we advertised,” **Krieger** said. “We sought candidates and we went through a thorough, regimented interview and selection process. Did I want to hire people like Paula and Jan and Katie and Todd, because I knew them and knew how good they were at what they do and because we shared several years of productive and successful experience together? ... Did all those things factor into my decision? Of course.”

**What went on during the hearing?**

The hearing on Monday allowed both Koenig and residents leading the recall the chance to present an opening statement. Haney said Koenig should have provided clear expectations of how the petitions should be assembled, especially given Koenig approved the format of the unsigned petitions and that the sign petitions were returned in the same format. “In good faith, circulators worked for 60 days to gather signatures, believing we had been given the right information,” Haney said during Monday’s hearing. “Approximately 400 citizens of Firestone made the effort to exercise their rights and sign their names to the petitions. Their voices should not be silenced over paper clips.” Peterson added: “It is therefore incumbent on you as a municipal clerk to provide guidance on what you will accept as proper.”

Koenig said instructions were provided to the recall committee. “The petition format was disapproved by me three times: on June 11, June 16 and June 21,” Koenig said. “On May 19, 2021, Miss Haney was provided a petition circulator’s guide in addition to a petition format example to assist in the process. On Aug. 30, after my review of the petitions, I determined that the petitions were invalid and with no force in effect, because there was compelling evidence that the petitions had been disassembled.”

Koenig’s letter of insufficiency stated: “As one then cannot ensure that the signatures and circulator’s affidavit for each petition were securely bound together and remained as one document, it raises issues concerning the veracity of each circulator’s affidavit.” Koenig called Peterson and Haney to testify. She also had a notary speak to wrong dates that were mistakenly put on a circulator’s affidavit. After a petition section has been circulated, the person who collected the signatures must sign a circulator affidavit in front of a notary. A notary who testified said she didn’t catch that Peterson had mistakenly put Aug. 22 on the affidavits instead of the correct date, Aug. 23. The notary approximated Peterson had submitted roughly 14 affidavits. The notary said this would make the notarizations with the wrong date “incorrect.” The residents countered, though, that such a mistake is curable and can easily be fixed by re-notarizing the affidavits. For their part, residents also asked several witnesses to testify during the hearing, including Koenig and Hayashi.

**The town’s response to the recall**

In an email Tuesday, **Krieger** responded to residents’ efforts to recall trustees. “While I don’t have any specific role in the recall process, I have been continually disappointed by the petitioners’ efforts to mislead Firestone residents,” **Krieger** wrote.

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*(Articles are in reverse chronological order)*

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**Krieger** said that between 2016 and 2018, the town faced internal turmoil and high turnover in leadership positions. From May of 2016 to April of 2018, he said, there were at least nine human resource-related complaints made alleging a town hall culture of harassment, discrimination and/or gender discrimination. In that same time frame, **Krieger** said two town managers left the role. The Times-Call in 2018 reported that Firestone paid \$237K in separation agreements with former employees. Given that history, **Krieger** said he felt it necessary in 2018 to take “unorthodox accommodations.” “One, (the accommodations) were to provide a sense of security for anyone willing to take a job with an agency that had really struggled for a couple of years and then, the second was because the hiring was going to be done by an interim town manager and there was no guarantee that I was going to be here,” **Krieger** said. “I felt like we had to do some things that were a little unusual so that we could demonstrate to a group of candidates that we were serious about restoring the professional, productive environment.”

**Krieger** said that the job offer letters “absolutely” were conditional with his hiring. “I didn’t hide that,” **Krieger** said. **Krieger** added that the security conditions offered in the letter “never cost the town anything.”

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*(Articles are in reverse chronological order)*

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Daily Camera  
August 3, 2021

**Firestone sues Central Weld Water for \$8.6M**

Author: Bizwest Staff Writer

The town of Firestone has sued Central Weld Water District for \$8.6 million, alleging the district continued to charge for some water service under agreements that ended years earlier. The case filed in Weld County District Court alleged that a 1974 initial agreement and several addendums between 1998 and 2005, and one providing for a water main extension in 1994, included provisions for initial fees and later increases, based on the number of residential taps affected.

The complaint alleges breach of contract and negligence. The suit said various payment surcharges, which for one addendum's project came to \$12.4 million, were to have ended by 2011.

Central Weld Water "continued to assess [additional fees] long after the expiration date for those charges and overcharged the town," according to the suit, and "to date the district has improperly charged approximately \$8.6 million to the town, which is entitled to repayment."

The complaint doesn't note how alleged overpayments were found, the passing of time from 2011 to the Aug. 2 lawsuit, or whether the town asked Central Weld Water for a credit or repayment.

Firestone Town Manager **A.J. Krieger** said via email, "The Town of Firestone has no comment at this time. We believe the complaint speaks for itself."

Water District Manager Stan Linker said via voicemail, "At this time, we have no comment." An attorney for the district wasn't listed in the complaint and couldn't be determined by press time. Attorneys for Firestone, Kathryn Hopping and Mikaela Rivera of Denver firm Waas Campbell Rivera Johnson & Velasquez LLP, didn't respond to requests for comment.

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*(Articles are in reverse chronological order)*

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Times-Call (CO)  
July 10, 2020

**State guidelines allow Carbon Valley towns to salvage summer traditions in wake of pandemic**

Author: Kelsey Hammon

Summer on the Front Range hasn't looked the same in the wake of the coronavirus pandemic. The spread of the highly infectious respiratory disease has put a halt to festivals, concerts and graduations, and seen capacity limits at local pools and lake beaches. With the initiation of Gov. Jared Polis' June guidelines for outdoor events, however, some municipalities saw a way to salvage warm-weather traditions, giving residents some semblance of normalcy, while also abiding by public health restrictions.

In Weld County's Carbon Valley, which includes Frederick, Firestone and Dacono, two towns were among those that saw a chance to continue summer festivities, albeit altered versions of the beloved traditions. Firestone town officials said they felt it was important to light up the night sky this Fourth of July with the traditional fireworks show. Many Boulder County communities, including Longmont and Boulder, canceled plans for fireworks, due to the pandemic. In recognition of health concerns, Katie Hanson, Firestone spokesperson, said the Fourth of July celebration was "significantly scaled back," including canceling the parade and other activities. In a Facebook post, town officials cautioned everyone watching the show to follow social distancing practices. Town Manager **A.J. Krieger** said "freedom, family and personal responsibility" are national and town hallmarks. "As a town government, we felt it important to find a safe way to honor America's independence and the bond between neighbors that strengthens our community," **Krieger** said.

Firestone has also continued its Food and Flick Fridays, but the typical outdoor movie night has been modified. Now modeled after a drive-in, residents are invited to pull into a parking spot at the Firestone Sports Complex, 6850 Tilbury Ave., and watch a movie. On Friday, people gathered to watch "Shazam!"

In neighboring Dacono, A.J. Euckert, the city manager, said, "Dacono has canceled all of (our) events scheduled for this summer." Frederick town officials also canceled some events, such as the Frederick in Flight Hot Air Balloon Festival, which had been planned for the end of June. Angela Wilson, town spokesperson, said the festival's history of bringing in thousands of people to Frederick, combined with the cost and "socializing nature of the event," were factors in the decision. But like Firestone, Frederick town officials saw an opportunity with the state's release of outdoor guidelines.

Next Wednesday to Saturday, Frederick will host the eighth annual Chainsaws and Chuckwagons. While people can still watch the woodcarvers sculpt works of art from logs and enjoy cuisine from a variety of food trucks, the event has been modified to abide by the state's public health guidelines. Chainsaws and Chuckwagons will not be taking place in downtown

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Crist Park, where it normally occurs. Instead, it has been relocated to Centennial Park, 630 Eighth St. Wilson said Centennial Park is roughly 10 times the size of Crist Park. As part of its outdoor guidelines, the state released a social distancing space calculator, to provide an idea of how many people can safely be in a certain amount of space. Using the calculator for guidance, Wilson said it was determined that up to 930 people could safely occupy the park, which is roughly 310,000 square feet. The event has never drawn more than 1,000 people at one time, Wilson said. “We are working closely with the Weld County Health Department and all our sponsors and vendors,” Wilson said. “We want to be leaders in community engagement and thrive on interacting with our community in a safe setting.”

The wood for the contest is donated by American Arborist Service, a tree service located in Longmont. At the event, community members cast their vote for their favorite masterpiece. The event is free and open to the public. This year, many of the activities, such as the beer garden and kids’ bounce house, will not be available. The Frederick Police Department will be on site giving out mementos to children and interacting with people from a safe distance. Town officials felt it was important to help the artist community by continuing the event this year, Wilson said. “The focus of the event is to support our woodcarvers,” Wilson said. “Their livelihood depends on festivals and competitions. We have received excellent feedback from our carvers, who are excited to get (out) and show off their skills and wares.”

Wilson said anyone who wants to attend the event is “strongly encouraged” to RSVP on Frederick’s website so that event organizers have an idea of how many people are coming and to allow for contact tracing if needed. Those who attend are also asked to follow guidelines listed on the event page, which include wearing masks, following 6-foot social distancing, and using hand-washing stations. The town has tasked roughly 36 event volunteers with keeping track of the number of people in each section. If the space is in jeopardy of exceeding capacity, volunteer “attendant trackers” will take a “firm but friendly” approach and ask the person to come back to the event at a different time and provide them with information on viewing the event virtually, Wilson said. Times and a full schedule of Chainsaws and Chuckwagons events can be found on the town’s website at frederickco.gov. Some of the carving events will be livestreamed on the town’s Facebook page.

Looking ahead, Wilson said Frederick also plans to host a small neighborhood Community Tour and Talk series at 6 p.m. Wednesdays through Sept. 2 in local parks. The goal is to give residents a chance to get to know the mayor and town officials, while also getting caught up on issues important to the municipality. All compliance with state outdoor guidelines will be followed Wilson said. Three earlier tours were canceled. There were 59 RSVPs for the tour kickoff Wednesday at Johnson Farm Park, according to Wilson. When asked what advisory Weld County has for municipalities hosting events this summer, the Weld County Joint Information Center, which provides coronavirus information through the county’s Office of Emergency Management, released a statement via email Wednesday. “Weld County has always stressed personal responsibility and common-sense measures when combating COVID-19,” the statement read. “Weld County is not developing specific guidance or giving approval to individual business or event plans.”

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*(Articles are in reverse chronological order)*

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Times-Call (CO)  
October 29, 2019

**Federal report on fatal Firestone explosion blames gas leak, government approval to build homes without pipeline maps**

Author: John Anguilar

The federal investigation into the 2017 explosion that killed two people and destroyed a home in Firestone determined the likely cause was a natural gas leak through a pipeline that had been severed during construction of the home two years earlier. The newly released report from the National Transportation Safety Board also blames the government of Firestone for allowing development on former oil and gas fields without the full knowledge of where pipelines remained buried underground. “Contributing to the accident was the approval by local authorities to allow occupied structures to be built on land adjacent to or previously part of oil and gas production fields without complete documentation from the operator, Anadarko Petroleum Corporation, on the location and status of its gathering system pipelines,” the investigators wrote.

The April 17, 2017, blast killed Mark Martinez and Joey Irwin and left Erin Martinez, Mark’s wife and Irwin’s sister, badly burned. Mark Martinez and Irwin were replacing a hot water heater in the Weld County home’s basement at the time. Fire investigators later found a 1-inch diameter black plastic pipeline running from an Anadarko well near the house that had been cut when a tank battery was moved before the Oak Meadows subdivision was built. That pipeline leaked the gas from a point 6 feet from the southeast corner of the home at 6312 Twilight Ave. Investigators said they found the gas valve at the Anadarko well in the “on” position.

The report states that a previous owner of the well, Patina Oil and Gas Corp., had recorded the flowlines — pipes that connect wells to surrounding equipment — as being properly abandoned in 1999. But state regulatory records, the report said, “showed this to be incorrect.” Anadarko acquired the well in 2013 and two years later temporarily shut it in. “However, the well was not plugged and no pipelines were abandoned,” according to the NTSB.

In the wake of the explosion, Colorado leaders promised they would do all they could to prevent a similar tragedy, including pledging a comprehensive public map of pipelines in the state. Thirty months later, as The Denver Post reported Sunday, that still hasn’t happened. The NTSB completed its report Oct. 18. It did not include any recommendations or directives for homebuilders, local government officials or oil and gas operators relating to the tragedy.

**“Know what you’re building on”**

On Tuesday, Erin Martinez harshly criticized the NTSB’s report for “its brevity and lack of any recommendations whatsoever to protect public safety and prevent further tragedy.” “After all this time, it’s shocking to me that the NTSB gives neither me nor the public anything that we didn’t know prior to the investigation,” she wrote in a statement. “Whoever authored this document could have released it a short time after my home exploded. It’s difficult to understand why it took two-and-a-half years to write seven pages that provide no concrete recommendations to



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prevent another tragedy.” Martinez said she would turn her attention to the Colorado Oil and Gas Conservation Commission’s rewriting of its rules on energy extraction in the state. And she said she would “continue to serve the memory of both Mark and Joey in creating a safer Colorado and ensure that no other family will have to live through what my family experienced.”

Kevin Bommer, executive director of the Colorado Municipal League, said cities and towns can only make decisions on the prospective location of new homes based on information they have or that which is available to them. Given that a previous oil and gas company had listed the flowlines near the Martinez home as properly abandoned, Firestone officials didn’t have reason to suspect there might be a problem. “I don’t think the municipality could compel anything out of the operator that wasn’t available from the COGCC,” he said. “Information is key here — there wasn’t complete documentation.”

**A.J. Krieger**, Firestone’s town manager, said late Tuesday that the fast-growing town 30 miles north of Denver is in the middle of updating its land-use development code, “which will include enhanced requirements for regulating oil and gas activity.” “These more stringent regulations will not just focus on siting and pre-development activities, but also on the post-production life cycle and inspections,” he said. **Krieger** said Firestone, which is located in the southwest corner of Weld County, has recently “moved toward requiring removal of abandoned subgrade infrastructure, including the types of lines cited in the NTSB report.”

Martinez, in an interview with The Post on Tuesday, thinks local governments should be more proactive in assuring the safety of a site before permitting homes to be built there. “Before you move forward with development plans, you should know what you’re building on,” she said. “We can’t hide behind the fact that ‘we were told this.’ “ That means towns should hire inspectors who can ascertain the underground safety of a prospective neighborhood development before allowing the earthmovers to come in, she said. And she questioned why the state setback for new wells from occupied buildings that oil and gas companies must comply with don’t apply to developers who build near existing wells. She noted that her home was built less than 200 feet from the well that leaked gas into her basement — yet state rules prohibit energy companies from drilling new wells within 500 feet of an existing home. “It should be the same setback applied to all of it,” Martinez said.

### **Mapping flowlines**

A spokeswoman for Occidental Petroleum Corp., which acquired Anadarko in August, said the company takes the NTSB’s findings “very seriously.” “We are mindful of the events of April 17, 2017, every day, and our thoughts continue to be with the families, friends and communities affected by this tragedy,” said spokeswoman Jennifer Brice. “... as part of our commitment to safety, we continually review our processes and procedures.”

After the explosion, Brice said Anadarko shut-in and inspected more than 3,000 vertical wells in and around Weld County, permanently disconnected and used cement to plug approximately 3,600 one-inch return lines, and provided more than 750 free methane detectors to area residents.

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Colorado officials have set a deadline of Thursday for oil and gas operators to provide start-point and end-point coordinates — but not full maps — for flowlines. The COGCC has said flowlines span at least 6,522 miles in the state, based on data submitted before Thursday’s deadline. State officials estimated that a broad unregulated class of pipelines called “gathering lines” — which collect oil and gas from initial storage sites and carry it toward interstate transmission lines — spans tens of thousands of miles. They couldn’t be more precise because they lack location information from oil and gas companies.

On Tuesday, COGCC spokeswoman Megan Castle said as part of the state’s flowline rulemakings, it is proposing the creation of a map of flowlines for the public while at the same time addressing public safety concerns. The agency also will place emphasis on removing old flowlines rather than presuming they are safely abandoned in place, she said.

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Times-Call  
February 19, 2019

**Firestone Public Works Department skirted safety practices, training; facility kept in disarray, report finds**

Author: Sam Lounsberry

Firestone’s Public Works Department had minimal worker safety training and oversight, practiced unsafe storage of chemicals and hazardous materials in an unsecured, unkempt and disorganized facility, and “micromanaged” employees under former director Theo Abkes, a report from a town-hired consultant found. Abkes, 64, worked for Firestone for 28 years, and resigned from the Public Works director position in December after “weeks of soul-searching,” he wrote in his resignation letter.

The report — which paints Abkes as a boss who failed to ensure town employees were up to date on and followed workplace safety practices — was compiled by Fort Collins-based consulting firm Anfeald. “Overall, the public works occupational health and safety program is minimalistic, inadequate for the risks and inconsistent with consensus codes, best-practices and applicable legal requirements,” the report, dated Oct. 6, stated. But Abkes claims there was a change in how his position was viewed by town leadership and how the Public Works budget was used, and said he was never approached by town leaders with requests to boost his employee safety training efforts or reorganize the department’s facility. “If they would have said that, I would have complied,” Abkes said. “... The guys’ safety was always my highest interest.”

**Facility maintenance lacked**

Anfeald also reported Abkes and his employees neglected to safely arrange and dispose of potentially dangerous materials and waste in the town’s Public Works facility at 7500 Pine Cone Ave., leading to a disorganized, unclean and hazardous building. “Housekeeping at the public works facility is poor,” the report stated. “... The overall impression of the facility is it is highly disorganized and unkempt. This disorganization results in safety hazards within the facility, but it also makes it nearly impossible to inventory parts, chemicals, traffic controls and other essential tools of the trade likely resulting in a lack of proper equipment, a lack of proper safety equipment, excessive cost and other problems.”

The physical security of the Public Works facility also was below normal standards, Anfeald found. It lacks a fence and gate and “is open to anyone who wishes to walk onto the site,” the report stated. Public Works employees said trash is sometimes dumped in the facility’s receptacle over weekends; Anfeald staff found that doors on every vehicle parked on the grounds were unlocked, and one had a key in the ignition; and an employee’s boat was stored on site, which Anfeald called an “inappropriate storage location for employee recreational equipment,” and the boat’s placement an “attractive nuisance.”

Anfeald in an assessment of the facility found 24 hazards or violations that would have been out of line with current Occupational Safety and Health Administration standards, although local

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government entities are not regulated by the federal agency. The would-be violations included flammable containers being placed outside proper storage, an unsanitary eyewash station that was blocked by objects mounted above it that made impossible to use without hitting one's head on them, and welding operations and "hot-work" being performed within 35 feet of combustible materials. "There are numerous examples of unsafe hazardous and/or universal waste storage outside of the facility; these issues violate federal and state hazardous waste and universal waste regulations; they violate stormwater regulations, they cause chemical contamination of the environment and they are an attractive nuisance," Anfeald wrote, adding there were corroded, unlabeled and spilled 55-gallon drum containers of unknown and tar-like substances in and around the facility.

**'Violation of public trust'**

The consultant estimated OSHA penalties for the town would have amounted to \$111,961 if the Public Works facility were subject to the agency's authority, and \$12,538 for a handful of violations documented on Public Works job sites throughout the town. Firestone paid Anfeald \$5,181 for the investigation. "The poor state of the facility represents a violation of public trust and poor management of taxpayer dollars," the report stated.

Anfeald also found Abkes did not appropriately delegate tasks to foremen below him in the department's hierarchy. "Foremen that report to him have this job title in name only," the report stated. "... The public works director is overly focused with hands-on work and spends an insufficient amount of time on safety oversight, good communication and implementing safety programs." That conclusion was backed by employee comments to Anfeald investigators that described Abkes as "old-school," and "afraid of change." "We are micromanaged to the hilt," one employee told Anfeald. Others said, "He expects you to read his mind," and, "My boss is not a people-person. He does not have good communication skills." But Abkes said he always facilitated safety training sessions mandated by the town's insurance provider, although the report contends such training is not enough to ensure proper safety practices.

Town vehicles were described by town employees as slow to get repaired, and some felt the vehicles were unsafe, the report said. Anfeald also found employee training on safety practices for work in confined spaces lacking, and workers self-reported improper entry equipment and a failure to use ventilation and gas detectors during confined space entries. "The (town) operates several types of heavy equipment but does not have a formal training and certification process for operators," the report also stated, adding there was an over-reliance on online safety training courses in lieu of face-to-face sessions.

Anfeald's blasting of the Public Works Department's management comes on the heels of another investigation by a separate town-hired firm that found a June workplace injury to an employee's hand could have been avoided had department leaders not pushed a frugal spending philosophy for equipment repairs and upgrades. That injury was caused by the employee using a piece of metal rebar to start a 2001 model town truck with faulty starting equipment that Public Works employees had complained about — workers had been instructed to use a workaround to start the

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vehicle. Abkes said the incident was the only serious injury that occurred to a Public Works Department employee in his nearly three decades at its helm.

**‘Respect for former leadership’**

Mayor Bobbi Sindelar said the Anfeald report was “important information” for the town, adding officials will be “filling equipment needs and repairing or replacing equipment where needed, as well as systematically retiring aging equipment in the future.”

Firestone resident Trent John, who described himself as a “concerned citizen,” lauded efforts to improve Public Works Department operations led by interim Town Manager **A.J. Krieger**. **Krieger** took over as the town’s top paid official last year after former town manager Bruce Nickerson resigned amid allegations of workplace misconduct by multiple women who worked for the town.

**Krieger’s** discovery of the June employee injury caused by the truck in disrepair prompted him to launch the investigation into that incident, and additional findings of that led to the ensuing Anfeald probe. “While the town, and I personally, have a great deal of respect for the (Public Works) Department’s former leadership, there is no doubt we are faced with the task of modernizing operations, improving safety and increasing our overall efficiency,” **Krieger** said in a statement through a town spokeswoman. “We’re developing priority lists that range from filling equipment needs, repairing unsafe and/or malfunctioning equipment and a long deferred maintenance list. Working collaboratively with the Board (of Trustees) we are already making progress and that work will likely continue through at least the rest of this year.”

Firestone Director of Community Resources Julie Pasillas assumed the title of interim Public Works Director after Abkes’ departure. “We’re fortunate to have someone of Julie’s caliber working for the town. She is as committed to Firestone as any employee in any agency I’ve ever known,” **Krieger** stated. “The entire town staff respects her, and right now, she is the perfect person to help lead our public works staff through this period of rebuilding and transition.”

Abkes’ wife, Cindy Abkes, said that while Anfeald’s findings had stressed out her husband in his final months at work, his resignation, despite the circumstances behind it, was a “blessing in disguise.” Theo Abkes plans to stay in retirement, and the couple is talking about traveling more often, his wife said. “I told him go out with a smile. Bitterness eats you up,” Cindy Abkes said.

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Daily Camera (CO)  
October 19, 2018

**Former Erie officials find jobs under town’s ousted admin, A.J. Krieger, in Firestone**

Author: Anthony Hahn

Two former Erie staff members have found new jobs under **Arthur “A.J.” Krieger**, the recently ousted Erie town administrator-turned Firestone interim town manager, only weeks after Erie leaders called for an investigation into a spate of high-profile resignations. Todd Bjerkaas and Katie Hansen — Erie’s former planning and development director and spokeswoman, respectively — will serve Firestone in positions essentially mirroring their previous roles, Assistant Town Manager Jennifer Weinberger confirmed Monday.

It’s unclear who directly hired the two, though Firestone’s Board of Trustees last week approved a resolution allowing **Krieger**, in his interim role, to hire new employees without board approval, a power typically reserved for someone serving in his position in a more permanent capacity, officials said. Weinberger said the two went through human resources for “a traditional interview process.” The reasons behind their 10-mile relocation are unclear; efforts to reach Bjerkaas, Hansen and **Krieger** on Monday were unsuccessful. It is, however, a question Erie leaders have sought answers to themselves.

