

## PETER D. KAMPFER, CPM

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Monday, 31 July 2023

### **PUBLIC ADMINISTRATION PROFESSIONAL - CITY MANAGER/ADMINISTRATOR/EXECUTIVE OFFICER** **Strategic Planning | Leadership | Economic Development | Municipal Utility Management | Citizen Engagement**

I am very interested in the Village Administrator position. As a Certified Public Manager (CPM) with more than 13 years of local government experience, my education, background, and professional skill sets appear to closely emulate the position profile as published by the Village. I am currently serving as the General Manager for the Johnson County Special Utility District (JCSUD) where I interface with several municipalities by providing treated water and wastewater services. As a former City Administrator, I am well-versed in municipal law including government finance and budget, community redevelopment, capital improvement planning, construction, project management, water and wastewater utility systems. I am confident that my management skills and leadership abilities would enable me to make a positive contribution and help build consensus in the Kronenwetter municipal organization and community.

Managing in an environment of declining financial resources over the last several years has required a significant change in the way local government traditionally conducts business operations and the services it provides. As a City Administrator, I have led municipal organizations through an unprecedented decline in financial resources, forcing evaluation and analysis of essential services, business practices, and operations at every level of the organization. I have successfully initiated efforts to reinvent organizations by restructuring staff, streamlining administrative processes, and developing systems for improved efficiency, productivity, and better accountability.

As evidenced by the attached resume, I am a results-oriented manager with a strong background in strategic planning, capital improvement planning and project management, human resources management and labor relations, growth management, and community development/redevelopment. My financial management and budgeting skills are extremely adept, and I strive to support decisions through quantitative statistical analysis and performance metrics linked to prioritized goals established by the governing body.

You will find that I am a very capable leader with the ability to listen, conceive and carry out effective strategies for implementing broad policy and specific goal action items. I will also demonstrate strong facilitation, negotiation, and consensus-building skills, a maturity of judgment, and a commitment to advancing new ideas and approaches beneficial to both the organization and the community. I am a collaborative manager and actively seek the participation and involvement of appropriate parties always to achieve higher performance and a more positive and successful result. I manage by encouraging creativity, flexibility, fairness, and consistency in an environment that values a collaborative approach and embraces a setting where employee input and citizen participation are productive and valued.

As a reliable government manager, I believe my background and experience, as well as my energy and enthusiasm, would be an asset to the Village of Kronenwetter. I am anxious to learn more about the Village Board's expectations for Kronenwetter's next Village Administrator and look forward to the opportunity of meeting personally to discuss my interest. Thank you kindly for your consideration.

Sincerely,

*Pete Kampfer*

**Peter D. Kampfer**

**PUBLIC ADMINISTRATION PROFESSIONAL**  
**ADMINISTRATOR/MANAGER /EXECUTIVE OFFICER**

**Strategic Planning | Leadership | Economic Development | Utility Management | Citizen Engagement**

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**CAREER PROFILE**

**SIGNATURE STRENGTHS**

- ✓ Leadership
- ✓ Strategic Planning
- ✓ Grant Writing
- ✓ Community Relations
- ✓ Finance, Accounting, Budgeting

An outstanding Manager and Administrator who excels in budgetary oversight, economic development management, 13+ years experience in Public Management, a Bachelor of Science Sec. Ed., Earth Science (magna cum laude), Certified Public Manager (CPM) credentials, and certification at the OU Economic Development Institute (EDI). Hands-on knowledge of Planning & Zoning, Local Government Procedure/Law, Public Finance/Accounting, Information Systems, all Water and Wastewater Systems, Electric Utility Systems, Solid Waste Operations/Landfills, Airports, Public Safety, Social Media, and Human Resource Management. Lead representative on a wide range of intergovernmental agencies and committees. Knowledgeable in a wide variety of high-tech manufacturing systems and processes, and 15+ years of Chief Executive experience in the printing and publishing industry. Former Federal Bureau of Investigation (FBI) Special Agent.

**COMPETENCIES / SKILL AREAS**

Strategic Planning | Leadership | Finance, Accounting, Budgeting | Utility Management  
Partnerships/Alliances | Human Resources | Contract Negotiation | Public Speaking | Media Relations  
Citizen Engagement | Community Relations | Brand Identity Management | Scope of Works  
Grant Administration | Financial Policy | Capital Improvement | Purchasing/Procurement | Expense Minimization  
Staff Motivation and Training | Labor Negotiations | Risk Management | City Ordinances | Cyber Security  
Fleet Management | Public Utility Relations | Incode Financial Software | Microsoft Word, Excel, PowerPoint

**CAREER PROGRESSION**

**GENERAL MANAGER**

**Johnson County Special Utility District (JCSUD)**

**3/2020 to present.**

*Johnson County Special Utility District was created at an election held on November 4, 2003, to provide water and sewer service to Johnson County, Texas. JCSUD is the second-largest Special Utility District in Texas. The service area of the District is approximately 320 square miles with over 900 miles of water distribution lines; predominantly in Johnson County, but also serving in Tarrant, Hill, and Ellis Counties. In the last 20 years, connections have doubled to over 21,000+ households, serving an estimated 60,000 in population. 64 full-time employees.*

*The General Manager (GM) for the District is responsible for directing a variety of administrative processes that allow the District to operate in accordance with its mission statement. The GM has been granted authority to make decisions for the District by the Board of Directors. General duties expected of the GM include:*

- *Enforce the objectives and policies of the Board;*
- *Inform the Board about expansions, operations, and other activities;*
- *Inform the Board about all corporation financial matters under the manager's control;*
- *Stay current with new developments in the subject of water system operations, including all laws and regulations.*

**KEY INITIATIVES:**

**AMI and Smart-Meter Conversion**

AMI is the new standard among public water systems and other utilities around the United States. AMI platforms form a specialized data management system, integrated with new "smart meters." Converting JCSUD over to the AMI system

enhanced customer service, improved the overall efficiency in the meter reading and billing process, and assisted in reducing system water loss.

#### **2020 CIP Waterline Extension Project**

The \$22M bond waterline extension project began construction in the summer of 2020 and will upgrade 100,654 LF of water lines throughout the system. The bond project will improve water capacity in the system while also providing additional fire hydrants.

#### **System Water Loss Control Program**

JCSUD implemented a water loss control program in March 2022. JCSUD has increased revenues and benefits from the extension of sustainable water supplies, reduced operating costs, improved system hydraulics and District efficiency, and improved environmental stewardship. JCSUD has significantly reduced water loss during 2022, from a high of 19.22% down to under 8%.

#### **Branding & Culture**

2022 saw the continuation of the rollout of the new JCSUD brand to help promote our purpose, unify our team, and energize our brand. This process is the foundation of a complete brand experience across all communication touchpoints, including branding, marketing, content, website, integrations, recruiting, and onboarding.

#### **Internalized Engineering Operations**

We minimize JCSUD's risks by reducing the uncertainties that can hinder daily operations. In turn, we have developed an in-house Engineering Department by hiring three (3) additional engineers, purchasing necessary hardware and software, acquiring furniture, and designing a dedicated office space. The Engineering Department will allow the Board and management to focus on achieving our greater mission.

#### **New Impact Fee Study**

In 2022, the District partnered with Kimley-Horn Engineering to begin an impact fee study for the District. This study will analyze the need for impact fees, expand capital improvement project tracking over multi-year projects, and dedication of funds. Currently, JCSUD is utilizing System Development Fees.

#### **Wastewater Treatment Plant - Capital Improvement Project**

A 1-meter Belt Press for the wastewater treatment plant has been approved and ordered. The belt press will help alleviate the moisture content in the sludge from the wastewater treatment plant, saving significantly in sludge hauling expenses.