Referring to the number of exits in such a “short amount of time” as “abnormal,” Erie Trustees Dan Woog and Scott Charles earlier this month urged the town to take a look into the resignations, which since the spring have included Environmental Planner Chad Taylor, and more recently, Community Development Director Martin Ostholthoff, among others. The exodus at the top has since drawn the ire of the town’s electorate, with some alleging the new board’s overhauled agenda might be driving out longtime employees. Four new trustees were elected in April.

The nascent leadership fired **Krieger** a month into its tenure; days later, Firestone announced he was the sole finalist for its interim town manager role. A petition titled “Stop the Unethical Treatment of Town Employees and Poor Leadership in Erie, Colorado” details the town’s recent staff shake-ups with a call to arms for residents to investigate the town’s leadership. “Reasons for this attrition of talent must be understood and addressed before the loss of the staff knowledge base becomes more critical and beyond repair,” Erie resident Ray Schlott told trustees at a meeting earlier this month. Prior to her departure, Hansen declined to discuss the exits or confirm the names of those said to have resigned, citing the town’s policy to “not comment on any personnel matters.” Inquires have been directed to a main administration phone line in her absence. The hiring of Bjerkaas and Hansen was announced in an email sent Monday to all Firestone staff. That email also announced Randall Sandoval and Scott would be joining the town ranks as parks and open space technicians.

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*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
May 17, 2018

**Fired Erie official A.J. Krieger named interim town manager of Firestone**

Author: Anthony Haun

Former Erie Town Administrator **Arthur “A.J.” Krieger**, who last week was abruptly fired by the town’s new leadership, has been named interim town manager of Firestone. The Carbon Valley town named **Krieger** as finalist for the position on May 3, several days before his ousting in Erie. He was selected over the sole other candidate, Michael Segrest, according to Firestone’s website. “The Board of Trustees last night voted unanimously to appoint **A.J. Krieger** as Firestone’s interim town manager,” Firestone Communication Coordinator Becky Schol said in a statement. “**Krieger** has more than 25 years of municipal government experience, with expertise in leadership, human resource and staff development, budget and financial management, and economic and community development.”

**Krieger**, who lives in Broomfield, will begin serving in his new role immediately. He will earn \$160,000 a year, according to his employment agreement with the town — a roughly \$10,000 pay cut from what he was making at the time of his departure from Erie. The decision to appoint **Krieger**, which was made at a special Board of Trustees meeting on Wednesday evening, comes at a tumultuous time for both towns’ top staff. **Krieger’s** termination in Erie, which came suddenly and without any reason given to the public, saw a fair share of resistance from residents and at least one trustee. And in Firestone, former Town Manager Bruce Nickerson resigned, and was subsequently placed on paid leave, after allegations of workplace misconduct by multiple women surfaced in March.

Erie Trustee Dan Woog, who offered the sole “no” vote on the decision to fire **Krieger**, criticized the murky circumstances leading up to the meeting. Woog said that he was not present for any discussions ahead of the meeting regarding plans to fire **Krieger**, and that if any of the other trustees had met or talked privately ahead of the vote, it may constitute a violation of the state’s open meetings law. “I don’t like the fact that our new mayor went behind my back and Trustee (Scott) Charles’ back to garner the votes to get rid of **Mr. Krieger**,” Woog wrote in a text Thursday. The vote to expel **Krieger** last week was 5-1; Charles was absent for the decision. “That is far from collaboration. This should have been discussed in an open meeting so that residents could hear why the mayor wanted to fire the town administrator,” Woog added. “Personal vendettas should not take precedence over what’s best for the town.”

Erie Mayor Jennifer Carroll reiterated on Thursday that “no illegal meetings were held” in the days leading up to **Krieger’s** termination. A Colorado Open Records Act request filed with Erie for a separation agreement with **Krieger**, or any discussions related to his firing, failed to return any documents. Because the situation is a personnel issue, officials said, the details of **Krieger’s** removal are unlikely to be disclosed publicly.

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Residents and dissenting Erie officials have alleged that **Krieger's** deposing likely was the result of the town's leadership overhaul last month. Citing legal obstacles that typically surround personnel changeovers, Carroll on Thursday said she could not comment on the issue. However, she has offered some cryptic insight into the matter in the time since the board's decision, saying: "In record numbers, residents cast their votes in last month's municipal election to define the vision for Erie's future. A new path was articulated with conviction, and it's incumbent upon (elected officials) to ensure the right tools and resources are in place to honor the voice of the people."

Prior to his nearly decade-long stint in Erie, **Krieger** served as city manager in Ferguson, Mo., for three years before he was suspended from his post by the City Council in 2004. He would be reinstated just days later after an outcry from residents. Four years later, he was asked to leave his post as city manager in Northglenn after serving there for 16 months. He resigned in May 2008.

In the last months of **Krieger's** Erie tenure, he presided over several landmark oil and gas regulatory efforts, including the town's controversial odor ordinance — currently the subject of litigation with a local drilling firm — and increased setback requirements. In Firestone — the site of a house explosion caused by gas from a nearby cut oil and gas flowline — he likely will be faced with overseeing similar issues. Efforts to reach **Krieger** for comment Thursday were unsuccessful.



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*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
March 27, 2018

**Erie tables decision on 2021 closure of Denver Regional Landfill**

Author: Anthony Hahn

Erie’s Board of Trustees tabled the first in a series of measures aimed at the Denver Regional Landfill’s eventual 2021 shuttering on Tuesday, punting a vote to a new leadership in the coming months. The decision came after concerns by both residents and trustees abounded over the particulars of an agreement that would eventually allow the adjacent Front Range Landfill to expand by more than 48 acres — in some cases closer to nearby residential developments — as well as move its primary entrance for truck routes to County Road 7.

Records indicate the expansion is anticipated to occur in two phases over a number of years. The decision to table the proposal was unanimously approved. The eventual agreement will cost Waste Connections Inc., the owner of the two landfills, roughly \$4 million in the form of a donation to the Erie Town Hall expansion project.

It was denounced by residents in attendance on Tuesday concerned with the havoc an expanded Front Range Landfill would cause on their lives. “We’re concerned about toxicity and smells (from an expanded landfill),” Victor Roberts, a resident of the nearby Vista Ridge neighborhood, told trustees. “This seems like part of a larger trend in this town — oil wells making noise and smelling up the neighborhood, and now this landfill,” he added. “We call it ‘garbage mountain,’ and we don’t want it expanded.” Another said the extra landfill space would be a “beacon of mismanagement” in the future.

The measure that will be taken up in the next few months, however, is only a pre-annexation agreement: a rather innocuous ordinance in terms of legislative procedure that more or less gets the ball rolling on the process, officials say. “Pre-annexation just means that something is about to happen,” said Mayor Tina Harris, adding that any future decisions will allow for extensive public comment.

Erie Town Administrator **A.J. Krieger** on Tuesday also responded to residents’ concerns over the agreement, as well as the town’s transparency with the process, by saying that the agreement process is one that will be characterized by several “future milestones.” “There are no changes to land use or zoning documents tonight,” he said. “There are no changes to waste streams being considered tonight.” He said that, in terms of waste streams, the current agreement will only allow the waste that is currently being deposited in the Denver Regional Landfill to instead be transferred to the adjacent Front Range Landfill. “These agreements provide for a review at some point by a future Board of Trustees,” he added. “I think it’s important to note you will see that there are a lot of future milestones (on the process). We’re not annexing anything tonight.”

The portion of the Denver Regional site that was open to the public closed in 2011 after nearly 30 years, with nearly 24.5 million cubic yards of garbage spread across 160 acres and stacked up

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to 250 feet deep. The site left about 80,000 cubic yards of space to accept waste from “special projects” in the years since.

A 2021 closure agreement also follows a request from state health officials for a clearer closing date as the depot nears its capacity. “They have been saying they were going to close for a little while because they’ve been running out of life on that capacity,” Kelly MacGregor, a spokeswoman for the CDPHE’s Hazardous Materials and Waste Management Division, said earlier this month. “But for us, we don’t want a landfill sitting around mostly unused without proper closure controls — if it’s not an active site, we would like some clearer (closure plans) in place.”

**Krieger** is expected to provide an update on the negotiations over the closure agreement to trustees next month; an eventual vote on the pre-annexation agreement may come in the following months.

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
March 16, 2018

**Investigation into Erie election practices yields no criminal charges, Weld County DA's Office says**

Author: Anthony Hahn

An investigation into allegations of collusion and questionable practices by a former Erie election official has yielded no criminal charges, the Weld County District Attorney's Office confirmed Friday. The probe came after questions were raised in recent weeks about how former Town Clerk Nancy Parker handled the process used to determine the order of candidates' names on the ballot, according to town records obtained through a public information request. Questions also were raised regarding possible private discussions between Parker and candidates in the weeks leading up to the April election.

Terms for Mayor Tina Harris, Mayor Pro-Tem Mark Gruber and Trustees Waylon Schutt and Jennifer Carroll will expire next month. Carroll is currently running for mayor against Trustee Dan Woog. A mixed pool of 11 candidates are vying for the soon-to-be open seats. Town officials could not be reached for comment Friday on the issue.

Emails between staffers and elected leaders show Parker announced her resignation from her post of almost 12 years after the questions first were voiced by town staff. She wrote, "due to personal and professional reasons I am resigning my position effective immediately. I wish all the best for the future of Erie." Parker, for her part, has denied any allegations of wrongdoing and says her reason for resigning had nothing to do with the questions surrounding the election process. "I did not resign because of the concerns raised by the town administrator," she wrote in an email on Saturday. "It was due to ongoing issues in my work environment that were making it increasingly difficult to continue in my position."

It's unclear who referred the incident to the Weld County District Attorney's Office for investigation, though it didn't find any evidence that criminal acts had occurred, DA's spokeswoman Krista Henery said Friday. Henery added that just because there was no evidence of a crime, there may still have been ethical wrongdoing — though that's for the town to decide.

"This is a sad episode for the town," Town Administrator **A.J. Krieger** wrote in an email to town leaders. "I think we look bad — or at least could look bad — and it's totally unnecessary." The investigation likely stems from actions in January, when Parker moved up the date of the traditional ballot drawing from Jan. 31 to Jan. 23 without giving 24-hour notice to candidates. "I find several aspects of this to be unsettling," **Krieger** wrote. "Not the least of which is that, for no specific reason other than she could, the town clerk changed the date that had been disseminated." "The arbitrary nature of the date change and unusually short notice to the candidates just looks bad and I think raises questions we shouldn't have to deal with." These observations by **Krieger** came before a formal investigation had been conducted.

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Questions also have abounded about the pieces of paper with the candidates' names that were used for the ballot draw — and the fact that some were of different sizes. Parker, however, has said that all candidates had been notified in an email “at close of business on Jan. 22,” of the date change, which she suggests was due in part to the logistics surrounding when ballots must be mailed out under Erie election statute, and that she “received no objections to the date and time change from any of the candidates.” She adds that of the nine people in attendance at the drawing, including candidates Dan Woog and Bill Gippe, none indicated “that they had an issue with the process.”

This sentiment was echoed by attorney Dee Wiser of Butler Snow, the firm that represents Erie's election matters and financial transactions, in a February email. “While the process used for the drawing of names might have been better,” he wrote, “there is nothing that has come to our attention which shows any malconduct, fraud, or corruption on the part of the former town clerk in drawing the names by lot to establish the order in which they will appear on the ballot.”

Emails illustrate additional concerns surrounding possible private contacts between Parker and certain candidates, though the Daily Camera cannot verify these contacts. “There is much ado about the size of the papers the candidates' names were written on,” Mayor Tina Harris wrote in a Facebook post on Wednesday. “I honestly don't know if that was done on purpose or not. “What I do know is there was no collusion by a candidate to influence the name draw,” she added. “Were there some anomalies with the name draw, like changing the date and paper sizes? Yes. However, as previously stated, Weld County found no reason to file charges when they investigated the anomalies.”

In the wake of the controversy, **Krieger** is proposing to secure additional staff resources for the town clerk's office and to eventually convene a group to study election-related operations, according to town emails.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera, The (Boulder, CO)  
August 22, 2017

**Colorado Supreme Court rejects Aaron Harber's rehearing bid for Erie's Golden Run appeal**

Author/Byline: Anthony Hahn

The Colorado Supreme Court refused to hear television host and area landowner Aaron Harber's request for a rehearing aimed at overturning Erie's appeal in the Golden Run development saga on Monday. The court denied Harber's petition for writ of certiorari, according to court logs, upholding the town's victory last October to negate damages a Boulder County jury originally awarded to him. As a result, Erie can now pursue its costs and attorney's fees from Harber, town officials wrote in an email blast Tuesday afternoon. However, the decision to disconnect Harber's 328-acre land parcel from Erie — the crux of the lawsuit — was not affected by the appeal. "We knew the odds were highly against us but we were optimistic," Harber said Tuesday. "Maybe it was misplaced optimism. We were certainly disappointed to not get the opportunity to essentially have the (Colorado Supreme Court) review the Court of Appeals' decision."

The verdict comes more than a year and a half after a Boulder County jury awarded the television host at least \$360,000 when it found that Erie acted in bad faith and breached a contract with Harber. The dispute involved his development plans for a sustainable community. Those damages — \$305,000 awarded to Harber for a breach of contract claim and an additional \$57,500 for a breach of implied "covenant and good faith and fair dealing claim," stemming from an incident in August 2014 that involved a "police raid" on Harber's property — have now been ruled invalid.

"The town is pleased with the Supreme Court's determination," Town Administrator **A.J. Krieger** said in Erie's email release. Harber suggested that Colorado Supreme Court Justice Monica Mcrquez did believe it was important for the case to be heard but that not enough other members of the court agreed with her, "So the court denied our request to have the Court of Appeals decision reviewed."

Harber's civil lawsuit last year centered on a large-scale, carbon-neutral development that he proposed for southwest Erie called Golden Run. Plans for the environmentally friendly community included more than 25,000 mixed-use and residential units, which could bring 38,000 people to the community over the next 100 years, he said last year. "I think what's also unfortunate were some precedents set by the Court of Appeals that are detrimental to municipalities and citizens of the state of Colorado," Harber said. "We won't know for quite some time how those play out and if they end up affecting people or not; but at this point, the case is over. "It's unfortunate we had to go to court to do this because both parties wasted an extraordinary amount of precious time and money."

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
February 14, 2017

**Nine Mile Corner: Erie-Lafayette clash over converging narrative in courtroom**

Author: Anthony Hahn

Representatives for Erie and Lafayette clashed over a converging narrative for how Nine Mile Corner came to fruition in court on Tuesday, reaching back to the neighboring towns' shared history to spotlight conflicting motives. At the heart of the 22-acre condemnation suit Lafayette filed against Erie last summer rests Nine Mile Corner, a 30-acre, mixed-use development situated at the corner of U.S. 287 and Arapahoe Road that may best illustrate east Boulder County's fundamental dilemma relating to recent commercial and residential growth. For the property to be condemned, which would derail Erie's development plans, Lafayette must prove that transforming the parcel into open space serves the public good or purpose — a requirement under Colorado's eminent domain law. On Tuesday, however, the burden fell on Erie — which is pursuing a motion to dismiss the condemnation suit — to produce convincing evidence. The argument from Erie officials essentially asserts that Lafayette, by example of its own development plans, favors a lack of competition rather than open space. "There has always been some interest (in this property) by Lafayette," Erie's attorney, Mikaela Rivera, said Tuesday. "There is some effort from Lafayette to undermine development, but nothing under the guise of trying to preserve open space — that all changed in February 2016." The courtroom face-off comes almost a year after Lafayette officials first moved to investigate the development in the wake of rumors that its King Soopers planned to migrate over to Erie — along with a landslide of much-needed sales tax revenue.

During Erie Town Administrator **A.J. Krieger's** cross-examination, it was revealed that businesses such as Lowe's and King Soopers — the grocery company at the center of rumors last year that sparked the initial tensions — are top contenders as anchor tenants for the slated Nine Mile Corner development. "Open space is important for Lafayette," Rivera added, "but open space at this location is not what is important to Lafayette; it's about keeping out competition." Across the street from where Nine Mile Corner is to be constructed, Lafayette has initiated plans for large-scale development of its own: more than 400 residential units are planned for the 80-acre SILO subdivision; paired with plans for a 21,930-square-foot commercial project dubbed Lafayette Promenade. Discussions on Tuesday revolved around a narrative for what led up to the current lawsuit. "(Buffers) are how we keep cities from growing together with no separation of each other," Lafayette City Manager Gary Klaphake said Tuesday under cross-examination, adding that buffers are "an important priority." Lafayette wants almost half of Erie's 45-acre property at the corner of U.S. 287 and Arapahoe Road to provide "a buffer through open space" between the towns in order to "protect Lafayette's unique community character," according to a condemnation lawsuit filed last summer. Arguments are expected to last into Wednesday, with a judge's decision expected next week. The case marks the first instance in which a Colorado town or city has tried to acquire land from its neighboring community through eminent domain.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
September 13, 2016

**Erie Board of Trustees approves town administrator pay hike**

Author: John Bear

The Erie Board of Trustees on Tuesday unanimously approved a 6.25 percent pay raise for town administrator **A.J. Krieger**, bringing his salary to \$170,000 a year. Town spokesman Fred Diehl said that the raise had initially been on consent agenda — which generally is reserved for items considered routine that can be passed en masse with a single vote — but it was removed from the consent agenda at the public’s request and voted on after public comment. Diehl said the measure passed unanimously. With the pay hike on Tuesday, **Krieger’s** salary will have increased 33 percent in the five years he has worked for Erie.

The proposed pay hike wasn’t without ire from some residents. Josephine Sterr said during public comment at the beginning of the meeting that she thought the raise was too high. “Since he has done well, I believe he should be compensated on a schedule that any normal business would use with a raise of between 3 and 5 percent annually,” Sterr said. “That would put his salary for this year between \$143,000 and \$155,000.” Sterr said that because **Krieger** is already earning more than that, she wasn’t in favor of lowering his salary “to where it should be” but keeping it the same for another year. Sterr added that she didn’t think Erie should be trying to compete with nearby cities such as Lafayette and Louisville in terms of pay for the town administrator because Erie has a much smaller revenue stream.

**Krieger** began his tenure in 2011, earning \$127,500, and his amended salary is similar to other city managers in the area, including Louisville’s Malcolm Fleming, who after a 3 percent pay bump last month now earns an annual salary of \$175,784. Last year, the Dacono City Council voted to raise city administrator A.J. Euckert’s salary from \$98,500 to slightly more than \$126,000, passing via consent agenda, but then passed it a second time after then-city councilman Joe Baker — who is now mayor — objected to it being voted on by consent agenda. A city official said at the time that the raise was part of an effort to raise Dacono officials’ pay, putting them on par with other communities so personnel could be retained more effectively.

**Krieger** has been town administrator since 2011 and previously worked as a city manager in Sheridan and Northglenn. He also served as a city manager in Ferguson, Mo., for three years. **Krieger** was one of four finalists for the city manager position in 2011, which had been filled on an interim basis after former Town Administrator Mike Acimovic resigned earlier that year.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
August 18, 2015

**Non-essential projects on hold as Erie awaits expected revenue surge**

Author: Alex Burness

Erie's pursuit of thousands of new residents and at least four new retail centers by 2020 won't be without growing pains, but the town's mayor believes that "the light at the end of the tunnel is definitely coming." "It's not that in the next five years there's going to be a problem," Tina Harris said. "It's just that in 2020, everything is going to be a lot better." Between now and then, Erie hopes to see the opening of four new commercial centers aimed at capitalizing on both the town's expected population growth and the thousands of motorists (read: potential sales tax providers) whizzing by every day on Interstate 25, Colo. 7 and U.S. 287. Once those shopping and dining areas are in place, town leaders project, Erie could see annual surpluses north of \$6 million by 2021. They expect to take a dip to about \$2 million in deficit next year, however, as the town's grand plan gets rolling. "We are squarely in this five-year bridge period," Town Administrator **A.J. Krieger** told the Board of Trustees on Tuesday night, during the first of what will be many hours of study sessions regarding Erie's 2016 budget. "We're trying to get to 2020 with as much net, new, annually renewable revenue as we can," **Krieger** said. "The name of the game is: continue to manage our costs" (until then). **Krieger** and the trustees suggested during the study session that all non-essential capital improvements — meaning, basically, everything that isn't crumbling to the point of dysfunction or danger — should be held until Erie's general fund surplus is greater and more sustainable. Vista Parkway, for example, is a road the town would like to redo. It's structurally sound, but "rideability" is low, town leaders agree. Repaving Vista Parkway, however, would cost about \$10 million, and making that investment now would spell deficit, **Krieger** said.

Various other capital improvements, particularly relating to roads and parks, won't be as highly prioritized in the next few years as they'll be if and when Erie's expected revenue spike happens. "We have to get through these five years," Mayor Pro Tem Mark Gruber said. "We start to see payback, and that payback will be fairly large going forward, where we're able to afford all the capital improvements. "We know," **Krieger** added, "that those (retail) centers are going to attract an awful lot of dollars from outside the community." Erie leaders fully expect the development plans to pan out and are even open to expanding them; **Krieger** revealed Tuesday, for example, that the town is in talks with a developer interested in the 17 acres west of the King Soopers set to open next year. The prospect of putting off for five years all possible upgrades to infrastructure is a little nerve-racking, **Krieger** admitted, before suggesting a tax bump — on top of the town's existing 3.5 percent sales tax — to provide a cushion in the interim. "One of the things we need to strongly consider is a 1 percent sales tax increase," he said, "split, somehow, between parks and general capital improvements." Mayor Harris said the board will "consider all options" before asking voters to approve such an increase, and urged faith from residents as the town navigates what she described as a "hump" period leading up to 2020. "It's nothing where quality-of-life or services are going to be cut back," Harris said. "It's that some of the improvement projects that we'd like aren't going to happen."



**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
April 24, 2015

**Erie pulls public discussion of U.S. 287 development to avoid press coverage**

Author: Alex Burness

On Friday, Erie’s Board of Trustees met for its annual retreat in a conference room at Boulder’s Chautauqua Park, with plans to discuss a number of pressing items, including a planned 29-acre commercial development at U.S. 287 and Arapahoe Road that would bring added sales tax into a town that sorely needs it. The Daily Camera’s presence at the public meeting, however, led Town Administrator **A.J. Krieger** to pull the item from the agenda in favor of a future discussion in a closed executive session. “The information that I would share would be confidential in nature,” **Krieger** said. “It’s not ready for any sort of public review or any sort of public announcement yet.”

That decision traces to the fact that Erie may choose to tread lightly on the matter because of pressure from Lafayette to cease development plans at the intersection. “I think we don’t want anything to be in the paper that’s a strategic plan,” Mayor Tina Harris told the Camera. Lafayette knows what we’re doing, but it has more to do with who we’re going to go out and try to move onto the site, and we might be trying to steal someone from another community. “It’s just the way it works with commercial development, but it’s not that we’re trying to hide anything. It’s us figuring out who we’re going to try and attract without letting everyone know.” But why the decision to pull it from the agenda of the retreat — which was a public meeting, albeit one held 15 miles from Erie, with zero constituents in attendance — if not for a prior assumption that no one from the public would show? “I can’t answer for **A.J.** on that,” Harris said, “but the town retreats historically have always been held somewhere else.” She noted that last year’s was held in Breckenridge.

Erie’s leaders already have been sent a cease-and-desist notice by resident Aaron Harber, who alleges that the Board of Trustees has held illegal meetings to discuss public business. On Friday, Harris said that “those meetings have always been noticed” and that there is a “misconception” of impropriety. Last summer, the town — along with the oil and gas company Encana — also came under fire from some residents who felt deceived about Erie’s plans to allow fracking wells near homes.

**Krieger** was criticized by Trustee Jennifer Carroll in January during the board’s vote to delay a proposed moratorium on oil and gas activity, after he received a last-minute text message and email from the Anadarko Petroleum Corp. “To me, it is not meeting the spirit of our open process for our public,” Carroll said at the time. “It looks exactly like we are favoring oil and gas over our citizens.”

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
April 24, 2015

**\$100M in debt and hoping to fit up to 75K people, Erie scrambling for revenue**

Author: Alex Burness

Due to what officials ascribe to an “intentional march toward sustained growth” by previous town boards, Erie is more than \$100 million in debt and searching for a cost-effective plan to serve a population that is projected to more than triple in size over the next several decades. The bulk of that debt — roughly \$83 million — is sunk into water and wastewater infrastructure and treatment facilities taken on in installments over the past 11 years, a period that also has seen Erie leaders repeatedly commit to residential development that Mayor Tina Harris said was approved in order to lure businesses that the town’s residents are still waiting on. “Definitely, the Board of Trustees in 2015 is challenged with trying to redirect the ship,” Harris said Friday at the board’s annual retreat in Boulder. “A lot of the decisions that were made by previous boards to take on debt were made to help us grow, but it’s like a Catch-22, where, if we didn’t take on enough debt to have the water to grow, we couldn’t grow. “It’s that chicken-and-the-egg argument: Do you get the water to be able to have the growth? Or do you grow and then scramble to find the water?”

**‘We don’t advertise it’**

By the end of 2005, when the town re-drafted its comprehensive plan — which is being updated now and likely will be complete later this year — Erie had a population of about 12,000, but had either built, approved or committed to enough residential units to house about 33,000 people. Since then, Erie, now with about 22,000 residents, has either tentatively or officially signed on for enough development to bring the town’s total population up to at least 60,000 — and maybe closer to 75,000, according to Town Administrator **A.J. Krieger** — in the next roughly 40 years. In a presentation at the town board’s retreat, **Krieger** said “a lot of people don’t know” about the hole Erie’s in. “We don’t advertise it,” he said of the debt, which also includes more than \$20 million in bonds that paid for the construction of the Erie Community Center and the new police headquarters.

Harris said that the commitments to so much water infrastructure and residential construction were made in order to attract the kind of commercial tax revenue for which the town is still starved. “We wanted to be able to have commercial development in town, like King Soopers, like a Super Target in the future, hopefully — just the amenities that our citizens would want to have in town,” she said. “We had to have enough rooftops to get those amenities even interested in Erie, so previous boards made decisions to build so much residential to try to prove to the commercial industry that Erie had enough residents that would be their customers.”

The King Soopers appears to be en route, as part of the planned 125,000-square-foot Vista Ridge Marketplace at Sheridan Parkway and Colo. 7. Even if it’s indeed built — which won’t happen until 2016 — it’ll provide but a dent in the city’s revenue problem. Erie brings in roughly one-third the sales tax revenue that’s collected in Lafayette, its similarly sized neighbor to the south,

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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and recently voted to initiate development of 29 acres of land at U.S. 287 and Arapahoe Road, on the border of the two municipalities. Erie hasn't announced publicly what it'll build on that plot, but Harris said she felt an "urgency" to move on it — to the chagrin of Lafayette — because additional retail is necessary to her town's vitality.

**'Dirty little secret'**

Whether boards of years past were right or wrong to put Erie on the fast-track to growth without an adequate revenue stream, **Krieger** said, the town "can't turn our back" now. "The dirty little secret here is that we have to grow," he said. "Many, many decisions have been made for us ... I've lay awake the last couple nights trying to figure out 75,000 people. Maybe it's 65,000, maybe it's 62,000, but how do we serve 60,000-plus people? "The answer isn't just as simple as, 'Well, we won't.'"

At Friday's retreat, the board made no official decisions, but the trustees generally were receptive to considering a sales tax increase or higher fees for developers. This month, the town also will begin surveying residents before deciding whether to allow retail marijuana, a sales tax goldmine that some Erie residents say would compromise the town's family-friendly identity. All were agreed that if the town is serious about tripling in size, retail must be the priority. The vast majority of the approved but as-yet-unbuilt homes in Erie will go on the Weld County side of town, which has even less business than the Boulder County side. "When I look at the (comprehensive plan) map and I think about this population, I say to myself, 'It's not laid out right.' We're not going to be able to function commercially," Mayor Pro Tem Mark Gruber said. "We need to start carving out some commercial property and start losing some of this density."

**'It has to grow'**

Without revenue, the city not only remains in debt, but struggles to finance its most basic public services. Chief of Police Marc Vasquez said Friday that while total arrests in Erie have soared from about 300 in 2013 to nearly 450 last year, the town remains well below the desired number of officers per capita, and cannot afford to equip its officers with body cameras. "The demands on the police department are growing and will continue to grow," he said. "There will come a time in the not-too-distant future where we can't commit the time to code enforcement."

Vasquez floated the idea of a public safety tax, but the trustees seemed hesitant. Beginning in June, the board is expected to hold multiple study sessions on the broad topics of debt and development, both residential and retail. Those conversations can't come soon enough, **Krieger** told the trustees Friday. "This town has created a situation where it has to grow in order to retire the debt," he said. "Every minute that we aren't spending talking about how we're going to develop an annually renewable revenue base in Erie is a minute that we're wasting."

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera  
September 7, 2013

**Erie’s plans to demolish 116-year-old house are raising a ruckus**

Author: Staff Writer

It has stood at the corner of Holbrook and Cheesman streets since President McKinley occupied the Oval Office, one of Erie’s oldest structures and a testament to the town’s humble coal mining beginnings. But now with the end of the road in sight for the house at 675 Holbrook St. — the Erie Board of Trustees voted six weeks ago to demolish the town-owned building — historic preservationists are attempting to make a last stand to save the small Queen Anne-style house with the double-gabled roof and decorative shingles that was built a mere 23 years after the Town of Erie was incorporated.

They have filed injunctions and restraining orders — unsuccessfully — against the town in an attempt to stop the demolition and now members of the Erie Historic Preservation Advisory Board have either resigned or threatened to resign from the board if the house comes down. “The Erie Historic Preservation Advisory Board is here for one reason — to ensure that nothing happens to these buildings,” said board member John Garcia, who is weighing whether to call it quits from the seven-member board. “The Board of Trustees should have handled this differently. They have an advisory board but they didn’t seek any advice from those of us on the advisory board.”

Richard Lefcourt, a former board member who turned in his resignation a few weeks ago, said 675 Holbrook St. probably has the best “curb appeal” of Erie’s portfolio of historic homes and buildings. The house, which was built in 1897, was first owned by mine superintendent George Morrison and later became the home of James Charlesworth, a miner who worked his way up to the position of foreman and in 1937 was elected to the state House of Representatives. The Morrison/Charlesworth House, which has been vacant for more than 10 years and is now in an advanced state of disrepair, was included as the 12th stop on Erie’s historic walking tour in 2011. Located just north of Erie Town Hall, it was determined to be eligible for the National Register of Historic Places three years ago. “It’s a little frustrating when you have a grand old Victorian and you don’t have the avenues to save it,” Lefcourt said. “It would be an awfully nice thing for Erie to have.”

**More space needed for town hall**

Town officials sympathize with the historic preservationists and their desire to save the building but strongly disagree that trustees didn’t listen to the historic preservation advisory board when they made their decision in late July to knock the house down. “The town has gone through the public deliberation process and even had to go to court to defend itself and prevailed,” Town Administrator **A.J. Krieger** said Friday. “It’s impossible to say the town didn’t listen — (the preservationists) just didn’t like the decision.”

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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**Krieger** said conversation around the fate of the Morrison/Charlesworth House has been going on for years — the town purchased the property in 2000 — as Erie planners have contemplated ways of keeping the heart of Erie government in the historic downtown district in the face of limited space for expansion. Erie’s town hall, just a few dozen feet to the south of the threatened house, is an old stately stone building but it is quickly running out of room as the town explodes in population from a couple of thousand residents 13 years ago to more than 20,000 today. Tens of thousands more people are expected to settle in Erie in the coming decades. “Without an ability at some point to expand the building, we’ll outgrow it,” **Krieger** said.

Expansion plans, whether they come in the form of more building space or additional parking spaces for the town hall, would likely require using the lot where the Morrison/Charlesworth House now sits, he said. The Board of Trustees, he said, determined that the building was just too far gone to try and save it feasibly. “Historic preservation comes in many forms,” **Krieger** said. “We can best honor the significance of this block by keeping it the long-term home of Erie government.”

**‘Part of my environment’**

Lefcourt, an architect, acknowledged that restoring 675 Holbrook St. would be no easy task. He called the house a “gigantic money pit” that would have to be stripped on the interior to see what there was left to work with. But he said it didn’t seem like the town made much of an effort to track down grant funding at the state or federal level to help defray costs.

In late July, History Colorado wrote a letter to the Board of Trustees asking it to reconsider its decision to demolish the house. Patrick Eidman, a preservation planner with the organization, wrote that Erie could get a no-match grant to complete a historic structure assessment of the house, and if designated as a local or state landmark, it would be eligible for state historical grant funds to help pay for rehabilitation. “Preservation of the Morrison/Charlesworth House represents a powerful opportunity for the town to provide leadership in the area of historic preservation as outlined in the comprehensive plan and town ordinances,” Eidman wrote.

**Krieger** said there is no date certain for when full demolition will occur, but he said parts of the building have already been taken down or removed. That leaves Bill Fletcher, a lifelong Erie resident, disconsolate. The 79-year-old remembers delivering *The Denver Post* to 675 Holbrook St. as a kid. “It’s been a part of my environment for 79 years and it’s sad to see these places go,” Fletcher said. “It should be taken care of in a better manner. It has a better future than being blacktop or a weeded lot.”

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Daily Camera (CO)  
December 15, 2012

**Erie’s purchase of land on U.S. 287 raises ire of rural preservationists**

Author: John Aguilar

Sales tax revenues

Erie:

2009: \$2.6 million

2010: \$2.8 million

2011: \$3.1 million

Lafayette:

2009: \$8.3 million

2010: \$8.3 million

2011: \$9 million

It could hardly be more bucolic. Sweeping pastures, grazing horses, fence lines silhouetted against a bank of clouds, and a westward vista to snow-capped mountains that is nothing short of postcard-picture perfect. In fact, the area along U.S. 287, north of Baseline Road, has been considered so important for its rural landscape and agrarian character that nearly 20 years ago, Boulder County, Lafayette and Erie entered into an intergovernmental agreement that sought to “preclude increased development and urban sprawl” in the corridor.

Under the East Central Boulder County IGA, much of the area was given a “rural preservation” designation, restraining Erie and Lafayette from pursuing annexations or encouraging developers to come knocking. But now a group of neighbors that live in and around the protected area are worried that a 45-acre swath at the southeast corner of Arapahoe Road and U.S. 287 is in danger of being transformed from verdant horse property to a busy retail center.

Erie, which lists the corner on its website as a “retail development opportunity,” has been swiftly buying up acreage — a 6-acre parcel earlier this year for \$895,000 and a 23-acre piece set to close next month at a price of \$2.5 million. The town has expressed interest in a third property there as well. Neighbors fear that as soon as the 20-year rural preservation agreement between the county, Lafayette and Erie expires at the end of 2014, Erie will annex the corner and lay the foundation for a strip mall or collection of big box stores. “A lot of us moved here because it’s rural,” said Heather Szott, a Lafayette resident who lives with her husband on 111th Street, adjacent to the corner in question. “It’s one of the few places where you have access to highways but you can also hang out and it’s completely rural. They want to change that and make it like everywhere else.”

Kurt Eherenman, who has lived in Lafayette’s Beacon Hill neighborhood just south of the corner for nearly three decades, said development there would destroy the rural buffer that Lafayette and Erie have long maintained as a safeguard against unchecked sprawl. “Why right here? The

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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buffer between the city and town is rapidly disappearing,” Eherenman said. “There are so many other places to develop without hosing up intergovernmental agreements and municipal buffers.” The neighbors, who have formed an advocacy group called Quality Lafayette, plan to hold a community meeting on the issue at 1 p.m. Sunday at the Lafayette Public Library, 775 W. Baseline Road.

‘Erie must be sovereign’

Erie Town Administrator **A.J. Krieger** said it’s too early to predict what might happen at the controversial corner. The town is acquiring the properties there because they are viewed as having “strategic importance” for the town of 19,500, he said. “The town felt it was in our best interests to own and physically control these properties,” **Krieger** said. “We want to plan for a range of contingencies. But we don’t have any concrete plans for the southeast corner of U.S. 287 and Arapahoe Road.” Any decision on whether to remain in an IGA with Lafayette and Boulder County past 2014, he said, would have to come from the Board of Trustees.

Erie Mayor Joe Wilson, who was out of the country last week but available for comment by email, said that he “absolutely” would support opting out of the IGA when Erie gets the chance to do so in two years. “Saying this IGA has been a disaster for Erie economically may be an understatement,” the mayor wrote. “It is a distinct disadvantage to Erie citizens to have a county in control of the land use of our town planning area.” Over the past two decades, Wilson said, Lafayette has enjoyed “lopsided” commercial and job growth in the U.S. 287 corridor while Erie has managed to attract a single shopping plaza anchored by a Safeway. He blamed the town’s slow growth on U.S. 287 in part on Boulder County’s “confiscatory purchases” of land once designated for commercial development. “Erie must be sovereign in its own land-use issues now and into the future, like virtually every other city and town across this country,” Wilson wrote. Erie took in just over \$3 million in sales tax revenues in 2011 while Lafayette reported \$9 million during the same year.

The mayor noted that there are plenty of Boulder County residents in the U.S. 287 corridor who have pleaded with Erie to opt out of the IGA in 2014 and annex their property so they can sell it to a developer. The impediment standing in their way, he said, is rural preservation. “Rural preservation has been used to confiscate private property. Families tell heartbreaking stories of how their futures and retirements have been ruined,” he wrote. “Erie will always try to protect private property rights and keep government in its rightful place — serving the people rather than dictating to them.”

Tom Fredericks, a lawyer with a practice in Louisville, has lived at the southeast corner of U.S. 287 and Isabelle Road for 26 years. He said he’s long had plans to sell his 40 acres to a commercial interest and secure his retirement with his wife. He’s had inquiries over the years from interested developers but any plans have all fallen through. “It’s in a very lucrative spot for commercial development but for this rural designation,” Fredericks said. The IGA, he said, amounts to an infringement on his right to do what he wants with his property. “Any time you have a government putting a covenant on your land telling you that you can’t go from rural agricultural to commercial, that strips value from your land,” Fredericks said. Those interested in

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*(Articles are in reverse chronological order)*

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maintaining rural acreage, whether it's a government or individuals, should purchase it and preserve it as open space, he said.

**Urban renewal use questioned**

Advocates of the East Central Boulder County IGA, however, say that's not always possible and that agreements like the one signed in 1994 can serve the same purpose as open space at a fraction of the cost. They worry that Erie is using its newly formed urban renewal authority to help it circumvent the IGA even before it expires.

Joe Szott, Heather Szott's husband, said the town would need to find conditions on the land that would satisfy several criteria for "blight" before condemning it for future development. As he motioned to a grassy field swaying in a light afternoon breeze outside his home, he scoffed at the idea that the land at the corner could ever seriously be considered blighted. "It makes you laugh — it's ridiculous," he said. "They're using the urban renewal authority as a cover to buy this land to expand."

**Krieger**, Erie's town administrator, acknowledged that the urban renewal authority owns the properties at the corner. But the money to buy them, he said, came from the town's general fund. The authority, he said, has long-term plans to reimburse the general fund for the cost of the properties once commercial activity allows the urban renewal fund to use tax increment financing to establish a balance. So far, no blight determinations have been made and **Krieger** said any site condition survey of the land is "several steps down the line." Boulder County Commissioner Cindy Domenico said Erie's use of its urban renewal authority in acquiring the land at Arapahoe Road and U.S. 287 troubles her. "They were purchases by the urban renewal authority outside of their urban renewal boundaries," she said. "It doesn't seem within the spirit of the IGA."

**Still hoping for a solution**

But the commissioner said Boulder County still holds out hope that through continued dialogue and intergovernmental cooperation, the IGA can be salvaged after its 20-year run comes to an end. "It's small but crucial because it's an area between the Town of Erie and the City of Lafayette but preserving it would preserve the identity of this unique community in the county," she said. "It matters to me because it matters to the constituents in that area." Lafayette City Administrator Gary Klaphake said the city is investigating the situation but so far hasn't come up with a long-term strategy for dealing with its residents' complaints. "What I can say is that it's not being ignored," he said. While the idea of revenue sharing between Lafayette and Erie in the U.S. 287 corridor has been explored in the past — something Klaphake said serves to "keep cities from feuding and having huge annexation sprawl" — it's not clear if that will emerge as a possible solution now. In the meantime, Eherenman said he hopes Quality Lafayette can energize people in both communities. He wants them to reach out to their elected officials and demand that the placid pastures and unperturbed viewscapes that define the rural beauty of east Boulder County not be traded in for another shopping center. "We have a huge history of a nice, peaceful rural atmosphere and it's important to preserve that," he said.



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[CB&A Note: Only the information relevant to **Arthur J. [A.J.] Krieger** is listed below. To view this Lawsuit in its entirety, please follow the link below.]

<https://www.leagle.com/decision/incoco20120510060>  
May 10, 2012

**RADCLIFF PROPERTIES v. CITY OF SHERIDAN**

RADCLIFF PROPERTIES LIMITED PARTNERSHIP, LLLP, a Colorado limited liability limited partnership; Radcliff Southeast Properties Limited Partnership, LLLP, Colorado limited liability limited partnership; Hornet Enterprises Limited Partnership, LLLP, a Colorado limited liability limited partnership; and 2150 Radcliff Limited Partnership, LLLP, a Colorado limited liability limited partnership, Plaintiffs-Appellants and Cross-Appellees, v. CITY OF SHERIDAN, Colorado, a Colorado home rule municipality; and City Council of the City of Sheridan, Colorado, Defendants-Appellees and Cross-Appellants.

Colorado Court of Appeals, Div. V.  
Opinion by Judge GRAHAM.

¶ 1 Radcliff Properties Limited Partnership, LLLP, Radcliff Southeast Properties Limited Partnership, LLLP, Hornet Enterprises Limited Partnership, LLLP, and 2150 Radcliff Limited Partnership, LLLP (plaintiffs), appeal the district court's order denying their petition for disconnection from the City of Sheridan, Colorado, (Sheridan). Sheridan and its City Council (defendants) cross-appeal certain aspects of the order. We affirm.

**3. Services**

¶ 21 In regard to sanitary sewer services, plaintiffs argue that defendants provide such services to the rest of Sheridan through a contract with Englewood, but not to their properties. However, the record indicates that there are only two areas where defendants provide sewer services. One is near the business known as Red and Jerry's and is a "very, very small percentage of a collection system." **A.J. Krieger**, the City Manager of Sheridan, testified that, after reviewing the agreement between Sheridan and Red and Jerry's predecessor, Sheridan "probably [took ownership of the sanitary sewer main] as part of an economic development incentive." Sheridan also provides sewer services for River Point, an urban renewal redevelopment, whose sewer system was initially constructed and paid for by the developer. At the time of trial, Sheridan had yet to acquire ownership of that sewer main.

¶ 22 Ultimately, **Krieger** testified that Sheridan does not provide sewer services to its residents and does not construct any sewer infrastructure. He also testified that it is the developer's or property owner's responsibility to construct such infrastructure and acquire the proper permit and agreement from the waste water facility, which plaintiffs have not done.

¶ 24 Plaintiffs also argue that defendants provide domestic water services to Sheridan through a contract with Denver Water, but not to their properties. Again, this argument is contrary to the

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*(Articles are in reverse chronological order)*

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record. **Krieger** testified that it is the "property owner's responsibility" to meet the requirements in order to tap into Denver Water's system. He also testified that Sheridan does not own or construct any water mains, other than through economic development agreements.

¶ 25 Plaintiffs further argue that defendants provide road maintenance and storm water collection services to the rest of Sheridan but not to their properties. Randy Mourning, the Public Works Director, testified that the current budget for street repairs is wholly inadequate to repair streets in Sheridan. Furthermore, he testified that only one street was improved recently with city funds because the street carried a high volume of traffic, as opposed to Radcliff, which **Krieger** defined as a "low traffic volume street."

¶ 27 Finally, in regard to storm water facilities, **Krieger** testified that Sheridan does not construct such facilities, and instead such construction is the responsibility of the property owner.

¶ 28 Therefore, the district court's conclusion that "Sheridan has provided the same municipal services on the same general terms and conditions as the rest of the municipality receives" is supported by the record. Thus, the court did not err in concluding that plaintiffs had failed to meet this statutory requirement and ultimately denying their petition.

**B. Analysis**

¶ 32 Plaintiffs' first contention is that the trial court made six factual findings that were not supported by the record: (1) that a fire broke out in the early 1970s, when the fire actually happened in 1988; (2) that Radcliff is fifteen feet wide along its entire length, when it is actually twenty feet wide at parts; (3) that Ms. Corns, one of the owners of the properties, appeared not to know that one should call Xcel to request maintenance for street lights, when she actually always called Xcel but now understood that she should have called Sheridan; (4) that sanitary sewer and water service at River Point would never be serviced by Sheridan, when **Krieger** testified that Sheridan had agreed to accept one sewer main as part of the project; (5) that no loan could be obtained to fund the special improvement district (SID) until the engineering report is updated and a new bond election held, when both Corns and **Krieger** testified that the limits under article X, section 20 of the Colorado Constitution were successfully increased; and (6) that plaintiffs asked Sheridan to stop work on the SID project, when plaintiffs' counsel actually sent a letter explaining that plaintiffs did not feel the project could be financed during September 2010 and asked Sheridan to cease engineering work because there was no prospect of having bond proceeds and assessments in place to pay for those services.

¶ 37 We conclude that the trial court did not commit error by refusing to admit the photographs. Plaintiffs made an offer of proof that the photos would "simply ... show[] the existence of other kinds of municipal improvements in other places in Sheridan." This offer of proof does not go to the issue of whether Sheridan owns such improvements. Therefore, without proving that Sheridan owns such improvements, the photographs themselves would not be relevant in determining whether Sheridan provides "the same municipal services on the same general terms and conditions as the rest of the municipality receives," which is the fact of consequence at issue. See CRE 401. Thus, the trial court did not err by refusing to admit the photographs.

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¶ 38 In conclusion, the record supports the district court's denial of plaintiffs' petition to disconnect for failure to meet the statutory requirements of section 31-12-119, specifically that Sheridan does not "provide [plaintiffs] the same municipal services on the same general terms and conditions as the rest of the municipality receives." Therefore, we do not disturb its ruling.

¶ 39 The order is affirmed.

Judge CARPARELLI and Judge BOORAS concur.

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[CB&A Note: To view this Lawsuit in its entirety, please follow the link below.]

<https://www.leagle.com/decision/infdco20120416438>

**Sample v. City of Sheridan**

Civil Action No. 10-cv-01452-WJM-KLM

April 24, 2012

UNITED STATES DISTRICT COURT FOR THE DISTRICT OF COLORADO  
RAY E. SAMPLE, Plaintiff, v. CITY OF SHERIDAN, a municipality, **ARTHUR J. KRIEGER**, City Manager, individually and in his official capacity, Defendants.