#### **Plant 8-1 M Elevated Tank Project**

The Plant 8- 1 million gallon Elevated Tank Project is 1,500 LF of 20-inch pipe and 5,000 LF of 24-inch pipe within the Plant 8 Pressure Plane. The project will also include the installation of a 1- million-gallon elevated storage tank. The Plant 8 Project will enhance the elevated capacity for Pressure Plane 8, allowing growth to come onto the water system. The waterline project is expected to be completed in December of 2023.

#### **2022 New District Water Master Plan**

Kimley-Horn compiled and reviewed District data, including growth patterns and growth rates, future needs, and existing infrastructure, to build a master plan in which the District can be confident. The Water Master Plan will serve as a decision-making guide to capital improvement planning for the water distribution system.

#### **New District Administrative Structure/Accounting System**

Implemented a new administrative structure, to include a new integrated accounting/payroll/POS software system (Incode).

#### **New 10 MGD RO Water Treatment Plant**

Initiated a new 10 MGD Reverse Osmosis (RO) Water Plant on Lake Granbury, Texas.

### **IMPACT**

39 months of continuous positive/profitable financial growth.

Three years of unqualified financial annual audits.

### **GENERAL MANAGER**

#### **Brazos Regional Public Utility Agency**

**11/2019 to 3/2020**

*The Brazos Regional Public Utility Agency (BRPUA) is located on Lake Granbury in Acton, Texas. The primary focus of the agency is to provide wholesale potable water to local sponsor water districts. BRPUA operates under the governance of a five-member Board of Directors. The Board appoints the General Manager. The General Manager is responsible for carrying out the policies set forth by the Board of Directors and overseeing the day-to-day operations of the Agency.*

*The Agency was created on January 5, 2012, according to the provisions of Chapter 572, Texas Local Government Code, Public Utility Agencies for Provision of Water or Sewer Service. The Agency was organized to achieve economies of scale in*

*providing treated potable water via the reverse osmosis process. The organizing sponsors are Acton Municipal Utility District (AMUD) and Johnson County Special Utility District (JCSUD). (I transitioned from the BRPUA to Johnson County SUD via Board consent.)*

## **CITY ADMINISTRATOR**

### **City of Hamilton, TX**

**5/2016 to 10/2019**

*The City of Hamilton is a Type A General Law city located in the Hill Country of Central Texas. Hamilton (population 3100) is approximately 100 miles Southwest of Fort Worth. The City Administrator position is the Chief Administrative Officer of the City. Responsible to the City Council for the administration of ordinances, contracts, finances, and policies. Developed and presented an Annual Budget of over \$4.5 million for Council adoption. The municipality includes an airport, swimming pool, a 100-acre city park, a 10-officer police department, a solid waste removal system, and water/sewer utilities. Organized and funded a City-wide Community Visioning Process and Plan of Action with the City Council and Hamilton Economic Development Board (HEDC).*

#### **Key Initiatives:**

- Obtained a \$300,000 FAA/TxDOT capital improvement project grant to rehabilitate the City Airport Runway Aprons and Re-pave the Airport Entrance Road (2018).
- Funded, budgeted, and implemented a cost-saving Citywide Automatic Water Meter Reading (AMR) system (\$500,000) (2018).
- Funded and re-developed the City's webpage, leading to improved community communication and self-image.
- Obtained and manage a \$59,000 USDA/CDBG City-wide Comprehensive Strategic Plan (2017).
- Obtained and managed a \$275,000 USDA/CDBG funded capital improvement project: .5 miles of wastewater-main line replacement (2018).
- Obtained a \$500,000 USDA/CDBG funded capital enhancement project: A New Hamilton Health Care System Out-Patient Facility (2018).
- Obtained a Texas Department of Transportation (TxDOT) 2019-20 Aviation Capital Improvement Program Grant (\$442,000) for runway engineering, re-pavement, and marking (2019).
- Obtained and managed a \$275,000 USDA/CDBG-funded capital improvement project: Wastewater Plant Rehabilitation Project (2019).