Judge William J. Martínez

A. Factual Background

The following facts are taken from the record and are undisputed:

Plaintiff was the City of Sheridan's (the "City") Chief of Police from 1996 until he retired from law enforcement in April of 2008 and became the City's Economic Development Director. (Transcript of Appeals Hearing, Vol. I, at 201-03, attached to Sheridan Motion, Ex. A.) In 2008, Plaintiff also became the Executive Director for the Sheridan Urban Renewal Authority ("SRA"). (Id.) The City is a home rule municipality established and existing under the Constitution and laws of the State of Colorado. (Sheridan Municipal Code, § 1.4.) Defendant **Arthur J. Krieger** became the interim City Manager in July of 2008 and was named the permanent City Manager in December of that year. (Transcript of Appeals Hearing, Vol. I, at 6.)

Plaintiff was 47 years of age when his employment with the City was terminated in 2009. (Plaintiff's Charge of Discrimination, attached to Response to Sheridan Motion, Ex. 22.)

On February 18, 2009, Defendant **Krieger** became aware of what he believed were issues regarding the City's Fire and Police pension fund. (Dep. of A. Krieger, 179:5-25, 180:1-16.) In response, he scheduled interviews with Plaintiff and Fire Chief Ron Carter, a pension board Trustee. (Transcript of Appeals Hearing, Vol. I, at 29, 42-43.) On March 4, 2009, Defendant **Krieger** and Sheridan Chief of Police Marco Vasquez had an interview with Plaintiff regarding the Fire and Police pension fund. (Id. at 30-31.)

On March 6, 2009, Plaintiff authored a letter to Sheridan Mayor Mary Carter, Chairperson of the SRA, alleging that the City's request for reimbursement from the SRA of administrative costs of 25% of salary and benefits for administrative staff was fraudulent, bordered on official misconduct, and unethical. (Administrative Hearing Order, at 5, attached to Sheridan Motion, Ex. B.) Plaintiff hand delivered a copy of the letter to Mayor Carter, and believes he gave a copy to the City Attorney William Hayashi. (Transcript of Appeals Hearing, Vol. I, at 274-75.)

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On March 10, 2009, Defendant **Krieger** and Chief Vasquez had a follow-up meeting with Plaintiff regarding the pension fund. (Dep. of Krieger, 207:22-25, 208:1-3.) At this meeting, Defendant **Krieger** informed Plaintiff that he was going to hire an outside investigator to look into the history of the fund. (Transcript of Appeals Hearing, Vol. I, at 141; Dep. of Krieger, 210:11-14.)

On March 11, 2009, Plaintiff's attorney submitted a second letter to Mayor Carter and Mr. Hayashi, alleging that Defendant **Krieger** had engaged in a variety of improper actions including but not limited to interfering with fiduciary obligations, age discrimination, and retaliation for whistle blowing. (Administrative Hearing Order, at 6.)

Defendant **Krieger** subsequently retained the accounting firm of Clifton Gunderson, LLP to investigate the allegations in Plaintiff's March 6, 2009 letter. (Id. at 106.) Clifton Gunderson found no merit to Plaintiff's allegations. (Transcript of Appeals Hearing, Vol. II, at 120-121, 124.) Defendant **Krieger** also retained attorney Peter Doherty to investigate the allegations in the March 6, 2009 letter, as well as the allegations in the March 11, 2009 letter. (Transcript of Appeals Hearing, Vol. I, at 110, 137-38.) Mr. Doherty found no support for Plaintiff's allegations. (Id., at 140-143; Administrative Hearing Order, at 28.) On March 19, 2009, Defendant **Krieger** placed Plaintiff on paid administrative leave. (Transcript of Appeals Hearing, Vol. I, at 307.)

On March 24, 2009, members of the City Council and Defendant **Krieger** received an e-mail from a "Timothy Smith," whose identity remains unknown. (Administrative Hearing Order, at 7.) The e-mail alleged that Plaintiff had been the subject of an investigation by the Colorado Bureau of Investigation ("CBI") as a result of allegations that he had an improper sexual relationship with a former Police Explorer. (Id.) Chief Vasquez subsequently verified that the CBI had investigated Plaintiff regarding the allegations contained in the anonymous e-mail. (Transcript of Appeals Hearing, Vol. I, at 164-165.) However, the CBI did not file criminal charges against Plaintiff. (Id.; Dep. of M. Vasquez, 151:13-15.)

Defendant **Krieger** prepared a Pre-Disciplinary Conference Notice dated May 19, 2009, and instituted a pre-disciplinary conference against Plaintiff. (Transcript of Appeals Hearing, Vol. I, at 307.) On June 4, 2009, Plaintiff attended the pre-disciplinary conference with his counsel, after which Defendant **Krieger** issued his Disciplinary Findings and Decision. (Disciplinary Findings and Decision, at 2-3, attached to Sheridan Motion, Ex. E.) Defendant **Krieger** found that Plaintiff violated various ethical and other rules relating to: (1) Police and Fire Pension matters; (2) the March 6, 2009 letter to Mayor Carter regarding the SRA; (3) the March 11, 2009 letter to Mayor Carter and City Attorney William Hayashi; and (4) the CBI investigation. (Affidavit of **A. Krieger**; Personnel Manual, § 8.4; Disciplinary Findings and Decision, at 2-3.) Defendant **Krieger** then terminated Plaintiff's employment with the City. (Affidavit of **Krieger**; Disciplinary Findings and Decision, at 4; Administrative Hearing Order, at 2.)

Plaintiff subsequently appealed Defendant **Krieger**'s termination decision. (Affidavit of **Krieger**; Transcript of Appeals Hearing, Vol. I, at 308.) Defendant **Krieger** scheduled the appeals hearing

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with Administrative Hearing Officer Kristin Brown, Esq., and a hearing was held on September 28 and 29, 2009. (Administrative Hearing Order, at 1.) On October 13, 2009, Hearing Officer Brown affirmed Defendant **Krieger's** decision to terminate Plaintiff's employment, finding that there was competent evidence to support such a decision. (Administrative Hearing Order, at 31.)

**IV. CONCLUSION**

For the reasons set forth above, the Court ORDERS as follows:

1. Defendants' Motions to Dismiss and in the Alternative Motions for Summary Judgment (ECF Nos. 22, 23) are GRANTED IN PART and DENIED IN PART;
2. Defendants' Motion for Summary Judgment on Plaintiff's Age Discrimination in Employment Act ("ADEA") violation claim (First Claim) is DENIED;
3. Defendants' Motion for Summary Judgment on Plaintiff's retaliation claim (Second Claim) is DENIED;
4. Defendants' Motion for Summary Judgment on Plaintiff's wrongful termination in violation of public policy claim (Third Claim) is DENIED;
5. Defendants' Motion for Summary Judgment on Plaintiff's intentional interference with financial advantage claim (Fourth Claim) is GRANTED;
6. Defendants' Motion for Summary Judgment on Plaintiff's unlawful denial of COBRA benefits claim (Fifth Claim) is DENIED; and
7. Defendants' Motion for Summary Judgment on Plaintiff's implied breach of contract/promissory estoppel claim (Sixth Claim) is GRANTED.

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Daily Camera  
April 23, 2012

**Scientist: Air still safe in Erie despite elevated propane levels**

Author: John Aguilar

Erie may have registered more propane in its air than some large metropolitan areas in the United States, but that doesn't mean the health of the town's 20,000 residents is in danger. So says a study that will be presented to Erie's Board of Trustees on Tuesday night. The report claims to put some findings from a 2011 National Oceanic and Atmospheric Administration air analysis — which found 10 times more propane in Erie than was detected in Pasadena, Calif. — into proper context. "Just putting something out there and saying that it's elevated doesn't really help," said Dollis Wright, president of Thornton-based Quality Environmental Professional Associates. "People have to understand what that really means."

Propane and other emissions cited in the NOAA study are associated with natural gas drilling and hydraulic fracturing — an extraction method that relies on water, sand and chemicals to access gas hidden in deep pockets of rock. The agency's findings played a significant role in persuading all of Erie's trustees last month to pass a six-month moratorium on issuing new drilling permits.

Wright, a toxicologist who worked for the Centers for Disease Control for four years, said her analysis of the NOAA report revealed that the levels of propane the agency measured in Erie were actually "1,000-fold or more below those considered to be of health concern."

The peak propane level in Erie reported by NOAA was 115 parts per billion, Wright's report states, but people exposed to 1 million parts per billion of propane for 10 minutes have shown no ill effects from the gas. Also, she said, the health issues that anti-fracking activists have claimed might be resulting from drilling activity — endocrine disruption, diabetes and asthma — are not caused by propane. "I think it helps the citizen who wants to know what is really happening," Wright said.

Steven Brown, a NOAA scientist in Boulder, said his study only reported measurable findings of chemicals in the air but didn't make any conclusions about what constitutes an acceptable or unhealthy level of those compounds.

Erie Town Administrator **A.J. Krieger** said the town hired Wright's firm to give "analytical context" to NOAA's data, which he acknowledges were initially unsettling. "That was the ghost that lingered after that (February NOAA) presentation, and as a town, we felt we wanted to get some information to our board and residents about the risks of these compounds in the NOAA study," **Krieger** said.

Erie is paying Wright \$3,330 for her services. But Jen Palazzolo, a resident who helped found anti-drilling group Erie Rising, said Erie made a mistake hiring Wright, who has done significant amounts of work on behalf of the oil and gas industry. "My concern is that this is a huge conflict

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*(Articles are in reverse chronological order)*

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of interest,” Palazzolo said. “She’s working hand in hand with oil and gas and with the Colorado Oil and Gas Association. She doesn’t seem like a true third-party, unbiased person to form an opinion on the NOAA report.” She said because Wright’s report is focused on propane, it doesn’t answer questions about other gases — such as butane and ethane — that are released during drilling that could be making Erie’s air hazardous to breathe. “These are precursors to ozone,” Palazzolo said. “By emitting excess levels in the air, you could be making ozone worse than it already is.”

Wright said Erie only asked her to look at propane. And while she admits working on behalf of industry, she said the numbers don’t lie. “Even if they hire another person, the science is still the same,” she said. **Krieger** said Wright is uniquely qualified to interpret air quality data, and the town isn’t looking to whitewash any unpleasant realities. “I don’t think the messenger needs to be shot here,” he said.

Wright’s conclusions that propane levels in Erie are not at dangerous concentrations hasn’t stopped the town from insisting to oil and gas operators that they need to capture all of their emissions, **Krieger** said. “We’re not suggesting that any level of propane in the air is fine to us,” he said. “As a town, we’re still all over 100 percent emissions capture.”



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Associated Press State Wire: Colorado (CO)  
April 10, 2012

**Erie enacts drilling rules on top of state laws**

Author: DENVER (AP)

The town of Erie is implementing its own air- and water-quality rules for oil and natural gas drilling operations. Town officials tell The Denver Post (<http://bit.ly/ImcNSO>) they have to do all they can to protect residents' health and safety, rather than relying only on state rules. Erie officials want to review companies' drilling plans for compatibility with local development. The town also is requiring drilling operations to capture all air emissions, and its testing water.

The move comes as a state task force works to clarify how to coordinate state and local jurisdictional conflicts over drilling regulations. At least 200 wells have been drilled around Erie, and more are planned near where developers are pursuing housing. "We know we don't have the authority to stop it. Even our residents who are most concerned recognize the need for energy and private-property rights. We just want it done in a safe way," said town administrator **A.J. Krieger**.

National Oceanic and Atmospheric Administration scientist Steven Brown, analyzing air data from an observation tower east of Erie, found elevated ozone-producing contaminants with propane levels 10 times higher than in Los Angeles, The Denver Post reported.

A group of mothers, organized as Erie Mothers, has asked state health officials to study potential harm to children. State health department officials say they lack resources to study potential health effects of drilling in Erie but will participate in a Colorado State University study.

Already, town officials have asked Encana to capture all emissions from four new wells. Encana officials said they're committed to exceeding a state requirement that companies capture 95 percent of emissions, but capturing all isn't feasible.

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Times-Call (CO)  
June 14, 2011

**Krieger hired as town administrator Erie lures candidate from Sheridan post**

Author: Doug Pike

Current Sheridan town administrator **A.J. Krieger** was approved Tuesday by Erie Trustees to serve as the town's new administrator, ending a nearly five-month stretch without a permanent replacement for Mike Acimovic, who resigned amid controversy in January. **Krieger**, who was city manager in Northglenn and Ferguson, Mo., before Sheridan, was among four finalists presented during an open house last month. The town received 94 applications for the position. **Krieger**, who lives in Broomfield, will begin Aug. 1 and receive a \$500 monthly vehicle allowance in addition to his annual salary of \$127,500.

Trustee Mark Gruber said the local ties of **Krieger** — the only in-state finalist — weighed in his favor. "Being a local gives one an understanding of regional economics and the water situation in Colorado, which is vital to economic development," Gruber said. "I believe that economic development is job No. 1 and I will be looking to him for his ideas on how to do it."

Sheridan Mayor Dallas Hall said he would be sad to see **Krieger** leave the city of 5,700. "**A.J.** has done a wonderful job in Sheridan," he said Tuesday. "I hate to give him up." Erie was happy to receive him. "You were on everybody's short list," Erie Mayor Joe Wilson told **Krieger** on Tuesday. "We're looking forward to you making your mark on Erie."

**Krieger** said the Erie job was the only one that would have attracted his resume. "This is the only job that I wanted. I was not unhappy in Sheridan," **Krieger** said. "They have a wonderful council." "But I'm thrilled to be your choice," he added.

Trustees breathed a collective, exaggerated sigh of relief after **Krieger**'s approval passed unanimously. **Krieger** too provided a lighter moment while addressing the board. "For the record," **Krieger** said, "this is my favorite item on your agenda tonight."

Public Works Director Gary Behlen served as interim town administrator during the search process.

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*(Articles are in reverse chronological order)*

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Centennial Citizen (CO)  
October 22, 2009

**Arapahoe County providing police dispatch for Sheridan**

Author: Peter Jones

In another sign of government endeavoring to find greater efficiencies during an economic downturn, the City of Sheridan has contracted with the Arapahoe County Sheriff's Office to provide police dispatch services. The changeover began Oct. 1. According to city and county officials, the change in Sheridan's communications-center service provider has proven to be a seamless one due to series of tests conducted prior to the switch. "The contract, in my opinion, is an exceptional win-win for the community and for efficient government," Sheriff Grayson Robinson said. "The City of Sheridan is having some challenges related to the economy. We were able to get them an exceptional level of service for a very reasonable price." Sheridan will pay Arapahoe County about \$57,000 for services during the remainder of 2009 and will begin paying an annual fee of slightly more than \$198,000 starting next year. The county's fee is tied directly to the "actual cost of doing business," Robinson said.

According to Sheridan City Manager **A.J. Krieger**, the city of nearly 5,900 people will save about \$145,000 in fiscal year 2010 alone. But he stresses that the reasons for the changeover were not purely financial. "It was certainly a primary consideration, but we have to have access to at least the same level of service, if not better," he said. "There was a recognition that we probably really couldn't afford to do it right anymore." As a result of the change, Arapahoe County has hired three additional employees for its communications center. Sheridan has laid off six people.

Nothing has changed effectively for Sheridan residents. If a citizen has an emergency situation, they still call 911. For all nonemergency situations they dial 303-795-4711. Nonemergency call greetings begin with "Arapahoe County Communications." Sheridan Police Cmdr. Diane Stone confirms that the changeover has been successful on her end. "It's working out excellent," she said. "There's always learning curves on both sides, but everything's been going very well and professional on both sides."

Still, there had been concern among some Sheridan residents about the county taking over what had been a city function for decades. "Anytime you're talking about making any kind of change related to public safety, it automatically arises a level of concern and I think that's quite appropriate," **Krieger** said. "But we've been able to demonstrate to people that access to technology and the resources that the sheriff's office has surpasses what we were using." The Arapahoe County communications center was accredited in 2007 through the Commission on Accreditation for Law Enforcement Agencies. It was the first public-safety organization in Colorado to earn communications accreditation.

The sheriff's office is providing police communications and dispatch services for five other agencies located in Arapahoe County, including the City of Centennial, for which the county

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performs all law-enforcement services by contract. Eight-year-old Centennial, population of 103,000, was founded as a “virtual city” and has long focused on contracting for city services that range from law enforcement to public works.

Any move by the much older and smaller City of Sheridan to follow Centennial’s lead and contract for a broader range of law-enforcement services would likely be as much political as practical, “It might make sense,” **Krieger** said. “But that is always going to be a policy and value determination made by city council. There’s always that double threshold somebody is going to have to meet.”

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<https://www.9news.com/article/news/investigations/northglenn-city-manager-resigns/73-343132164>  
May 30, 2008

**Northglenn city manager resigns**

**NORTHGLENN – City Manager A.J. Krieger resigned his position effective May 23.**

Author: Jace Larson

The City of Northglenn declined to comment but did tell 9NEWS the city and **Krieger** are working on a severance agreement that will be presented to the city council on June 12. **Krieger** declined to comment when reached by phone Friday afternoon.

Utilities Director David Allen is the city's acting city manager. Allen did not immediately return calls for comment.

The City of Northglenn hired **Krieger** in October 2006 after a nationwide search. **Krieger** was selected from 29 applicants. **Krieger** started with an initial base salary of \$120,000.

**Krieger** was the city manager of Ferguson, Missouri for three years before coming to Northglenn.

In 2006, Northglenn's population was estimated to be 33,045.

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*(Articles are in reverse chronological order)*

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The Denver Post  
February 22, 2008

**Northglenn city manager retains job after executive meeting**

Author: Jenel Stelton-Holtmeier

The city manager of Northglenn retained his job by a slim margin earlier this month after councilmembers convened a special Sunday meeting to vote on the issue. The resolution on Feb. 10 on whether to fire city manager **A.J. Krieger** just one year after his hire failed by a vote of 5 to 4. “The consensus among people attending the meeting is it was a kangaroo court to get rid of him,” said Ervin Baker, councilman for Ward III. Baker voted in favor of the termination.

Councilmembers proposed the resolution in response to a personnel matter involving the city manager and a city staff member. In addition, questions were raised about changes to the city manager’s contract approved in December. Those changes included a base salary increase of \$10,000 and a severance package increased from 6 months to 9 months. “It seemed to me there was an undertow that the old council was afraid the new council would be angry enough to terminate him,” said Baker. “They wished to make the cost to terminate him so high that the new council would not do it.”

**Krieger** said the increase was the result of the review process he underwent beginning in October. **Krieger’s** contract includes the process. Rosie Garner, a former councilwoman for Ward IV and current member of the Northglenn Urban Renewal Authority, said **Krieger’s** scores and comments on the review were “exceptionally good.” She said she considered the actions of the council suspect. “If this was going to be their first action out of the chute, they should have campaigned on that,” said Garner.

The actions led some residents to question the ability of the council to serve the city. Marge Carlow, a resident of Northglenn, spoke at the meeting to express her concern that the council was showing its lack of support for development. “I can almost guarantee if there’s a change in leadership in our city that that development at 120th Street will not go forward,” said Carlow. “Developers and retailers want a stable city leadership. They want a supportive city council.” The City Center development, a shopping center, was begun in 2006. The personnel matter that prompted the termination talk was characterized by Councilwoman Susan Clyne as “yelling,” “slamming doors,” and “backing an employee into a corner.” The complaints were brought forward by one employee, according to councilwomen Jill Parsons and Gaye Monroe. “It’s easy to get rid of one party but still have problems with the other employee,” said Monroe at the meeting.

**Krieger** views the incident as part of the political process and is attempting to return the focus to the concerns of the city. “I still feel today like I did before: Northglenn is a great community,” he said. “There are going to be disagreements and some of them are more problematic and difficult to work through. But we’re focusing on the long-term best interest of the community.”

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
October 18, 2006

**Ferguson official takes Colorado job**

Author: Norm Parish

The city manager, who was once suspended by the council, is resigning to accept a similar job in a Denver suburb. **A.J. Krieger**, who has been Ferguson's city manager since 2003, will start in January as the new city manager in Northglenn. Ferguson Mayor Brian Fletcher said a decision had not yet been made on **Krieger's** replacement. It also is unclear when **Krieger** will conclude his job in Ferguson, Fletcher said.

Under his contract, **Krieger** must give 90 days' notice before resigning, but the council may decide that he may leave sooner, Fletcher added. Fletcher said **Krieger** "did an excellent job" as city manager.

On July 28, 2004, former Mayor Steven Wegert and three of six council members voted to suspend **Krieger**. Fewer than 10 days later, Wegert and the council unanimously agreed to reverse the decision. At the time, **Krieger's** supporters said he had been suspended for "insubstantial reasons." Wegert would not discuss reasons for the suspension or the reinstatement. After the suspension, hundreds of residents and municipal employees conducted a campaign to support **Krieger**, which included a petition drive and a website.

City Council member Margaret Faul, who was on the council then, said she recalled that she thought he hadn't been adequately providing her with information on issues before they appeared on council meeting agendas. **Krieger** would not say why he had been suspended. **Krieger**, 38, acknowledged that he had had supporters and detractors, and said he just tried to do a good job. He said he was excited and happy about his new job.

Fletcher credits **Krieger** with improving the city's laws regulating landlords, getting better deals on bonds and attracting grants for road improvements.

In his new job, **Krieger** will be paid a base salary of \$120,000 a year, plus a \$400 monthly car allowance and a one-time bonus of \$15,000, Northglenn officials said. There are about 38,000 residents in Northglenn. In Ferguson, which has about 22,000 residents, **Krieger's** salary is about \$101,200 annually, and he receives a monthly car allowance of about \$400 a month, city officials say.

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
December 7, 2005

**Ferguson hires development coordinator to work with businesses**

Author: Norm Parish

City officials in Ferguson have hired their first planning and development coordinator, a move that is part of an attempt to attract more businesses. Drew Awsumb, who started in the new post last week, will help encourage business growth, monitor business development and serve as a liaison with businesses and residents, said City Manager **A. J. Krieger**.

**Krieger** said he wanted the city, which has more than 200 businesses, to attract more retailers. He pointed out that the city of about 22,400 people had big retailers such as Home Depot and Wal-Mart but could use a mixture of others.

Awsumb, 25, worked as an administrative intern in Morton Grove, Ill. He worked with the economic development director in Morton Grove to retain and attract businesses there. "I think I can bring in a lot of good experience," said Awsumb.

Awsumb is being paid \$40,000 a year. **Krieger** said Ferguson, which couldn't afford such a hire last year, was able to hire Awsumb because the city's finances are improving. Ferguson pretty much had a hiring freeze, and city employees didn't receive a pay hike last year because of a tight budget and a sluggish economy, **Krieger** said. This year, however, most of the city's 138 employees received a pay increase, some about 5 percent, after residents approved two sales tax increases last year, he said.

The city was able to hire a community relations director -- Nez Savala, 34 -- in August. She had a similar job at Maplewood Community College in Kansas City. She is being paid \$38,000 a year. The city might consider again increasing the pay of municipal employees as well as changing the system of classifying those employees.

The city had a recent study examining the fairness and competitiveness of Ferguson's pay and job-classification system. The council plans to review the study and perhaps incorporate its recommendations in next year's fiscal budget, which begins next July. "We are in better shape than last year . . . but we will always have to be mindful of our spending and control our costs," **Krieger** said.



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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
September 23, 2005

**Ferguson outlines ban on problem landlords - Initial plan proposed a temporary ban, but the city manager wants a permanent one.**

Author: Norm Parish

Problem landlords could be permanently banned from renting property in Ferguson under a plan being considered by city officials. The proposal is part of the city's attempt to crack down on landlords who fail to take care of their property and control problem tenants. In July, the city unveiled a proposal called the Responsible Landlord Initiative in response to residents' concerns about troubled properties in Ferguson.

The initial proposal would ban problem landlords on a temporary basis only. But City Manager **A.J. Krieger** said Thursday that he would like to permanently ban the worst ones. "This is just another tool we can use to help maintain our neighborhoods," **Krieger** said. He said he also wants to place the worst offenders' property in receivership through the circuit court. Tenants would not be removed from troubled properties, he said. Instead, their rent would be used to pay for repairs. Currently, landlords pay a lease license fee of \$20 per property or unit, **Krieger** said.

Under the city's proposal, landlords would be classified in one of three categories -- responsible, provisional and suspended or banned. Landlords who own buildings that have no exterior structural problems or whose tenants do not engage in illegal activities, like drug dealing, would be classified as responsible landlords.

Landlords who fail to meet acceptable housing conditions would be put in the provisional category. They would have to pay for an interior inspection by a city-approved contractor, as well as bring their property up to code.

The worst landlords, however, could be banned from renting property in the city, **Krieger** said. He added that he is still trying to determine which standards would lead to a permanent ban. **Krieger** hopes to give the City Council a plan by November. In the past, Mayor Brian Fletcher has supported the proposal. Overall, the city has 715 landlords who own 1,219 properties, **Krieger** said. He said about 15 percent of the landlords have troubled properties.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
June 20, 2005

**Ferguson sets up a line of credit to fund projects - \$5 million will be available**

Author: Mitch Schneider

Despite concerns, Ferguson aldermen decided last week to establish a line of credit to pay for road improvements and other projects. City Administrator **A.J. Krieger** had told the board that the line of credit would be funded by bonds bought by Bank of America. Proceeds from the bonds would be made available to the city to establish a line of credit of up to \$5 million.

**Krieger** also presented the board with a list of possible expenditures that city staff was recommending. Most of the recommendations dealt with improvements to city streets, including Florissant Road and Suburban Avenue. In total, road improvements account for \$4.5 million of the \$4.665 million in projected expenditures. The rest of the funds would be used for traffic projects, renovations to the City Council chambers and neighborhood projects such as lighting, sidewalk and park upgrades. The projects would be done over a three-year period, beginning this year and ending in 2008.

Before passing the ordinance authorizing the line of credit on a 4-3 vote, aldermen raised concerns over issues including the amount of the credit line and the city's ability to pay off the debt. "I'm not opposed to taking money to improve the streets and investing it in the community, but I'm skeptical of using \$5 million in this way," said Peggy Faul, 1st Ward. "I would be more interested in half this amount."

James Knowles III, 2nd Ward, also expressed doubts, saying that repaying the bonds could eventually require a tax increase. "I intend to be here many years, and I know that many others intend to be as well, and I'm afraid that we are going to have to come back in a few years and say to the people that we have to raise taxes," he said.

At one point, Knowles asked that the board table indefinitely the ordinance. The motion failed as other aldermen expressed the desire to see more rapid action on city needs. Said Mayor Brian Fletcher: "In February, March and April, I walked the streets, talking to people, and I talked to one man who had lived in the same place for 20 years. He said that every two years, someone said his street would be fixed, but it has never happened. "I promised people like him that if I was elected mayor, I would try to speed up improvements," Fletcher continued. "If we are not willing to invest in ourselves . . . how can we go to outside investors and ask them to? We have been discussing this for six weeks -- we were elected to make decisions."

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*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
May 2, 2005

**Ferguson OKs streetscape plan - \$3.1 million plan would benefit Florissant Road**

Author: Nancy Cambria

The Ferguson City Council gave the green light last week to a preliminary \$3.1 million plan to reconstruct and enhance the streetscape on portions of Florissant Road. The plan, developed by P.H. Weiss engineering, includes replacing curbs and sidewalks, milling down the pavement for resurfacing and perhaps adding a median. The plan also calls for installing state-of-the-art traffic signals designed to streamline and slow traffic in the city's downtown. The work is expected to take about a year and could begin as early as March 2006, said Tom Weiss, a partner in the engineering firm.

The basic plan also calls for a decorative brick or paver ribbon in the sidewalks in the city's historic center, but City Manager **A.J. Krieger** said City Council could also decide to add further enhancements, including extending the decorative brick inlay in sidewalks beyond the main town center.

The project will be partially funded by a \$2 million grant awarded to the city by the Missouri Department of Transportation in 2001. The grant is intended to help applicants improve roadways and traffic flow. **Krieger** said the city and its engineers had come up with a plan that addressed traffic issues along the busy corridor as well as aesthetic concerns. Under the terms of the grant, Ferguson must match 20 percent of the funds. The project will cost the city between \$1.1 million and \$1.2 million of its own money, **Krieger** said.

However, if the city chooses to add other streetscape enhancements such as special signage, streetlamps and planters, that figure could increase. The council will have to address whether it would be willing to reach further into city pockets for those improvements, **Krieger** said. "We have the money in our capital budget. We could do it. We'd have to make some difficult decisions about what to live without for a while, but we could do it," **Krieger** said just before recommending the plan to the council. "We're going to improve Florissant Road to an extent that we never could have done on our own," he said.

Council agreed to commit to the preliminary plan and sent the issue to the city's traffic committee. It will be up to that committee to get public input on other types of streetscape enhancements and design standards that should be added to the project before the council sets the final project budget and seeks bids for the work.

Councilwoman Peggy Faul, 1st Ward, cautioned the council that the traffic committee must work closely with the current streetscape committee when developing the wish list of street enhancements and other design standards. "We need to make sure the people who did put in the time earlier have a chance. There's more than just traffic we're dealing with here," she said.

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St. Louis Post-Dispatch (MO)  
February 28, 2005

**Ferguson will refinance TIF bonds remaining for center**

Author: Nancy Cambria

Ferguson will refinance \$6.55 million in tax increment financing bonds to avert a default on payments at the sluggish Crossings at Halls Ferry shopping center. The move, made at Tuesday night's council meeting, helps the city ensure that it will cover its debt-service obligations for the center by capitalizing on a lower interest rate of about 4.6 percent, down from the 7.6 percent rate carried by the current bonds. The terms will save the city just shy of \$2 million in interest, in effect decreasing the current debt service payments. The refinancing also will allow the city to retire the bonds a year early, in 2017, City Manager **A.J. Krieger** said.

The shopping center of 277,000 square feet, situated on the south side of Interstate 270 between Old Halls Ferry and New Halls Ferry roads, has under-performed since Walpert Properties redeveloped it in 1997 with \$8.425 million in tax increment financing, city officials said.

Formerly the Central City North shopping center, the revamped shopping plaza features a Home Depot and a Shop 'n Save, but it has significant vacancies in its other retail spaces. Mayor Steven Wegert said an economic downturn coupled with an unfair bias held by retailers and shoppers about doing business in north St. Louis County has hurt the shopping center. The center was expected to gross \$1.7 million a year by 2004 but has fallen short of those projections by more than half. Under the tax increment financing plan, all of the center's property tax revenues were to be used to pay for public works costs associated with the redevelopment. But under the current bond structure, the center will fail to make enough tax revenue to pay its debt service this year. This would force Ferguson to dip into an \$800,000 reserve fund to cover the payments, **Krieger** told council.

Without refinancing the bonds, the city would have to draw down the reserve fund to cover future debt service if the center continues to underperform, **Krieger** said. The other option would be to default on the payments. In both cases, Ferguson's credit rating would suffer, **Krieger** said. "Given Ferguson's commitment to future economic development, I don't want to say this would be disastrous. But it would adversely impact the city's ability to borrow money in the future," he said.

**Krieger** cautioned that the refinancing does not eliminate the risk of defaulting on future payments. If either of the two anchor merchants were to leave the center, it would not generate enough tax revenue to make its payments, regardless of whether Ferguson refinanced the bonds, he said. "This refinancing puts us in the appropriate position to manage that risk," he said. "We're paying too much in interest."

The final council vote was 5-1, with Councilwoman Peggy Paul casting the dissenting vote. Paul told council she was uncomfortable with refinancing as a solution. She said the bond holders

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seem to be the main benefactors and that the city would lose some of the headway it has made in reducing debt on the center. "Up to this point we've been able to meet the debt with the reserve fund," Paul said after the vote. She added there seems to be renewed retail interest in the center with the opening of a restaurant. "I'm hoping that the shopping center will improve, and we do not have to use that reserve," she said.

After the meeting, the mayor said he felt the bond refinancing was the prudent choice. Wegert said Ferguson has done an excellent job of retiring tax increment financing bonds early and would most likely do the same with the Crossings. "We are looking at worst-case scenarios here," he said. "It's good to pocket the difference in interest and use that savings to reduce the debt earlier."

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St. Louis Post-Dispatch (MO)  
August 23, 2004

**Ferguson will vote on two sales tax increases**

Author: Gabe Kiley

Ferguson voters on Nov. 2 will be asked to approve two sales taxes totaling three-fourths of 1 percent. The result will determine the fate of next year's budget, which officials say will face cuts if the tax proposals are rejected. Voters will decide on a sales tax of one-half of 1 percent to benefit the parks department; it would generate \$1.2 million annually. They also will decide on a sales tax of one-fourth of 1 percent for the fire department; it would generate \$600,000 a year. If voters approve both propositions, the sales-tax rate in Ferguson would increase to 7.575 percent from 6.825. The last sales tax approved by voters was 1994. The City Council approved placing both propositions on the ballot at a special meeting last week.

Council members at their next meeting at 7 p.m. Tuesday plan to discuss ways to promote the tax increases. Council members have suggested a public meeting and a series of focus-group meetings with voters and business owners. Councilman James Hines, 2nd Ward, said he was concerned about whether administrators had done their homework on the tax proposals, but after discussing the matter further with other council members, he agreed to support the propositions. "I want to go forward," Hines said. "We need this, but I just wanted to be sure that we have all our ducks in a row. I don't want any surprises. We don't want to let voters down."

Councilman John Corson, 3rd Ward, said informing voters about the need for a sales-tax increase would be critical to its success. Corson served on a committee with Councilman Bill Duncan, 1st Ward, and City Manager **A.J. Krieger** to study Ferguson's economic future. "You're always going to have a certain segment who says we'll need it and a certain segment that will say we'll never need it," Corson said. "Then you have the group that says we need to prove we need it. That's who we need to educate."

Mayor Steven Wegert said he expected some organized opposition to the propositions. "This is not a slam dunk," he said. **Krieger** said the new sales tax generated for the parks department would make it self-sufficient. About \$800,000 a year that goes to parks could go to the general fund and capital improvements instead. **Krieger** said the parks department would be able to develop a park-improvement plan.

The sales tax generated for the fire department would allow Ferguson to invest money in new equipment, technology and training for its fire and police departments, **Krieger** said. The municipality has been dipping into reserves beginning with the 2001-02 budget year to cover increasing expenses and a flat revenue stream. **Krieger**, who described the current budget as "conservative" and "lean," projects a deficit of more than \$937,000 to operate municipal government at its current level. That deficit will be covered by Ferguson's dwindling reserves. "In past years, city administration didn't do a good job accurately accounting for the cost of running city government," said **Krieger**, who took the city's manager job nine months ago. "It's

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easy now to look in the rear-view mirror and see what went by you." **Krieger** blamed several factors for Ferguson's flat sales-tax revenue, primarily the nation's economic recession after the terrorist attacks Sept. 11, 2001, along with rising fuel costs and other unexpected expenses. He said that 19 municipalities in St. Louis County paid for fire service and of that group Ferguson was one of only four with a sales-tax rate below 7 percent. The others are Warson Woods, Berkeley and Pacific. "We have room in our current sales-tax rate for an increase," **Krieger** said.

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*(Articles are in reverse chronological order)*

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St. Louis Post-Dispatch (MO)  
August 16, 2004

**Ferguson moves back to normal - after turmoil over city manager**

Author: D. Paul Harris

The Ferguson City Council managed business as usual at a meeting last week after going through a tumultuous two weeks in which City Manager **A.J. Krieger** was suspended and later reinstated after residents and municipal employees rose up in protest. As the agenda was followed to the letter at the meeting, there was no indication of what had transpired in the past 14 days -- until it came to the public comments, when a resident, Blue Tapp Scheffer, stepped forward. "I am here to say thank you to all of the council members and Mayor (Steven) Wegert for rescinding the resolution to suspend **A.J. Krieger**," Scheffer told the city leaders. Wegert and three of the six council members agreed to suspend **Krieger** on July 27. But the outcry from residents and employees caused one of the council members to change his decision, leading the mayor and other two council members to follow suit. "Thank you also to Keith Kallstrom for making the difficult decision to change your vote," Scheffer added.

Kallstrom said the outpouring from the residents and information that he had received from employees led him to change his decision. "The feeling I got from the employees was that this city manager was the best one that they have worked under in a long time," said Kallstrom. "They knew what to expect from him and highly respected his processes and methods. I didn't find any really dissenting opinions, which surprised me. And it also surprised me that so many different people who are ordinarily on different sides of the fence were all working together."

Scheffer, an organizer of the campaign to support **Krieger**, said it was unfortunate that feelings were hurt and much was said in anger. "It is my prayer that the mayor, council and residents will work hard to heal any wounds that this situation has created so that we can move forward and continue to make Ferguson an even better place to work and live," she said.

Scheffer also invited the mayor and City Council members to attend a special celebration that was held Saturday at Victorian Plaza in an effort to promote harmony between the officials and residents. Scheffer's comments were received with loud applause by the dozens of residents and employees who showed up at the meeting to witness closure in the matter. Wegert agreed that the future would be what mattered. "It was a difficult and unfortunate process, but we believe the city is better for it," he said. "I'm sure we're all glad that it's behind us, and we're looking forward to working together and keeping Ferguson on track."

Shannon Howard, president of the Old Ferguson West Neighbors, one of the most active neighborhood groups in Ferguson, said **Krieger** had been an asset to the municipality since he had taken the job 10 months ago. "I've worked closely with **A.J.** over the past 10 months, and I've come to believe that he's exactly what this city needs to move forward," she said. "He's a shrewd negotiator with a very detailed plan for redevelopment and revitalization, and I have great hopes for his continued success."



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St. Louis Post-Dispatch (MO)  
June 24, 2004

**Delay of proposal for inspection of housing irks Ferguson group**

Author/Byline: D. Paul Harris

The legislation proposed by an activist group to require inspections of rental property in southwest Ferguson will have to wait and could become part of an effort to improve all neighborhoods in the municipality, an official says. Southwest Ferguson Improvement Group and Churches United for Community Action met with officials last week to discuss the legislation. Nearly 100 residents attended the meeting at Our Lady of Guadalupe Catholic Church, 1115 South Florissant Road in Ferguson.

The Southwest Ferguson group, initiator of the proposal, would like officials to adopt the measure immediately, but City Manager **A. J. Krieger** says the proposal probably will be addressed in the overall plan for neighborhoods. However, **Krieger** says, the municipality and the group have identical concerns for neighborhood improvement. "We've identified a lot of common ground and many areas of common interest," said **Krieger**. "One of the things I explained to the group was that as a city, we are very committed to our neighborhoods. We took some specific steps in our budget to carve out money for neighborhood improvement." **Krieger** said the City Council and other officials would spend a great deal of time over the next several years working on neighborhood improvements. "If part of that series of improvements includes an ordinance, then I think it will become a natural progression as we go through this planning process," he said.

The measure would require the owner of a rental property to make needed safety repairs before tenants are allowed to move in. In addition, the measure would require both the owner and the tenant to sign the occupancy permit. The repairs would be to gas, electrical and plumbing facilities and roofing.

Kathy Dahmer, a leader in the Southwest Ferguson group and an organizer of the meeting, says the group was formed about two years ago when residents noticed problems of neglected property and derelict cars. "We want to help improve our neighborhood and to stabilize it," said Dahmer, a Ferguson resident since 1961. "A lot of the rental property had not been kept up, and it's really starting to look bad." Dahmer said the concerns had been taken to the City Council with little response. "That's when we decided to go to Churches United for Community Action, because CUCA is very effective," she said.

Ferguson has a population of 22,400 with approximately 6,800 one-family homes, of which fewer than 10 percent are rented. The area of concern for the group is from the south side of Suburban Avenue to the city limits and from Florissant Road to Hern Avenue. Dahmer said there were hundreds of houses in that area. "Some of it is rundown, and some is OK," she said. "We have seen this creeping in, but we became aware of it a couple years ago. I'm sure it had been

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happening. "Sometimes you're so used to seeing things that you really don't see them. That's evidently what happened, because it didn't happen overnight."

The measure needs approval by the City Council for passage. It would be implemented at the time of a change of tenants. "Somebody who owns property and rents it out has nothing to fear," said Dahmer. "This is a safeguard for people moving in, because the property will have to be reinspected. We have looked at inspection costs in other cities, and I think most of the time we have been told that it's fiscally neutral. It really shouldn't cost the city a lot to do this."

**Krieger** said it was unfortunate that he, five of the six council members and some of his staff members were not given a chance by the CUCA members to fully explain the municipality's position at the meeting. "I think the meeting took on a confrontational and a combative tone that did not fully reflect the spirit of the gathering," he said. "We were there in a spirit of cooperation and, frankly, it felt like we were attacked. Anyone who knows that when you try to take on a large issue and put together a comprehensive plan to improve neighborhoods, you don't do good work by putting people under the gun. You don't do good work by trying to intimidate people. The meeting was not set up to be a give-and-take dialogue."

Dahmer said that she and some of the group members had met with City Council members a few weeks ago and the members indicated they were in agreement on the measure but that in the public meeting their commitment changed. "It was just a shock when they got up," said Dahmer, referring to the council members at the close of the meeting. "We were just floored. We could not believe how different things were."

However, **Krieger** and Dahmer agreed to future meetings. "The meeting was the beginning of a targeted effort aimed at improving not only the Southwest Ferguson neighborhood but also part of a larger effort initiated by the city to improve all of our neighborhoods," said **Krieger**. "And among the methods and improvements we'll be discussing will at some point be an ordinance requiring interior inspections." Dahmer said the meetings were necessary. "We are going to continue to work with them," said Dahmer. We have to, if we want this ordinance passed. There is nothing else we can do."

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St. Louis Post-Dispatch (MO)  
February 2, 2004

**FERGUSON WILL NOT REVOKE PLAT FOR CHURCH - CHURCH HAD FAILED TO MEET DEADLINE**

Author: Benjamin Israel

More than 70 members of Greater Grace Church watched last week as the Ferguson City Council kept alive their plan to build a new church. Voting against the recommendation of its city manager, the City Council decided against revoking a subdivision plat granted to the church. City Manager **A. J. Krieger** recommended the revocation after Greater Grace failed to meet a deadline for building a water main. The vote was 5-2, with council members Peggy Faul, 1st Ward, and Mark Crinnion, 2nd Ward, dissenting.

Councilman John Corson, 3rd Ward, said that he wanted to see the church built, and that revoking the plat would just make it more difficult for the church and the seller of the land. Faul disagreed. "I think we have to stick with what we said we were going to do," she said.

On July 23, 2002, the council voted to change the boundary lines between some plats of land along Pershall Road to allow Greater Grace to buy a sloping, heavily wooded 18-acre tract near St. Louis Community College at Florissant Valley on Pershall Road. Ferguson asked for some improvements in public works as a condition, including completion of a water main to relieve problems of inadequate water pressure in the area. The original ordinance set a deadline of July 23, 2003, for completing the water main. After experiencing difficulties, the church obtained an extension through last Dec. 25.

The Rev. Larry Jones, pastor of the church, said the church was trying to complete the job but had run into a series of delays. "I am here to apologize," he said. "It was not because we were being lackadaisical." He said it took nearly a year just to get the easements needed for the pipeline, in part because Missouri-American Water Co. initially was unwilling to allow its pipe in the Pershall Road right of way. The next delay happened as the church tried to get a loan.

Jones noted that the ordinance gave Ferguson the right to revoke the new plat but also allowed for extensions of the completion date if both parties agreed. John Pfaff, the architect designing the church campus, said the delay should not be held against the church or the minister. "He's so concerned with doing it right," Pfaff said. "Bigger campuses take longer to get off the ground."

Terry Schott of Kelp Contracting, the contractor for the pipeline, said work would have begun Jan. 26 had there been no ice storm the day before. **Krieger**, the city manager, was not moved. "You expect deadlines to be adhered to," he said. "I think we are treating the church the way we would anyone else."

Councilman Tom Wolf, 2nd Ward, noted that if the council revoked the plat and the church continued work, the council would have to start work again on passing the plat change. He

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suggested postponing a decision for two weeks and to "make sure there was some dirt digging going on" before making a final decision. Councilman Bill Duncan, 1st Ward, disagreed and said: "We have a decision to make. We can't postpone it." Wolf's motion was defeated 4-3, with Wolf, Councilman Keith Kallstrom, 3rd Ward, and Mayor Steven Wegert voting for it.

The church is in Moline Acres. After the meeting, Jones said the congregation was outgrowing its quarters and hoped to start construction in June.

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Harold & Review (IL)  
August 16, 2003

**Krieger resigns from post as assistant city manager - Takes city manager position in Missouri**

Author: Staff Writer

DECATUR - **A.J. Krieger** will leave his post as the city's assistant city manager for economic and urban development next month for a city manager job in Ferguson, Mo.

**Krieger**, 35, has worked for the city for six years and played roles in city projects including the upcoming Target development at Mound Road and U.S. 51, the downtown ADM Global Training and Education Center, the Wabash Crossing project and the southeast Wal-Mart development. He is a Decatur native. "I've invested a lot of myself into my work and am proud of the role I've played in many important community projects," **Krieger** said. "My decision to leave has certainly not been an easy one, but ultimately I felt like the opportunity in Ferguson was just too good to pass up."

Ferguson is a city of about 22,000 residents 12 miles northwest of St. Louis. In his new position, **Krieger** will oversee a staff of 135 employees, according to a city press release.

No decision has been made on how his position will be filled. **Krieger** is responsible for a department of 35 employees including the city's neighborhood inspections, neighborhood redevelopment, planning and economic development, long-range planning and construction inspections division.

City Manager Steve Garman said replacing **Krieger** would be difficult. "I hate losing **A.J.**," Garman said. "As a career matter it is a smart move, and he should be proud that he won this job over several older and more experienced managers. I will miss him professionally and personally."

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
April 3, 2003

**Park board cool to city revenue plan fs114**

Author/Byline: Amy Burch

Decatur Park District commissioners got a chance Wednesday to express their disappointment over the city's refusal to help pay for a road project. City staff attended the district's board meeting to present the city's revenue sharing proposal that asks taxing bodies to give 75 percent of their tax revenue gains from Wabash Crossing property value growth to the city for infrastructure improvements in that area. "You're asking us to help finance an asset for the city," said Jack Kenny, a park commissioner. "As it relates to Lincoln Park Drive, the city did not want to help with that because it was a park district asset."

It was the first face-to-face meeting between the two governments since they began disagreeing about the road project a month ago. The park district said it would close the east-west thoroughfare to build a bike path unless the city agreed to split the cost of moving the road several feet to the north. The city refused the proposal and offered to take control of Lincoln Park Drive, another park road and several lakefront properties with a lease arrangement. Park officials said they wouldn't agree to that. Both sides exchanged barbs as the city presented its revenue sharing plan.

**A.J. Krieger**, assistant city manager for economic and urban development, told commissioners the revenue sharing agreement would last for 15 years. The agreement, which is being proposed to all taxing bodies in Decatur, would help the city pay \$10.3 million in debt incurred to improve streets, sewers and sidewalks in Wabash Crossing, the near-northside redevelopment project.

"This project is going to yield more revenue for every taxing body in the city for years and years to come," **Krieger** said. Lincoln Park Drive, on the other hand, isn't a project that will benefit the whole community, he said.

City Manager Steve Garman said all taxing bodies that might benefit from the development should participate in revenue sharing. He said they could only gain from the proposal, and he called it a "community project."