#### **Impact:**

- ✓ 32 months of continuous Local Sales Tax Increase.
- ✓ Growth in new City Utility customers.
- ✓ 2.9 percent local unemployment rate.

## **CITY ADMINISTRATOR**

### **The City of Oberlin, KS**

**3/2015 to 5/2016**

*The City of Oberlin (pop. 1850) is a full-service Mayor-Council municipality with 20 full-time employees and an annual budget of over \$6.7 million. The municipality includes an electric power plant and distribution system, an airport, a new swimming pool, a police department, a 300-acre city park, Convention Center, and water and sewer utilities.*

*As City Administrator, I served under a Mayor and a five-member City Council (elected at large for overlapping four-year terms). Acting as Chief Administrative/Executive Officer accountable for the proper administration of the City's affairs.*

#### **Key Initiatives:**

- Obtained FAA and KDOT grants to lengthen the existing main runway and construct a new crosswind runway at the City of Oberlin Airport.
- Funded, budgeted, and implemented a cost-saving Citywide Radio Read Utility Meter system.
- Funded and developed the City's first webpage, leading to increased community pride.
- Managed the following Citywide capital improvement construction projects:
  - 1) A new \$2 million-dollar swimming pool (sales tax-funded).
  - 2) 5 city blocks of new street pavement and curb (CDBG funded).
  - 3) 2 miles of Water-Main Line replacement (USDA/CDBG funded).

**COUNTY ADMINISTRATOR****Alamosa County, Colorado****1/2014 – 3/2015**

*A growing County of over 20,000 population, 200 employees, and a \$28 million-dollar budget. The County Administrator serves as the head of the Executive Branch of the County government. Under the direction of the Board of County Commissioners. The County Administrator is responsible for the administration of all County operations placed in charge by the Administrative Code and other County ordinances and/or resolutions. Directed the County's organizational, operational, management, budget, and administrative operations, as well as providing oversight for all Division Heads in the County. Planned, directed, and controlled the operations/activities of all County employees who reported to this position.*

**CITY MANAGER****City of Kermit, Kermit, TX****4/2013 – 10/2013**

*The City of Kermit (pop. 6000 plus) is a growing full-service Home Rule Municipality with approximately 45 full-time employees and an annual budget of over \$ 4 million. Served in an Interim capacity, under a five-member City Council, as the Chief Administrative and Executive Officer accountable for the proper administration of the City's affairs.*

**CITY MANAGER****City of Raton, Raton, NM****1/2012 – 3/2013**

*The City of Raton (pop. 6000 plus) is a growing full-service City Manager/Commission Municipality with approximately 105 full-time employees and an annual budget of over \$8 million. The municipality entails four separate/different unions (bargaining units).*

*As City Manager I served under a five-member City Commission (elected at large for overlapping four-year terms). Planned, directed, and controlled the operations/activities of all City employees who reported to this position.*

*Developed funding and an implementation strategy for overhauling the City's data processing hardware and software systems, as well as a Purchase Order System (Incode) which scanned and archived all documents.*

- ♦ Organized and funded a City-wide Community Visioning Process and Plan of Action.
- ♦ Conducted the first City Capital Inventory Audit for accounting accrual purposes, and completed two delinquent Annual Audits in one year.

**CITY MANAGER****City of Colorado City, TX****2009 – 2012**

*The City of Colorado City is a growing full-service Home Rule city with 48 full-time employees; Annual Budget - \$6.1MM+.*

*The City Manager's office included the Finance Director, Main Street Director, City Secretary, HR Director, Tax Assessor/Collector, Water Billing Clerk, Public Works Manager, Fire Chief, and Police Chief. Served under a seven-member City Council elected at large for overlapping two-year terms.*

- ♦ Developed and adopted a comprehensive plan that demonstrated the financial feasibility of city-wide capital/infrastructure improvements.
- ♦ Implemented a new administrative structure and supervised all utility systems.
- ♦ Developed and funded the City's first logo (branding) and web page: coloradocitytexas.org
- ♦ Developed several enterprising communication programs based in part on the marketing theme "Reclaim Colorado City," these programs capitalized on the community as a center for corporate headquarters and reminded citizens that just as stockholders invest in a business, they have an investment in their city government.
- ♦ Resulted in Colorado City receiving the 2011 Texas Municipal League Excellence Award, in the City Spirit category for cities under 25,000.
- ♦ Developed a non-profit corporate approach to provide economic development activities via the Main Street program.