"We also have community parks, community schools," said Don Luy, president of the park board. He said the city should help pay for park projects if it wants the park to help pay for city projects. "In simplest terms, we're subsidizing city bonds," Luy said.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
February 28, 2003

**City weighs changes to land use - Mound Road area residents quiz city official**

Author/Byline: Amy Hoak

DECATUR - When Elizabeth Keith moved into her house 37 years ago, an apartment complex nearby was a farm. She can still remember the sheep that used to graze there. Keith foresees the northwest corner of Mound Road and U.S. 51 becoming a commercial area, and she's not the only one who sees it that way.

Next week, the city Plan Commission will consider amending the Decatur Urban Area Land Use Plan, a document that serves as the city's long-range planning guide. Two of those amendments will address the corner of Mound Road and U.S. 51. One amendment will be to change the planned use of the southwest corner - where a new Target store is planned - from public school use to commercial-planned development. A change affecting the northwest corner - from low-density residential use to commercial-planned development - had some residents grilling **A.J. Krieger**, assistant city manager for economic and urban development, at a neighborhood meeting Thursday night. "I don't think there's enough land there," Keith said. She's concerned about access to the site, which she said would become tighter if both corners went commercial. Currently, the land is occupied by an Ameritech building, single-family homes and a church.

**Krieger** tried to ease the residents' minds by indicating the use plan was only there so the city could plan for what it feels ultimately will happen at the corner. "We need to see into the future a little bit and plan for the future a little bit," he said. The changes to the document wouldn't change the zoning of the areas, he said.

Other suggested amendments to the plan include changing the east and west sides of North Wyckles Road, north of U.S. 36, from light industrial and commercial use to commercial-planned development and institutional use; the southeast corner of U.S. 36 and East 44th Street from low-density residential to commercial-planned development; and the west side of Mount Zion Road, north and west of Aldi Drive, from low-density residential to commercial-planned development.

Also at the meeting, **Krieger** discussed the Target site with residents, reviewing preliminary details of the plan, such as creating landscape barriers to buffer the development from the neighborhood and lighting the parking lot in a way that wouldn't flood light into residents' windows. Paul McCann, the new president of the Mound/MacArthur Neighborhood Association, praised **Krieger** for keeping a dialogue with the group as plans went forward, but is concerned development on the northwest corner isn't as far in the future as implied by the city. He has heard of several offers made to property owners near that corner - after the Decatur City Council approved an agreement with Target Corp. last week.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (IL)  
February 26, 2003

**Revenue sharing plan proposed to board**

Author: Valerie Wells

The city of Decatur proposed a voluntary revenue sharing plan to the Decatur school board on Tuesday that would help pay some of the bills for Wabash Crossing.

**A.J. Krieger**, assistant city manager for economic and urban development, told the board that the city will incur considerable expense to improve streets, sewers, sidewalks and other infrastructure in Wabash Crossing, the near-north redevelopment project. The city is approaching all the taxing bodies in Decatur to ask that those bodies redirect to the city 75 percent of their tax revenue gains that come from increased property values in Wabash Crossing. The agreement would last for 15 years.

Though several school board members expressed support for the idea in theory, they also had concerns. Because the Decatur School District receives almost 50 percent of all property taxes, that would mean the school district would be paying almost 50 percent of the bill, said David Butts, vice president of the school board. "How much equalized assessed valuation will be in (Wabash Crossing), so we know how much money we're giving up?" asked member Dan Oakes.

The amount of new property taxes and value of the proposed new homes in that area is difficult to predict until at least some homes are built there, **Krieger** said. "It's like asking how much a new car is," **Krieger** said. "It's almost impossible to reliably predict what the assessor will do."

The city's share all of the needed improvements comes to an estimated \$10.3 million, **Krieger** said. The board will further study the issue but does not plan a vote on it before its March 25 meeting.



**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (IL)  
January 3, 2003

**Hope VI closer to reality - Committee gives rezoning OK for near northside**

Author: Amy Hoak

The city inched closer to the start of construction on the Hope VI development project on Thursday. The Decatur City Plan Commission approved the rezoning of about 40 acres of land on the city's near northside from residential use to a planned development district.

The commission also approved the vacation of all public rights of way within the area and briefly touched on the plan to widen Martin Luther King Jr. Drive through the development. With the final approval of the Decatur City Council later this month, the land will be set for the construction of 250 housing units in the spring. Of those, 206 will be earmarked as rental units and 43 will be for purchase, said Rebekah Scheinfeld, representing developer East Lake Management & Development Corp. The final 650-unit, 120-acre development will involve a mix of public, low-income and market-rate housing.

**A.J. Krieger**, assistant city manager of economic and urban development, said Thursday's meeting was a landmark moment for the project because it was the city's first chance to show specific plans for the first phase of the three-phase undertaking. Completion of phase one is scheduled for fall 2004. "All the plans everyone has seen until now have been conceptual in nature," **Krieger** said after the meeting. He said the information presented to the commission was the fruit of a year's worth of planning.

After the development agreement was approved by the council, the Decatur Housing Authority and East Lake in the fall, the parties have been working to get particulars down, he said. The plans revealed Thursday included specifications for landscaping, utilities and the materials that will be used in construction. The Hope VI project received a \$34.9 million federal grant in 1999. In addition to the new housing stock, a new school and businesses are planned to move into the once dilapidated area.

At the meeting, commissioners congratulated city staff for the work they did to bring the project to this stage. "This project has languished for years and years, and I almost never thought I would see the day when this would happen," commissioner Phyllis Sands said. "It's a real achievement for the city of Decatur, and I think it's going to be fantastic," commissioner Susie Peck said.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
December 12, 2002

**District outlines land deal - Agreement calls for lump-sum \$5 million payment in 2005**

Author/Byline: Amy Hoak

If the Decatur City Council agrees to buy 19 acres of land at Mound Road and U.S. 51 during its meeting Monday night, the city would have until 2005 to pay the Decatur School District \$5 million for it. In the agreement - released by the school district Wednesday but not yet distributed to city council members - the city has to pay \$10,000 in earnest money within 30 days of the school board's approval. That approval came Tuesday, giving the green light for the council to buy the property on which Mound Middle School and Sunnyside School now sit.

At the settlement in January 2004, the city would pay \$5,000, and then have to come up with the rest of the \$5 million within 90 days of the school board's request for it. The board can ask for the money any time after July 1, 2005, according to the document. And according to Martin Getty, director of business affairs for the district, the request would probably be made somewhere in that 2005 time frame. "That's the time frame in which it works best for us," Getty said. By then, he said, the district would have used the state grant and health/life safety bond money to build a new school in the city's near northside redevelopment area and begin improvements to other district schools. The new school is scheduled to open in fall 2005.

Minneapolis-based Target Corp. has expressed interest at becoming the anchor tenant for a shopping center at the site and has been in talks with the city. A contingency in the contract states the deal is invalid if the site does not comply with Target's environmental standards. The city has said it would pay for the property with sales tax revenue generated by the shopping center. The earliest construction could start on the site, however, would be summer 2004, after Mound's last school year ends - leaving just a few months for sales tax revenue to accrue.

**A.J. Krieger**, assistant city manager for economic and urban development, said the city hasn't decided how it will come up with the money to pay the school district in 2005. One possibility would be the issuance of bonds. Also in the agreement is a stipulation that prohibits the city from extending tax increment financing district or enterprise zone incentives to Target if, in fact, it decides to build a store at the site.

There is no clause that would allow the city to back out of the land purchase if Target takes a pass on building there. Mayor Terry Howley has said he was interested in creating such a contingency, to limit the city's risk. But **Krieger** said that the value of the land would protect the city's investment, and the visibility of the intersection will be able to turn the heads of companies other than Target. "The city has maintained from the very beginning that we think it is one of the best - if not the best - retail site in Macon County," **Krieger** said. "It's an area that we expect will have appeal and marketability to groups beyond Target."

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
April 9, 2002

**Council gets stark forecast Utility tax again voiced to close income gap**

Author/Byline: Amy Hoak

Although Decatur's proposed budget for the next fiscal year is balanced, the city's financial outlook for the next few years looked bleak at a city council study session Monday night. Council members were presented with city revenue and expense projections through 2005, when the costs of running the city are expected to exceed the amount coming in. They were then urged to help come up with ways to stop the problem before it happens. "Three fiscal years from now, we reach a point where we have to make some serious decisions," said **A.J. Krieger**, assistant city manager for economic and urban development. The funding problem is mostly due to factors beyond city's control, such as inflation and the increased costs of supporting city salaries, **Krieger** said. Decatur already has fewer city staff per capita than similar Central Illinois cities, including Bloomington and Champaign, he said.

**Krieger** recommended the city council schedule extra study sessions over the next few months to explore additional sources of revenue for the city. One way the city could bring in more money would be a utility tax, **Krieger** said. The tax would be applied to the Illinois Power Co. bills of Decatur residents and businesses. The city would raise \$6.5 million a year from a 5 percent utility tax, said city Finance Director Beth Couter. There are 445 cities in the state that have a utility tax, including neighboring Mount Zion, which has a 3 percent utility tax. Couter told the city council the city has saved \$400,000 between January and April, by leaving 23 city positions vacant. If the positions remain unfilled for the next fiscal year, the savings will be \$1,258,654.

Even though it could be months before the city council decides whether to create a utility tax, residents and those in the business community again voiced their opposition. Kevin Pilon, general manager of Internet Decatur Foundry, a local company that has recently had to lay off more than 300 employees, said his company would pay an estimated \$320,000 annually in utility taxes if the proposal was passed.

Jesse Price, the executive director of community development partnerships and diversity at Millikin University, said that the tax would also hurt the school and its ability to attract students.

Julie Moore, president of the Chamber of Commerce for Decatur and Macon County, said the tax could force out businesses and cost the city to lose high-paying jobs. The lack of a city utility tax could be seen as an incentive to lure companies to Decatur, Moore added. "We need everything we can get right now," she said.

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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[CB&A Note: Only the information relevant to **Arthur J. [A.J.] Krieger** is listed below.]

Herald & Review (Decatur, IL)  
March 19, 2002

**Kudos**

Author/Byline: Unknown

READING CELEBRATION: Many thanks to the Herald & Review for co-sponsoring our Read Across America celebration on March 1 and March 5. More than 400 books were given to the preschool students in the Decatur public schools.

Thanks, too, to the guest readers for taking time to read a Dr. Seuss book to these children....  
**A.J. Krieger**, city of Decatur;

**Internet – Newspaper Archives Searches**  
**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
December 28, 2001

**Parking 'gift' to continue - Meters will remain covered after Jan. 1, as a new downtown procedure is developed**

Author/Byline: Ron Ingram

Free parking in downtown Decatur will not end when the new year arrives, City Manager Steve Garman has told the city council. City staff members are working on a downtown parking plan that they will present to the council in January, Garman said. Until that time, it would be best to leave parking meters covered, he said. The city began discussing revisiting downtown parking with the Downtown Decatur Council Inc., the organization representing downtown merchants, early this year, said **A.J. Krieger**, assistant city manager for economic and urban development.

**Krieger**, who is a member of the downtown council's board of directors, said parking is an issue "that comes up at virtually every board meeting." He said discussions centered on concepts and perimeters for a plan. "As the downtown redevelopment gains momentum, we could be in the unprecedented position of having too little parking," **Krieger** said. "The manager and I discussed the principles of any plan: availability, turnover and enforcement. Parking ought to be free. Paying to park is a barrier to coming downtown. We want to encourage shopping and residing downtown and believe those things will happen with time."

The city took a step in the direction of free parking when the council on Dec. 17 approved a no-cost lease for Archer Daniels Midland Co. to use the third and fourth floors of Parking Garage B in conjunction with its global training center, located in the former Decatur Public Library building. City staff has worked with a committee of the downtown council and, near the end of summer, a concept plan was put together, **Krieger** said. "We've talked about a plan framework with larger tenants and downtown merchants," **Krieger** said. "Now it's time to add some details." That work has yet to be done, before the staff talks with the city council about the concept, **Krieger** said. Council members will review the proposal, make any changes they believe necessary and then will have an opportunity to adopt it, he said.

"Parking is a very volatile issue downtown," said Melinda Rueter, executive vice president of the downtown council. "Our main priorities are customer parking, turnover and enforcement. We hope the plan the city comes up with addresses those issues." The difficulty with any parking plan is meeting the needs of the diverse businesses located downtown, Rueter said. There are not only retail merchants, but also service businesses with a number of employees, she said. "I'm not sure there is a perfect solution," Rueter said. "But I have confidence the city will involve the downtown merchants in any plan. I hope this time we can find a workable plan for everyone."

The downtown council last presented the city with a downtown parking proposal in 1997 that called for removal of all downtown parking meters. That plan was vetoed by the city council. A substitute proposal that removed 112 meters from the downtown periphery passed but drew the ire of many downtown merchants who believed it did not provide the access they sought for

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*(Articles are in reverse chronological order)*

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customers trying to reach their businesses. Brian Raupp of Raupp's Shoes, 139 N. Water St., said there would be plenty of space to park downtown if people who park all day would go to the correct places. He said he can look out his store window and see 10 to 12 vehicles on South Park Street that belong to downtown employees who park them there every business day when a city parking garage is only a block and a half away. Worse, he knows of business owners who park all day right outside their shops and can't seem to understand they are driving business away by doing so, Raupp said.

"The way the city enforces things, they pick on expired meters rather than meter feeders," Raupp said. "The original theory of parking meters was to limit the time a person spends in a parking spot. I was deeply involved in the last parking proposal and thought we had the votes (on the city council) for free parking. Some votes were withdrawn. That was disheartening."

A call for free parking is the thing downtown merchants hear the most from their customers, Raupp said. It's a matter of convenience, since many people hate to have to fish for a nickel or a dime to feed a meter, he said. If free parking does come about, it will have to be enforced in such a way that meter feeders are forced to move to parking spaces outside the central business core area, Raupp said. Of that problem, Raupp noted, "We're fighting something as old as cars."

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**Arthur J. Krieger**  
*(Articles are in reverse chronological order)*

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Herald & Review (Decatur, IL)  
March 23, 2001

**Clock ticking on center - Search for new senior facility intensifies as demolition nears**

Author/Byline: Arvin Donley

With the city of Decatur's Olde Towne Redevelopment Project moving closer to the demolition phase, Decatur-Macon County Senior Center officials are desperately searching for a new home. Gail Poundstone, executive director of the senior center, said finding a building to meet the needs of her clients will cost more than the \$240,000 appraised value of the current facility at 355 N. Water St.

And it doesn't appear staying in the current location is an option, although Poundstone claims Assistant City Manager for Economic and Urban Development **A.J. Krieger** originally told her she wouldn't be forced to move. "He told me there is no eminent domain," she said. "He told me that on multiple occasions. Now he's saying he never said that." **Krieger** said he never indicated to Poundstone that remaining in the spacious, centrally located building was an option. "There is absolutely no reason we would have told her she could stay," **Krieger** said. He said if it came to the point of exercising eminent domain - which allows the city take control of the property through court action - the city could not pay less than the appraised value of \$240,000. "I think everyone would agree that avoiding the eminent domain situation would be desirable for everybody," **Krieger** said. "But if that's what it comes to, that's what it comes to. We do not expect that it will come to that."

City Manager Steve Garman said eminent domain is only an option if the two sides can't come to an agreement on the selling price. Poundstone said the senior center submitted a written proposal earlier this year requesting that the city purchase the building for \$425,000. She said the offer was rejected, and no formal counter-offer has been made. **Krieger** said he would not comment on the negotiations other than to say "we're confident that when Gail finds an appropriate building, our conversations will resume."

Garman said the city hopes to begin demolition this spring on the east side of Water Street, where all of the properties have been purchased. He said the goal on the west side of the street, where the senior center is located, is to have all property purchased by January and for demolition to begin next spring. City officials declined to divulge the exact nature of the redevelopment plans, which include parts of downtown and other areas in the west-central section of the city.

Poundstone said she's in the process of trying to work out a deal for some property but could not disclose the location. Among the places Poundstone has looked at are the Decatur YWCA and an empty warehouse and office building on Parkway Drive. But Poundstone said she hasn't been able to find a building at an affordable price that is large enough and doesn't need extensive renovation. Usable space at the current location, Poundstone said, is about 10,500 square feet. She said senior center officials looked at the Sports Medicine Clinic, which is moving from its

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location at 202 W. Eldorado St., but estimated that it would cost around \$575,000 for the building, renovation and to purchase nearby property to build a parking lot. "There's a parking garage across the street, but even Steve Garman agreed with me and was flabbergasted at the thought of seniors crossing five lanes of traffic to get there," Poundstone said.

State Rep. Bill Mitchell, R-Forsyth, who will hold a news conference at the Decatur-Macon County Senior Center on Saturday to announce additional state funding for senior centers in Illinois, said it's regrettable that the senior center has to relocate. "The facility they're in right now is adequate," Mitchell said.

Decatur City Council member Phyllis Sands said she had not realized the senior center was having difficulty relocating, but said the issue must be addressed. "It's probably something we, as the council, need to look at," Sands said. "Maybe we need to give them some help. I don't know if that means dollars or just effort in helping them find a place."



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**Arthur J. Krieger**  
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Herald & Review (Decatur, IL)  
January 13, 2001

**CITY WILL END TAX BREAK - Decatur school officials say that the concept has outlived its usefulness**

Author/Byline: Paul Brinkmann

The state legislature and Gov. George H. Ryan may be allowing another 10 years of enterprise zones in Illinois, but local leaders said Decatur's zone will expire in 2003 as planned. "At this point, we have no intention of pursuing an additional 10-year period," said **A.J. Krieger**, assistant city manager for economic and urban development. **Krieger** has administered the enterprise zone for several years. He said none of the 15 taxing bodies involved in the zone - including the city, county and four school districts - have told him they want to extend the life of the tax incentive zone.

Enterprise zones are special districts in which large companies get tax breaks for relocating or expanding. Decatur was among the first six cities in Illinois to take advantage of the zones in 1983. Since then, almost every industrial area in the state has been declared an enterprise zone. The zone has about 400 properties and several hundred property owners. Back in 1983, the city was struggling through one of its worst economic times. The zone was seen as a way to stave off further decay.

As the enterprise zone appears doomed now, officials and businessmen alike are evaluating its performance. **Krieger** said he thinks the enterprise zone has helped, but others are not so sure. Over its nearly 20-year life, the zone diverted \$30.4 million from schools, parks, roads and other public improvements, allowing big corporations such as A.E. Staley Mfg. Co. and Bridgestone/Firestone Inc. to keep the funds. The Decatur School District has seen \$10.7 million abated inside the zone over 20 years. **Krieger** said he believes such incentives were necessary during the time the zone was created and extended in 1993. He said retention of businesses in the area is well worth the loss of revenue. "I think it needs to be pointed out that the zone worked well, but things change. Priorities change and needs change," he said.

Harry McMillan, plant manager at Bridgestone/Firestone, said he thinks the zone has attracted and retained businesses, but it probably won't hurt the company if it expires. The company is struggling with the impact of the recall of 6.5 million tires after they were found to contribute to deadly rollover accidents. "I don't think it will have any impact on Bridgestone/Firestone or the Decatur plant at this time. That is going to depend on us regaining the trust of the buying public." Bridgestone/Firestone comptroller Jeff Eberhardt said Firestone may have closed in the mid-1980s if the enterprise zone hadn't come along. He said the company was trying to decide which plants to close at the time.

Jan Mandernach, Decatur school board member, said she believes the board generally agrees that the enterprise zone has outlived its usefulness. The district is struggling with cuts in staff and services after being denied a tax increase by voters. Martin Getty, the school district's director of

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business affairs, said he will recommend the school board not participate in the enterprise zone again. In fact, the school district has already started laying financial plans based on receiving a boost in tax income after the zone expires. Decatur School District's share of the abatement in 1999 was \$1.13 million, which is equivalent to 25 teachers or the entire year's order of new textbooks. "In 1983, the economic situation of the school was better and the town was worse. I think that was the reason for entering into it in 1983," Getty said.

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Herald & Review (Decatur, IL)  
May 18, 2000

**Decatur earns the No.1 spot in Forbes magazine's ranking**

Author/Byline: Susan Reidy

The community has been named No. 1 of 94 smaller metropolitan Best Places ranked by Forbes Magazine in its May 29 issue. Local business owners and development officials say the ranking verifies that Decatur is a good place to do business. "To some degree, it shows how the economy and this community has evolved and the strides we've made," said **A.J. Krieger**, assistant city manager for economic and urban development. "If you look at the large employers we have, obviously there's a reason why they're all here. The common denominator for them is that they've been able to operate profitably and efficiently."

The ranking was based on eight criteria relating to job growth, wage and salary growth and economic output related to "high-tech clusters," groups of high-tech businesses. The communities had total employment between 24,000 and 83,000 in 1999. The magazine also ranked the 200 Best Places of larger metropolitan areas.

Some business owners who have contributed to Decatur's success said they're glad the area is getting the long-deserved recognition. "There's just a lot of positive things going on here," said Jerry Johnson, president of International Control Services Inc. Since opening in 1992, the contract manufacturer that assembles circuit boards has grown from three to about 75 employees. Part of the company's success is the growing market for electronics, Johnson said. So many items, from toasters to industrial equipment, use circuit boards, he said. "We'll probably see 25 percent growth (during) the next three years," he said. "We may not see that high of employment growth, but I think it will be fairly significant."

Nims Associates Inc. made Decatur its headquarters in 1978. Since then the company has grown significantly, adding offices in other parts of the country. Decatur's been a great place to grow the information technology business, said Jack O'Riley, president, because of the area's strong value system and community support. "It's been great. We like the sense of community, we like the work ethic," O'Riley said. "Everyone has values. "We've always remained optimistic on Decatur; it sounds like it's paying off."

The ranking supports what the Economic Development Corporation of Decatur and Macon County discovered with its retention survey in 1999, said President Jackie Goetter. In that survey, 83 percent of the businesses responded that they expanded in the past year and had plans to expand in the future. Many of the components included in the ranking are items the EDC tracks, Goetter said. "It's one thing for us to be gathering information and sharing it with folks, and it's another thing for Forbes Magazine to do it and be able to compare us with other communities," she said.

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The ranking verifies the community's dramatic economic rebound from high unemployment and labor disputes a few years ago and can also be a benefit in future economic development, said Michael Gullledge, Herald & Review publisher, who will soon take over as chairman of the EDC board. "I think it has a huge impact in the attraction, retention and expansion of businesses, whether it be retail or manufacturing," he said. "(The ranking) is a definite plus for the improvement of our quality of life."

Data used for the rankings came from objective data, mostly from the federal government. Milken Institute in Santa Monica, Calif., analyzed all the numbers. Each community was ranked in eight categories, with the first four counting more in the total than the last four. They were: wage and salary growth in five-year period; latest annual wage and salary growth; job growth from in five years; latest annual job growth; degree to which economic output is concentrated in high-tech clusters relative to the national average; growth of clusters in five-year period; latest annual cluster growth; and breadth of high-tech cluster.

A grade of 1 to 294, with 1 being the best, was assigned to each. Decatur had the best grade in growth of high-tech clusters in five years and the lowest in wage and salary growth in five years. Decatur's overall score was 342.5. Iowa City, Iowa, which ranked No. 2, had 440 points. Kankakee, which came in 91st, was the only other smaller metropolitan area in Illinois that ranked.

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

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Herald & Review (Decatur, IL)  
March 23, 2000

**Area counting on big numbers in census**

Author/Byline: Susan Reidy

DECATUR - Macon County's economic development future hinges in part on whether the community shows growth in the decennial U.S. Census. Aside from its importance to federal and state allocations and congressional redistricting, an accurate census count also impacts the city and county's economic development, officials agree. Forms for Census 2000 are currently being mailed to Central Illinois residents. "As we try to position ourselves in the best favorable light, the one thing that can not be argued with is population gain," said **A.J. Krieger**, Decatur assistant city manager for Economic and Urban Development. "It's as important a demographic as we have." Macon County showed growth of about 7,000 people from 1960 to 1970 and about 6,000 from 1970 to 1980. But the county saw a dip of about 14,000 people from 1980 to 1990. In the city, the population grew by about 12,000 from 1960 to 1970 and about 3,600 from 1970 to 1980. But from 1980 to 1990, the city's population decreased by 10,000.

Decatur and the surrounding area has seen a boom in retail and commercial development in the last two to three years, **Krieger** said. "It hasn't been driven by population growth. It has been attempts to gain market share in a market that was underretailed to begin with," he said. "If we don't show growth in population, then the growth in commercial development will slow." If the population declines or is stagnant, the impression is that there is a finite, maybe diminishing market, from which to gain share, **Krieger** said. "It really puts in jeopardy continued retail and commercial development. It's going to force developers to further analyze our market to determine if there is additional market to be shared," he said.

A community that shows growth is typically assumed to be one that is thriving and is a place where people want to live and do business, said Jackie Goetter, president of the Economic Development Corporation of Decatur and Macon County. In addition to drawing customers from the area's population, companies are also looking for a work force. Macon County is large enough now to attract businesses who have large employment needs, Goetter said. But those businesses also want to see a pool for a future work force that is stable and growing, she said. The long form of the census, which is being sent to one out of six households across the country, provides information that is beneficial to economic development. Questions include such things as marital status, labor force status, place of work and journey to work and income. Such statistical information can help build a case for why certain a business should locate in the community, said Julie Moore, president of the Chamber of Commerce for Decatur and Macon County. While there's no set equation to say how much growth would be needed to keep Macon County on the minds of developers, officials are hopeful it will fall around 3 to 5 percent. "I would like to see a 5 percent increase. I think we will see that if we get an accurate count," Moore said. "I feel we have been undercounted in the past and that hurt us tremendously."

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[CB&A Note: Only the information relevant to **Arthur J. [A.J.] Krieger** is listed below.]

Herald & Review (Decatur, IL)  
February 19, 2000

**Decatur plans shuffle - City manager seeks to split Community Development Department into 2 entities.**

Author/Byline: Huey Freeman

The proposed restructuring mainly hits two departments: Community Development and Economic Development.

The Community Development Department, which has about 34 employees and a \$6.6 million budget, handles such issues as planning, code enforcement and cooperation with community groups. It is led by Cecil Collins, who joined the city in January 1998 after serving as chief operating officer in the New Orleans health department.

The Economic Development Department works with city staff and developers to coordinate such things as site reviews and permits. It is led by **A.J. Krieger**, a Decatur native who joined city staff when the department was created in November 1997 by former City Manager Jim Williams.

Under the plan, the Community Development and Economic Development departments would be eliminated. Community Development's planning and inspection divisions would become part of a new Economic and Urban Development and Redevelopment Department.

**Krieger** would head the new entity, which would have 16 employees. He currently heads a two-employee department. **Krieger** said the restructuring should improve the city's economic development efforts. "We want to make it as easy as possible to develop in Decatur, Illinois," he said.

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[CB&A Note: Only the information relevant to **Arthur J. [A.J.] Krieger** is listed below.]

Herald & Review (Decatur, IL)  
February 19, 2000

**Brick by Brick/ RESTORATION EFFORTS - The Lincoln Square Theatre boasts a new board of directors and a one-year agreement with the Avon Theatre management team**  
Author/Byline: Billy Tyus

Decatur Economic Development Director **A.J. Krieger** - himself a member of the Lincoln board - said assistance to the theater could theoretically come in the form of everything from physical and aesthetic upgrades to external public works improvements.

**Krieger** said he and other officials are meeting with consultants to draft the redevelopment plan for the area and expect to present it to the Decatur City Council on May 1. "One of the primary goals for the TIF, in addition to aesthetics, is to provide an atmosphere downtown that is inviting and conducive to visiting the area," he said. "We want to get people downtown and give them options, thus increasing the foot traffic in the area, which breeds other commercial activity. "A renovated Lincoln Theatre with active dates and a large number of people visiting would be an enormous boost to the district and go a long way toward helping existing businesses and bringing in new ones."

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Herald & Review (Decatur, IL)  
February 9, 2000

**Learning from Quincy/ ROAD TO RECOVERY - Officials say community's rebounding economy offers common lessons for Decatur to study**

Author/Byline: Susan Reidy

For years, Quincy had to rely on itself. Located 68 miles from the closest interstate, the community on the far west side of the state had to be self-sufficient. Residents started their own businesses instead of counting on a national company to open a site in Quincy. But when Interstate 172 connected the town of about 42,000 to the interstate system, economic development officials were ready. In the last decade, Quincy has seen a boom in retail sales, employment and manufacturing expansions. Unemployment is down to 4.3 percent from the double digits it reached in the 1980s. Sales tax increased from \$400 million in 1992 to \$620 million in 1998.

The city's economic success and quality of life grabbed national attention earlier this month because of President Clinton's visit following his State of the Union address. The town was chosen because it exemplified thriving communities across the country. Roughly 150 miles east of the old river community, Decatur has also begun a comeback from the bleak economics of the 1980s and labor-strife-ridden early 90s. And while there will always be differences between Decatur and Quincy because of demographics and population, officials say there are common themes and lessons that emerge from Quincy's experience: Infrastructure is vital; Cooperation among economic development officials is essential; and Retention efforts are critical.

In Decatur, there are proposals to improve access to interstate highways and officials have worked on retaining existing businesses. But officials say cooperation among economic development officials needs improvement.

**Lesson 1: Infrastructure**

Once the I-172 spur between Quincy and Hannibal, Mo., was complete, economic development officials were able to market the city of 42,000 as a region of several hundred thousand, said Jim Mentesti, president of the Great River Economic Development Foundation. In a 50-mile radius of Quincy, the market area increases to 298,000 and to 605,000 in a 75-mile radius. The market can be expanded to such a great distance because Quincy is the largest city in a 100-mile radius.

When they showed those demographics to Home Depot, Mentesti said they decided to take a chance on the town. That set off a domino effect of development which pushed retail sales from \$400 million in 1992 to \$620 million in 1998. With the road in place, manufacturers were also more comfortable with the ability of getting raw products in and finished products out, Mentesti said.

In Decatur, officials hope the expansion of U.S. 51 to four lanes to Interstate 70 and onto Interstate 64 could spur similar development. The expansion would give Decatur better north-



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south and east-west access, said **A.J. Krieger**, director of the city's economic development department. While Decatur is within an hour of major interstates such as 74 and 55, other cities such as Bloomington and Springfield have better access, he said. "I see that (connection to I-70) as probably improving access for communities that are south of Decatur and people who would be coming to Decatur-Macon County to spend money," said Jackie Goetter, president of the Economic Development Corporation of Decatur and Macon County.

To some extent, Decatur is already a regional destination, **Krieger** said, as evidenced by the recent retail development on the southeast side of town. "We're already trying to market regionally. The key now is population growth," **Krieger** said. "The only advantage to marketing regionally is it expands the trade area and the market area population. If we had more people coming into the area, we would have that already."

With an expanded U.S. 51, a logical next project would be creating a U.S. 51 bypass on the south side of town that would connect to I-72 to the north. The beltway will open up more land for development, Goetter said, and open up a route that provides better access to industries on the east side. Any business growth at the airport will hinge on interstate access, said Mayor Terry Howley. "The airport is a hugely underutilized advantage that we have here," he said. "We have to have an interstate link (to the airport). That is the one thing that is always missing in the formula when we talk to people."

But **Krieger** said the benefits of such a bypass are a little unclear at this point. "One can make a reasonable assumption that some development would take place along the bypass. Is it enough to justify the expenditure? It's impossible to predict at this point," **Krieger** said. "There are so many variables that would impact its effectiveness."

#### Lesson 2: Cooperation

The cooperation among Quincy's city, county, state and economic development officials is an important factor when developers look at the city for possible projects, said Mayor Charles Scholz. "It's made a huge difference to have us pull in the same direction," he said. "Whatever is good for Quincy we ought to support it. We work with the county and state and the private sector. We haven't had a lot of turf battles." Cooperation was crucial in sealing the deal to bring Wis-Pak Inc., a soft drink producer and distributor, to town. The company built a 168,000-square-foot facility in 1998, creating more than 50 jobs. Another example is the \$1 million speculative building being developed at the Quincy Municipal Airport through a public-private partnership.

In Decatur, however, officials say cooperation among groups involved in economic development can improve. "The various groups associated with economic development in Decatur can and need to do better job working together," **Krieger** said. "We've got to be on the same page. That means developing relatively common vision." Each organization needs to spend time working on its own goal rather than analyzing what other agencies goals might be, **Krieger** said.

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City Manager Steve Garman recently sent a letter to all development officials asking that they not get involved in any new projects. He would like to meet individually or as a group in spring to discuss the roles of each agency. "It would be smarter to get together before any new major initiatives are done," Garman said. There are many questions that need to be answered, he said, including what is meant by economic development and quality of life. The groups are keeping each other informed but need to improve how they work together toward a common agenda or goal, he said. "I'm not sure we've done a very good job with that," Garman said. "It's just a matter of doing a better job of trying to coordinate the whole thing." A study was completed in 1995 on the future of the city's economic development that resulted in the EDC being spun off into its own group. A consultant was hired in 1998 to define the roles of each group. Howley said the question of whether the city needs all the agencies is still unanswered.

### Lesson 3: Retention

Officials in both Quincy and Decatur say they realize keeping existing businesses and encouraging them to expand is an important part of a community's success. Each year, Scholz and Mentesti visit the out-of-state corporate headquarters of businesses that have plants or manufacturing sites in Quincy. It's good to have the personal contact and let the businesses know the community is there to help, Scholz said. On different trips, the two learned that one company needed an improved sewer system and another needed help with workforce development.

Businesses have continued to expand in Quincy, including Knapheide Manufacturing which relocated its truck body plant to the town in 1995. One business park is filled to capacity with 20 businesses and four more parks with 350 acres for development are available.

Decatur officials said they don't have a program for visiting out-of-state corporate offices but have discussed doing so in the past. Many of Decatur's major employers have headquarters locally or have local representatives who are involved in decision making, Goetter said. "If we felt a visit was in order, we would work with our local representatives to arrange it," she said. "We would never go to a parent company without working through our firms here." A retention survey of 60 businesses that employ 23,000 is completed every two years, Goetter said.

A survey was completed in April 1999 and another will be done in 2001. The purpose was to look at companies' plans for growth and expansion and any issues the community needed to work on, Goetter said.

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Herald & Review (Decatur, IL)  
December 15, 1999

**Decatur's sprawl worst, group says - Report indicates city developing land faster than population growth.**

Author/Byline: Tom Collins

The Decatur area leads Illinois in one measure of urban sprawl, according to a report scheduled for release today by the Chicago-based Metropolitan Planning Council. The report, "Sensible Growth in Illinois," states the Champaign, Rockford and Peoria areas gobbled up more additional land than Decatur did between 1960 and 1990. But when researchers saw how these areas grew in comparison to their populations, Decatur outpaced all other areas in the state.

"In Decatur, developed land expanded approximately 14 times faster than population," the report said, "(while) in Springfield the rate was seven times faster, (and) Peoria and Rockford five times faster." Trailing those areas were Chicago, the Quad Cities and Champaign-Urbana. All figures were based on census data, the report said.

The council is made up of developers, local government officials and civic organizations from northeastern Illinois. The report was released as part of the council's "Campaign for Sensible Growth," urging Illinois cities to adopt measures to control the conversion of open space into residential areas. "Illinois cities and towns can grow and adopt policies that preserve open space, protect natural resources and improve quality of life for residents and business," said MarySue Barrett, council president. "But it will require everyone - government, business, environmentalists - to commit to a strategy for sensible growth that works for local communities." Without such planning, Barrett said, traffic could worsen, water supplies could be stretched and native species could be threatened.

Julie Moore, president of the Chamber of Commerce for Decatur and Macon County, agreed that the Decatur area has grown substantially over the years. "There's the obvious growth in Forsyth, where there are new subdivisions all over the place," Moore said. "North of Decatur, in the last 20 years, has just exploded. "Also, we've seen tremendous growth in the Mount Zion area," she said. "It's hard to see where Decatur leaves off and Mount Zion picks up - and that wasn't true 10 years ago."

But city and county officials argue growth is being managed in the Decatur area and that growth is not inherently bad. "We see a lot of development going on - that's true," said Shannon Allen, Lake Decatur watershed specialist with the Macon County Soil and Water Conservation District. "But a lot of the development has gone on within the city limits. There's only been a few that are out in the middle of nowhere, and those we have objected to."

When the growth occurs within or adjacent to city limits, the conservation district can gauge the environmental impact, providing developers and regional planners with the tools to plan local

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growth. "We've held meetings on these issues," Allen said, "and everyone's aware that, yes, we're growing and we're growing fast."

**A.J. Krieger**, director of the city's economic development department, said he supports the philosophies behind the report, but questions the math. "Generally, my reaction to the report is that it's a contrived use of artificial numbers intended to cast negative aspersions on development," **Krieger** said. "Logic suggests you have to look at each city individually to determine whether growth has had a positive or negative impact." Whether the growth recorded over 30 years is good or bad is completely subjective, **Krieger** said.

"I think anybody involved in economic development and planning certainly has to grasp that the principles of (the report) are good, and should be embraced by units of local government," **Krieger** allowed. "But like anything else, we need to strike a balance between the wants and needs of private enterprise, and those of our citizens," he said. "I think in Decatur we have room to do that."

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Herald & Review (Decatur, IL)  
March 28, 1999

**Downtown returns to its roots - Its historical role as a legal and financial center points the way to a new prosperity in Decatur's future.**

Author/Byline: Special to the Herald & Review

Dayle Irwin remembers the downtown Decatur of her childhood. As sixth-grade students in the late 1950s, she and a girlfriend would ride the city bus to go to the movies or try on clothes at the department stores. Later, as a student at Stephen Decatur High School, downtown was the place to be after school. That was before the high school's new home was built in 1975 and before Hickory Point Mall opened in 1978. Today Irwin, who oversees the local history collection at the Decatur Public Library, recognizes her memories of downtown Decatur are more suited to history books than future plans.

Decades of urban planning attempts to keep downtown as the only center for retail business have failed in Decatur as in almost every other downtown in North America. But even the empty storefronts and migration of retailers like Sears, Roebuck and Co. and K's Merchandise Mart last year are not necessarily a sign of the imminent demise of downtown. "It is actually quite progressive," said Roberta Brandes Gratz, journalist and author of a new book, "Cities Back from the Edge: New Life for Downtown." "It is advancing to what it was," before large retail stores existed.

The retro process returns downtowns to their core qualities. From there, Gratz advocates programs that nurture grass-roots downtown business growth - a process she calls urban husbandry. From its assets, whether coffee shops or popcorn stores, dance studios or information entrepreneurs, downtowns can grow with a mix of businesses that are completely unique. "If you have a county courthouse, or a government agency of any consequence, it is an asset," Gratz says. "In urban husbandry, you start with your assets."

**Link to the past**

The Macon County Courts Facility, commonly known as the courthouse, remains the cornerstone of Decatur's past and its future. Decatur was mapped out in 1829 to fill a specific need. "The roads were terrible and it was too difficult to make the long trek to Shelbyville to go to court," Irwin said. So a county was carved out from its neighbors at the geographic center of the state and Decatur chartered to be at the center of the county, Irwin said. "There really was no reason for Decatur other than they needed a county seat," she said. Indian trails and settlements were not near downtown, but when it was finally determined where the courthouse should be built, the town took shape.

One hundred and seventy years later, the renewal of the county courts facility and county offices seems to have solidified downtown's future. Despite some difficulties in renovating the county buildings, including the added space of the former Ambassador Hotel, county government's footprint is firmly fixed downtown, said Robert Owen, chairman of the Macon County Board.

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"It's hard to predict what a successor is going to do in government, but I can't imagine not being here in 2010," Owen said. "There is plenty of room, and everyone is relatively happy with what we have done. I know Macon County government remains committed to downtown."

With the county offices, downtown also has historically been the center for the financial and legal community and the restaurants and shops that serve them. And while growth downtown is not like the new construction along U.S. 51 near the Hickory Point Mall, demand is strong for office space, and some shops and restaurants are enjoying the best business ever.

"We've been through the worst of it," said Corydon "Corky" Nicholson, president and CEO of Union Planters Bank, who recalls writing his senior thesis in college about the future of downtown. "We've endured some bad times but I just can't see it going back." Nicholson speaks for many who say the economy for downtown has bottomed out. "1995 was the benchmark year," says developer John Cardwell, who estimates his investment company leases about 300,000 square feet downtown. "In 1995 I decided it had to be the worst situation this town was going to get," he said. "In 1995 I bought everything I could get my hands on and then it turned around."

When he began investing, downtown's office space was 50 to 60 percent occupied, Cardwell said. While it is difficult to judge how much is filled overall, Cardwell says he has only 11,000 square feet idle. Nicholson, for his part, says he has had to turn people away who wanted to lease space in the upper four floors of the Millikin Court building. The cost for office space downtown has fallen to a point where it is now very competitive with other locations, Cardwell said.

Many restaurants are seeing steady demand for lunch.

"Our lunches are still full," said Cardwell, speaking of his restaurant, Jimmy Ryan's at One Main Place. Likewise, noontime business at Jimmy John's sandwich shop is brisk.

Banking's future, while changing because of deregulation of the industry, should remain relatively stable, according to both Nicholson and Cardwell. Having a downtown bank is as much a psychological requirement as anything, Nicholson said. While Cardwell expects the names of the banks downtown to continue to change as deregulation makes acquisition and mergers easier, he doesn't foresee drastic reductions in the number of institutions located downtown.

Future growth

Taking advantage of what is there instead of planning every move has been a shift in the last 30 years. Watching the errors of Landmark Mall and other urban planning projects has led city government to look for ways to assist the river of free commerce rather than marking a course for it. "We are working on the supply side of commercial development," said **Arthur J. Krieger**, the director of the city's economic development department. The goal for downtown development is to help eliminate obstacles for business downtown and to actively approach prospective business to ask about using existing space. "We have a commitment to not

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abandoning and trying to reuse as many structures as we can," **Krieger** said, although he leaves the door open to demolishing some downtown buildings, calling it "addition by subtraction." One example of reuse is the remodeling of the former Sears store on Franklin Street for a new Decatur Public Library facility. History is a unique quality for downtown, a strength that will be emphasized in any development, he said. Historical ties are also at the heart of an effort by the city to tighten the ties between downtown Decatur and Millikin University, **Krieger** said. He notes how partnership between the Decatur Park District and the university has led to a joint venture to construct a sports complex near Fairview Avenue and Wood Street. The city is exploring ways to enhance the historic corridor between downtown and the university in an effort to capitalize on opportunities of both areas.

**Krieger** says the fundamentals of Decatur's downtown make it a desirable location for investors. Traffic surveys done in 1996 of Main and Water streets estimated about 30,000 cars pass through downtown daily. There are no reliable figures about how many people are actually downtown each day, but even the passing traffic presents opportunities, **Krieger** said. "When you have built-in traffic, you have built-in demand," **Krieger** said. The biggest challenge the city faces is making downtown comfortable enough for people to want to stay.

That strategy may be at odds with the trend toward what marketers call destination shopping - heading downtown for one purpose, to go to the one store that is unique. The success of Talbots, the high-end national women's clothier, is likely to attract other retailers who specialize in providing a variety of items in a store that is easy to get into and out of, said Kara Demirjian-Lebo, a driving force in bringing Talbots to Decatur last March. "I think you are going to see a move to destination locations," says Demirjian-Lebo, the corporate marketing manager for DemirCo Properties. These are stores that are easily accessible and shoppers can quickly enter, get a line of clothing and accessories and depart easily, she says. "The wave of the future is specialty stores," Demirjian-Lebo says.

It may also have been the way of the past.

One of Decatur's oldest downtown retailers has been in business for more 65 years and is going stronger than ever, its owner reports. The specialty business - popcorn. Del's has been passing out popcorn and sweets since 1934, and owner Lou Ann Jacobs says the last few years have been some of the best since she bought the building in 1976. There have been some ups and downs over the years, but customers always seem to find her caramel apples and popcorn. The future for Del's might mean venturing outside downtown, but never at the expense of what she has going on Merchant Street. Maybe a freestanding building with more parking, she says. But for now she looks optimistically on the signs of economic vitality in her neighborhood. "It's starting," she says.

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Herald & Review (IL)  
October 9, 1997

**A.J. Krieger to lead city development department**

Author: Tim Crosby

DECATUR -- **Arthur J. "A.J." Krieger**, who last year was temporarily in charge of the city and county economic development foundation, will become the first director of the city's new economic development department. **Krieger**, currently director of business development in the northern Illinois city of Woodstock, accepted the city's offer on Monday and will start his new duties Nov. 3. **Krieger**, 29, has a masters degree in public administration from St. Louis University and bachelor's degrees from Southern Illinois University-Carbondale. He served as interim executive director of the Decatur-Macon County Economic Development Foundation from July 1996 to January 1997 and was the foundation's marketing director prior to its separation from the Metro Decatur Chamber of Commerce. **Krieger** also was a finalist for the assistant city manager's position late in 1996. He has worked in Woodstock since February.

**Krieger** is the third new economic development specialist appointed this year in Decatur. He follows Julie Moore, who in May was named president of the Chamber, and Jackie Goetter, who was hired last month as executive director of the Decatur-Macon County Economic Development Foundation. **Krieger** said by creating the new department, the city has shown it is serious about strengthening its economic development efforts. "One of the things I want our department to become known for is a spirit of cooperation," said Wednesday. **Krieger** acknowledged Decatur's economic development situation is much different from that in McHenry County, which is one of the hottest economic growth areas in the country. "In Woodstock, it's more about managing growth, being selective and highly restrictive," **Krieger** said. "I want it to be as easy for business to develop in Decatur as it is anywhere. We're going to be aggressive and compete for projects."

The new department is aimed at streamlining permit, site plan review and other functions among city staff, businesses and developers. City Manager Jim Williams, who proposed the department, said the idea is to make it easier for businesses to proceed with projects and encourage them to locate in Decatur. The department, at least in the near future, will include **Krieger** and one other employee. It initially will be financed with \$150,000 from the current budget. No details on **Krieger's** contract were available Wednesday. The city has been criticized by developers for having too much red tape. **Krieger** said he wants to evaluate that criticism and find ways, if necessary, to solve the problem. "Rather than focus on the obstacles, we're going to focus on the positives," **Krieger** said. "The city took some bad publicity in that area for awhile. We're going to find out if it's true or not. Our overall mind-set will be cooperation and efficiency." **Krieger** said he also is excited to return to his adopted home city. Though he was born in St. Louis, he was raised in Decatur and graduated from St. Teresa High School. His family still lives in the area. "It should be an easy transition," he said. "I know a lot of the people."



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Herald & Review (Decatur, IL)  
October 1, 1995

**City launches petition drive - Mayor estimates up to 15,000 signatures collected in support of prison.**

Author/Byline: Nancy Jo Batman

A steady trickle of prison proponents paused in front of the Decatur Civic Center on Saturday morning to sign petitions to be taken to Springfield on Tuesday. But many others stopped to pick up handfuls of petitions for their friends and neighbors to circulate.

D'Arlene Rozanski, who had a newspaper story on the prison pinned to her shirt, said she just thinks Decatur needs a boost. "Some city is going to get it; I'd like it to be Decatur. And I wouldn't even care if it were in my own back yard," she said. She was planning to spend the day in high traffic areas, gathering signatures at supermarkets, drugstores and in her neighborhood.

As of Saturday, Mayor Terry Howley estimated, some 10,000 to 15,000 signatures had been collected. They will be brought to Illinois Department of Corrections officials on Tuesday when city officials make their pitch for the prison. "Decatur is an excellent site, and the folks in Springfield know it," Howley said. "But that is only one of the criteria by which the prison site selection will be made. The other two include an incentive package and community support. "The community support is the one we can't control. It is up to the people here to get behind this," he said. "The governor and the staff want to put the prison where it will do the greatest amount of good for dollars coming into a community. The payroll -including wages -will be somewhere around \$17 or \$20 million a year," he said. "And in a community the size of Decatur, they estimate the money will turn over seven times."

Pat Perry, a mental health technician at the Adolf Meyer Mental Health Center, also picked up petitions on Saturday. "I feel Decatur needs the jobs. I'm going to get as many signatures as I can," she said.

**A.J. Krieger**, marketing representative with the Decatur-Macon County Economic Development Foundation, also was on hand to explain questions and pass out petitions. "This prison would provide 400 jobs for people in the area," he said. "There are always emotional aspects tied to a project like this, but I give Mayor Howley a lot of credit for providing a public forum to address those fears. "We're going to pay for this prison one way or another through our tax dollars," **Krieger** said. "So why not here in this community where we can realize the benefits? "I'm happy with any turnout we can get on a beautiful Saturday morning," **Krieger** said.

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Research Compiled by: Christopher Nestman  
Colin Baenziger & Associates



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*CB&A Reference Notes*

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Reference Notes  
Arthur J. "A.J." Krieger

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**Scott Charles – Trustee, Town of Erie, CO 732-690-5580**

Mr. Charles has known Mr. Krieger since 2014 and they worked together for about four years. Mr. Krieger had only been with Erie for two years when they met, and the institutional knowledge he had about the town and organization in that short time was just outstanding.

Mr. Krieger was exceptional. He was very intelligent and was always aware of what was happening. He was generally ten steps ahead of everyone and he excelled in every way. He was well liked by the staff and always hit the deadlines and target the Council put before him. They were very happy with his performance.

While not every staff member was exceptional, the Directors Mr. Krieger hired were fabulous. They liked working with him so much that they followed him to Firestone when he left. They truly respected him and enjoyed working for him.

If you look at where Erie was when Mr. Krieger was hired, versus where it is now, you can see how well he makes decisions. The town grew in such amazing ways during his tenure. They had multiple major commercial properties developments come to the community, as well as major retailers and chains, due to his diligence. The community has suffered without his leadership, and they would be so privileged to have someone half as diligent, intelligent, and as good intentioned as Mr. Krieger was.

Mr. Krieger was in the office early in the morning and late at night. He attended all the ground breakings and other community events. His children participated in sports and activities, even though they did not live in the town. He had a true love and respect for the community.

Mr. Krieger had regular conversations with the elected body and sent email updates. He was proactively and consistently communicative. He set the bar high for the administrator who followed him, but not many perform at the level Mr. Krieger does.

Towards the end of Mr. Krieger's tenure, they had a land dispute with a neighboring municipality that ended up in court. Mr. Krieger's thoughtfulness throughout the process was very good, and his idea to resolve the issues was ingenious.

When subordinates and directors had an idea, Mr. Krieger let them present the idea to the elected officials or community. He was proud of the staff and did not rush to take credit. He leads in a way that allows others to lead, too. A few people in the planning department really stepped up to find solutions to problems that were widespread throughout the project.

In terms of finance Mr. Krieger was terrific. He was intelligent and could provide numbers from the top of his head at any point. He was intimately aware of the budget and what was happening with it. He had an uncanny ability to remember numbers. He could also give you a date without looking at a calendar. He was very astute and conservative with the budget. If a department

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needed something, he encouraged the Council to fund it but then held off on less important expenditures for another year or two.

Mr. Krieger was always timely in completing the work. Board meetings could be intense at times, but he responded well to it. Constituents come to town hall very heated at times because they are not happy with projects. He never became overly emotional or angry.

The town has had controversy, particularly with oil and gas concerns in the area, but Mr. Krieger has not been involved in anything questionable or immoral. The newly elected officials did not think that he would carry out their vision. While Mr. Krieger may not have agreed with every decision made, he understands his role and would have moved their goals forward. Everyone had a deep respect for him and never complained about him. They have complained about the manager who followed him, however. Mr. Krieger is also well liked in Firestone and residents have stated he is doing a wonderful job there.

Mr. Charles would hire Mr. Krieger without a second thought, he is phenomenal. Most of the community and the board members were extremely happy with his performance. Early on Mr. Charles did not agree with Mr. Krieger's recommendations but that was because he did not yet understand all aspects of government. Even when having a difference of opinion, Mr. Krieger maintains a level of professionalism. Any community would be lucky to have him.

**Words or phrases used to describe A.J. Krieger:**

- Intelligent,
- Forward thinker,
- Communicative,
- Pleasant to work with, and
- Respected.

**Strengths:** Quickly gains institutional knowledge of an organization, excellent negotiator particularly with economic development, forms relationships with different parties, people person, garners respect which helps in moving project forward and in securing contracts that benefit the community.

**Weaknesses:** He is very intelligent and always tries to help board members, but he might be flying a little above them at times and needs to take additional time to explain. However, he was always very good. When Mr. Charles was elected and did not know his role or how it was supposed to work, Mr. Krieger always took the time to explain matters without making Mr. Charles feel dumb.

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**Dan Woog – Former Trustee, Town of Erie, CO 303-981-6865**

Mr Woog was a Trustee for Erie from 2013 to 2021. He met Mr. Krieger in this capacity. Mr. Krieger was very impressive. He was very forward thinking and had a good vision, while understanding that he needed to pursue the Board's vision. He presented options to the Board along with their advantages and disadvantages, and advised the Board as they did not have a background in government. He moved forward with whatever option they selected. His experience, wisdom, and understanding were very impressive. He was ahead of other managers.

Hiring personnel was a great strength of Mr. Krieger, his staff were top notch and they performed at a high level because they enjoyed working with him. A handful of the employees from Erie followed him to Firestone. He was innovative and a change agent. He came up with ideas to make things work, particularly if it was an initiative that the Board wanted. He thinks outside the box more than some government officials.

Mr. Krieger seemed to be at almost all the events, he was available and represented the town well. He worked well with the public and they seemed pleased with his efforts because they did not complain about him.

On issues, Mr. Krieger worked with the Board and the staff, and always looked for ways to turn a project into a win/win. One such issue related to concerns with eminent domain. He realized it would be a hot topic in the community and worked with everyone to find the best solution.

Good with budget and numbers, finance was another strength Mr. Krieger had. He also had good negotiating skills, particularly when working with developers. He made agreements that were good for the town because he had a good working relationship with the developers. The way he managed the resources and handled negotiations was impressive.

Judging by Mr. Krieger's evaluations and all that he was able to accomplish, he did very well at meeting deadlines and moving projects forward. He puts everything into his work and has a good balance between work and his family. Even in challenging times, he is never too up or down, he is just very solid.

A new Mayor and some Board members were elected, and Mr. Krieger left Erie shortly after that. Mr. Woog cannot recall if Mr. Krieger resigned or if they let him go. Erie is in two counties that have entirely different political views. His departure from Erie was not a reflection of him, but of the political divide in the town. He did well and was consistently given raises. Mr. Woog has spoken with the former Mayor in Firestone, who was also very happy with Mr. Krieger.

Mr. Woog would hire Mr. Krieger in a second. He is ahead of other managers, and he works at another level. He has that good combination of understanding government but also having a good business mind, which is a great combination for a manager. He is balanced and always communicates well, even on the weekends. He puts so much into his work.

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**Words or phrases used to describe A.J. Krieger:**

- Communicative,
- Intelligent,
- Open to suggestions from staff,
- Driven,
- Pursuing the vision of the board, and
- Good at completing tasks.

**Strengths:** Forward thinking, visionary, experience, wise, understanding of government.

**Weaknesses:** Mr. Krieger shared his opinion on ideas with the Board, but always complied with what they decided even if he disagreed. Mr. Woog appreciated that he gave his opinion, but some elected officials may not have. Also, he was always in the office early and he left late, he could take more personal time.

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**Fred Mahe – Former Trustee, Town of Erie, CO 917-499-4523**

Mr. Mahe was on the Board when they hired Mr. Krieger in 2011. Mr. Krieger was a great Administrator for their town. While the Board was elected, Mr. Krieger was the one that buttoned everything up and lined up employees, residents, and community stakeholders to present information to them for consideration.

To ensure that everyone was in the right position in the organization, Mr. Krieger had everyone reinterview for their position. He hired good staff and managed the existing staff well. Some of their employees followed him to the next job. He had a CEO mentality and made good decisions, not just for today. He saw the impact for the long term and adjusted accordingly.

Mr. Krieger attended every Town meeting and study session, and he was always professional. He gave the Board plenty of advance notice when he was going to be out of town or on vacation. The Board looked up to him and relied on him to steer Erie in the direction they wanted to go in. At times the debates became emotional, but he was always relaxed, steady, and always kept the Town’s best interest in mind.

To keep the Board informed, Mr. Krieger sent out regular detailed emails. Mr. Mahe often called to discuss the items, rather than read through the email. Mr. Krieger explained each item as well as the benefits and drawbacks to options. When Board members are first elected, they do not generally understand sewer and water rights and things of that nature. He always took the time to explain what they did not understand.

Some in the community wanted oil and gas operations and others did not, and the two groups were often in contact with Mr. Krieger. Some people bought land next to oil and gas operations

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to build houses and they were complaining about the oil and gas operations. Mr. Krieger brought all the stakeholders together and listened to them all. He stayed very calm and moved the discussion forward. He brought a team together who researched options and set hours of operations that the oil and gas employees could drill. He made everyone feel as they had been heard throughout the process.

During Mr. Krieger's tenure he restructured or retired a bunch of their debt. Interest rates were low, and he took advantage of them to save the organization thousands and thousands of dollars a year. He rates high in financial stewardship. He always had his ear to the ground on water rights and always knew when there was a big sale on water resources. He suggested they buy some water shares, even though it was expensive, because it most likely would have gone even higher. The Town did well in that transaction.

When given direction the Board expected Mr. Krieger to report on the progress every Tuesday. He was never late and always had what they needed. He had a good rapport with everyone, and his reports were thorough enough to satisfy the Board. He stayed calm in difficult situations and was always very fair. He knew there was a middle ground, and he knew how to get there.

Mr. Krieger stays out of controversy. He left Erie for a better job and because he wanted a challenge. Mr. Mahe would hire Mr. Krieger and would also go into business with him immediately, if he had the opportunity to. He was the best Manager Mr. Mahe has ever seen. Any community would be lucky to have Mr. Krieger and anyone considering him should hire him as fast as they can.

**Words or phrases used to describe A.J. Krieger:**

- Integrity,
- Calmness,
- Confident,
- Competent,
- Truthful,
- Thorough, and
- Strong.

**Strengths:** Really levelheaded, very available to residents, staff, and the Board, paid attention to people and their needs, very prepared for meetings, always knew what was happening, good leader, integrity, does what he says he will do.

**Weaknesses:** At times Board members tried to get him worked up so that he would join their cause. He was very calm and even keeled and stayed neutral. While this is what he is supposed to do, they sometimes wanted him to side with them.

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**Jessica Koenig – Former Town Clerk, Erie and Firestone, CO 303-775-3322**

Ms. Koenig was hired by Mr. Krieger in 2017 and she cannot speak highly enough about him. He is a great leader and just phenomenal at his job. He is a strong mentor, and his skills in coordinating with people and economic development are unparalleled.

A good judge of character, Mr. Krieger reads people and understands them quickly. He makes insightful comments and perspectives in meetings. He is a great decision maker and is very strategic, he considers all perspectives and outcomes. He is innovative and has really high standards. He impresses to staff what the vision is and then gently, but firmly, reminds them of the standards. When he sees an issue, he does everything he can to improve it and really learn from it at an organizational level.

At every meeting, Mr. Krieger attended meetings that Town Managers do not normally attend like homeowner association meetings. He was very involved in the community and went above and beyond. He works well with the public because he is a great communicator. He is also good at forming relationships and collaborating with community members to help them understand the delicate balance that occurs with any issue.

Mr. Krieger was very good at keeping the Directors and employees informed. He made sure that the whole organization was receiving the same information, and he also made sure that employees did not learn information from residents instead of from him or the Directors.

The budget in Firestone was not well organized and funds allocated for the water fund were held in the same account as the general fund, which carried some risk because money could be spent on resources that were not appropriate. Mr. Krieger worked closely with staff to reorganize the funds. He created unique account numbers for each fund. While it helped them significantly from an internal and financial perspective, it also helped the community better understand the ebb and flow of various funds.

Being great at self-management, Mr. Krieger always follows through on tasks and reports back. He responds very well to stress, and when a situation becomes more difficult, he tends to grow more eloquent and handle himself even better. He responds to stress in a positive way.

In government, a simple housing development can become controversial. Mr. Krieger navigated every instance with grace, kindness, and understanding. He handled everything so well. He always tried to make the best choice and do the best he possibly can.

Ms. Koenig would hire Mr. Krieger and really admires him, he is a game changer. He sees what most people miss in an opportunity. Anyone who has worked with him knows the amazing work that he does. He will be such an asset to any team and his capabilities are limitless. He is an amazing professional.

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**Words or phrases used to describe A.J. Krieger:**

- Excellent leader,
- Grows the staff,
- Change maker,
- Visionary in that he sees an opportunity and pursues it,
- Great head for business,
- Excellent judgment,
- Really good person, and
- Extremely intelligent.

**Strengths:** Great leader, phenomenal person, mentor, works well with others, economic development.

**Weaknesses:** He has been working on compartmentalizing tasks and taking a step back when things are too chaotic. He is doing much better about setting something aside to review it in a few months with a fresh perspective.

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**Kim Stewart – Police Chief, Town of Erie, CO 303-324-9155**

Ms. Stewart has known Mr. Krieger since 2013 and on a professional basis only. Mr. Krieger is a superb manager. He and another supervisor she had in the military were the best supervisors of her adult career. She wishes that she was still working for him.

The only hiring decision made by Mr. Krieger that did not end well was fine during his tenure. The Parks and Recreation Director he hired was superb in her role. The Board promoted her as the Manager after Mr. Krieger left. She was power hungry and let many employees go. However, she was a fantastic Director, which is what Mr. Krieger hired her for, and the Board promoted her to the Town Manager position, not Mr. Krieger.

Mr. Krieger is very innovative, and he thinks outside the normal way of doing things. He hires good people and leads them to move in the same direction to accomplish the work. He was good about keeping the staff informed. He was always professional, and he is savvy. He knows how to get the job done, and he keeps things moving. He stays calm and composed in stressful situations. Unless you know him, you cannot tell he is stressed.

Mr. Krieger was often out in the community, and he worked very well with the public at meetings and events. He had superb financial skills. He was great with money and very fiscally responsible. When Ms. Stewart asked for two officers, he gave her one in January and one in July. He found a way to make it work, it just took a little longer to get the second person.

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Oil and gas in the community was controversial at times but Mr. Krieger was never forceful about what he thought should happen, he waited for direction from the Board. He was blamed for state laws related to oil and gas, which he had no control over. His conduct was clear of anything that would embarrass or concern an employer. He left Erie because the Board let him go.

As a gay female in a male dominated field, Ms. Stewart had an honest conversation with her supervisor at the time about her career options and was told that, as a commander, she had gone as far as she would go. She appreciated the honesty and began looking for a municipality that was more accepting of diversity so that she could further advance in her field. Prior to applying for the position in Erie, she had a conversation with Mr. Krieger to learn if she would be wasting her time by applying. He responded that he was offended by the question, and if she could do the job, she would be considered for it. He hired her and gave her an opportunity that she would not have received in many other places. Working for him was the best career decision that she made.

Ms. Stewart would hire Mr. Krieger and would work for him again. She would have followed him to Firestone if she were not so close to retirement. He hired a fantastic Police Chief in Firestone who is working wonders for the community. She has the utmost respect for him.

**Words or phrases used to describe A.J. Krieger:**

- Earns respect,
- Get it done type of manager,
- Good sense of humor,
- Wants the best for employees and the community,
- Team player, and
- Intelligent.

**Strengths:** Direct, very intelligent, understands how to get teams moving in the same direction.

**Weaknesses:** He is very direct, and some do not like that style of communication.

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**Larry Jones – Bishop, Greater Grace Church, Ferguson, MO 314-482-5057**

Mr. Jones met Mr. Krieger when he was the City Manager for Ferguson, around 2005 or 2006. Mr. Jones was starting the process of building a church and met with Mr. Krieger. They needed a special use permit and had to go through the Council and community. Mr. Krieger knew the process and the rules and was very helpful. One group was against the church, and he helped with that, too. He was objective and fair.

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Mr. Krieger is all about progress, he wants the city to move forward. He is honest and was highly helpful to the community. They encountered many obstacles during the permitting process, but he was always very impartial. His decisions were always good.

As representative of the City, Mr. Krieger led the day to day operations and was a good team player. He was also very conscientious and wanted to do the right thing for all people. He is good with communication and his door is always open. Even though they are no longer in the same state, he is still very responsive to Mr. Jones.

Because Mr. Krieger is very straight forward, he has not been involved in any controversy. He resigned from Ferguson because the community had a powerful faction that did not want to move forward, and he wanted to work for an organization that did. Mr. Jones was heartbroken when Mr. Krieger left, he came a long way and worked hard. His departure was a loss to the city.

Mr. Jones would hire Mr. Krieger, he is someone you can trust and respect. If a community wants a good, honest, solid manager who can move them forward and respects all aspects of a community, he is the person to hire. Whoever hires him will be really happy.

**Words or phrases used to describe A.J. Krieger:**

- Professional,
- Visionary,
- Team player,
- Policy driven,
- Friendly, and
- Communicator.

**Strengths:** Team player, great leader, conscientious about doing his job, good with residents.

**Weaknesses:** None identified.

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**Lenora Gonzalez – Former Billing Clerk, City of Northglenn, CO and  
Former Building Technician, City of Sheridan, CO 303-961-8757**

Ms. Gonzalez has known Mr. Krieger since 2006. She was the Billing Clerk for Northglenn but resigned to help her husband with his business. After he went to Sheridan, he called her to ask for her help and she became their Building Technician. She stayed in Sheridan for nine years. He was a great manager in both places. He was easy to get along with and very understanding.

Mr. Krieger made good decisions both in hiring and in general. He was very innovative and really pulled Sheridan out of a hole by refinancing certain developments. He had great ideas in many areas and improved the city's financial situation.

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Mr. Krieger attended the Council meetings. He has a very calm demeanor which served him well with residents. He was a great listener and assured them that their issue would be resolved.

Mr. Krieger sent regular emails to staff to keep them updated and let them know what was decided at Council meetings. He brought employees together to work on handbook updates, and often gathered different teams for various projects.

Sheridan was not sure if they had enough money for payroll when Mr. Krieger was hired. When he left, the financial situation had completely turned around and they are very secure now. He was adept at handling finances. He was good about meeting deadlines and stayed calm in even the most difficult of situations.

One controversy was with the Police Chief, but Mr. Krieger was able to bring them through the situation. He was very good about keeping confidential matters close to his chest and private. Ms. Gonzalez is not aware of anything controversial involving Mr. Krieger. He took the job in Erie to be closer to home, Sheridan was a one-hour commute for him, each way.

Ms. Gonzalez would hire Mr. Krieger and would happily work for him again. He is amazing. He is a very kind person and very caring.

**Words or phrases used to describe A.J. Krieger:**

- Devoted,
- Good listener,
- Cautious,
- Understanding,
- Patient,
- Thoughtful, and
- Kind.

**Strengths:** Great listener, let staff share ideas and perspectives.

**Weaknesses:** None identified.

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**Bill Hayashi – Town Attorney, Town of Firestone, CO 303-807-5257**

Mr. Hayashi has represented municipalities for over three decades. They met when Mr. Krieger came to Sheridan in 2008. Mr. Hayashi has also represented Firestone since 2019. Mr. Krieger is the best manager that Mr. Hayashi has ever worked with. Mr. Krieger kept everyone informed.

The Finance Director in Sheridan did not come to work, they were flat broke, and the Police Chief had some controversial issues. Mr. Krieger walked into a multitude of issues and the Town

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could barely make payroll. Mr. Krieger refinanced the bond, which was a plus. He stabilized the town and built-up their reserves.

The communities that Mr. Krieger has worked for have urban renewal authorities and he made decisions to promote growth and development. His decisions on big projects and in routine matters with residents and business owners were good across the board.

Refinancing the urban renewal project in Sheridan was a big venture and, in the process, Mr. Krieger had to work with the bond counsel, underwriters, and the staff. He led the process well. He was always responsive. He stayed levelheaded and could handle the stress of the job. He dealt with much criticism in his position.

Mr. Krieger has not been involved in any controversy. He left Sheridan for a better job in Erie. Mr. Hayashi cannot think of anyone who has a negative opinion of Mr. Krieger.

Mr. Hayashi would hire Mr. Krieger, he is the best manager that Mr. Hayashi and his firm has ever worked with. He is qualified to lead any city. He dealt with every matter that needed to be addressed, including personnel matters and other items that had been ignored for years.

**Words or phrases used to describe A.J. Krieger:**

- Straight forward,
- Honest,
- Hard working,
- Big picture,
- Driven, and
- Team player.

**Strengths:** Great leader, well organized, smart, works hard, team player, innovative.

**Weaknesses:** While he may come across to some people as stubborn, he is always reasonable.

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**Paul Zilis – Former Water Counsel, Town of Erie, CO 303-618-0650**

Mr. Zilis worked with Mr. Krieger from 2011 to 2018. Mr. Zilis is an attorney who handled all the water concerns for Erie during Mr. Krieger's tenure.

Erie is on the front range and is mostly residential, but they wanted to attract commercial properties. Mr. Krieger did a great job of orchestrating the process. He did an excellent job in general, and he always kept his eye on the ball.

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Mr. Krieger hires good staff and is well liked by them. Many of their employees followed him to Firestone which is a significant compliment. He communicates well, generally through email, phone and text.

Erie was growing so quickly and they had to stay on top of water. The largest problem is availability. Erie was involved with a big project that included 13 other participants and it was becoming more expensive every time they turned around, while also not moving forward. Mr. Zilis and Mr. Krieger worked on a concept that used their current resources but maximized their water. The idea was approved, and the project is under construction. It will be less costly to the city, and will be completed much, much sooner than the other option.

One belief that Mr. Krieger firmly has is that it is important to work with their neighbors. Instead of fighting over resources, share them to the benefit of all. He made many connections and Erie has seen great benefit from these partnerships.

In the projects they worked on Mr. Krieger really helped drive the bus in terms of finance. He understood the details, the funds, and determined all the fees. He was very responsive. Every day was stressful, but they had fun while they worked to complete the mission.

Mr. Krieger has not been involved in anything controversial. He left Erie because of a personality conflict between him and the Mayor. That said, a manager's job is one of the hardest jobs there is. They serve at the Board's whim, and the Board changes every few years.

Mr. Zilis has worked with eight cities and two counties, and in that capacity he has worked with many government officials. Mr. Krieger is the best Administrator that he knows. Mr. Zilis highly recommends Mr. Krieger.

**Words or phrases used to describe A.J. Krieger:**

- Communicative,
- Competent,
- Detail oriented,
- Sees the big picture,
- Focused, and
- Fun.

**Strengths:** Good people person, staff is amazingly loyal, good at negotiating.

**Weaknesses:** He can be a little outspoken if he really believes in something.

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**Prepared by:** Lynelle Klein  
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