**PRESIDENT/EXECUTIVE DIR.****Paris Economic Development Corp. (PEDC) / Lamar County Chamber of Commerce****2007 - 2009**

*Direct accountability for Business Retention and Expansion (BRE) functions involving Strategic Planning; Program Development and Implementation; Fundraising; Marketing Plan; Existing Business and Industry Visitation Program; Industrial Recruiting Activities; Prospect Acquisition; Development and Coordination of Incentive Packages; Developing relationships with internal and external Economic Development allies.*

- ◆ Received a \$200,000 state workforce training grant to establish a Regional Advanced Manufacturing Academy (RAMA) at PJC. Created 75 new primary industry jobs via the BRE effort in 2008.
- ◆ Overhauled the entire program to tighten the focus, streamline operations, and foster an atmosphere of empowerment and accountability.
- ◆ Developed and recruited new industry and business prospects utilizing the local 4a tax incentive.
- ◆ Outsourced selected operations to local providers to reduce costs, improve effectiveness, and sharpen the internal focus on development activities.

## EXECUTIVE DIRECTOR

**Greater Tucumcari Economic Development Corp. (GTEDC), Tucumcari, NM**

**2004 - 2007**

Recruited by a search committee to turn around a failing Economic Development program for an 18,000 population area. Executive leadership of 501 (c) 3 non-profit/municipal organization accountable for expanding and strengthening the economy of Quay County, NM.

- ◆ Oversaw development, implementation, and evaluation of programs per the strategic plan, and the implementation of corporate policies and procedures for Fiscal, Personnel, and Program Management.
- ◆ Acted as a primary spokesperson and advocate working in partnership with the volunteer Board of Directors.
- ◆ Developed and received approval for the strategic economic development plan for Tucumcari/Quay County, NM.
- ◆ Developed industry recruitment incentive package for the eastern region of New Mexico.

## PRESIDENT/CEO

**Superior Printing & Envelope, Dallas, TX**

**1995 - 2004**

**J. C. Harty Publications, Inc., (JCH) dba Hartys' Printing, The Shopping News, Dallas, TX**

**1989 - 2003**

Produced profit for 15 consecutive years through initiating productivity improvements and cost reduction performance management programs to consistently improve production output, product quality, and customer satisfaction.

- ◆ Developed business plan, established procedures, and managed operations, personnel, marketing, and accounting of this 35 + employee printing/ publishing /mail fulfillment/ envelope converting organization.
- ◆ Implemented cost-effective new technologies and innovative solutions to complex operating problems.
- ◆ Realigned staffing patterns, restructured production scheduling, and introduced improved process improvements.
- ◆ Authored strategic business plan that included, new product roll-out and marketing plan, growth and financial modeling, debt/equity financing structure, and product support.
- ◆ Superior Printing & Envelope is the largest producer of fee-collection envelopes in the United States.
- ◆ The Shopping News was the 3rd largest community newspaper in Dallas.
- ◆ Expert knowledge of federal and state government contract procurement procedures.
- ◆ Implemented one of the first web pages for the printing industry in 1993. Advanced skills in computer hardware and software.

### Impact:

- ✓ Procured \$350K+ printing contracts per year with the United States Government Printing Office (GPO), Washington D.C.
- ✓ Pioneered targeted e-mail marketing during its early emergence (1993). Generated a 10%+ response rate.
- ✓ Turned sluggish growth into a sizable sales increase, 30% in the first year, with a sales increase of over 200% in 14 years.

## SPECIAL AGENT

**Federal Bureau of Investigation, Birmingham Field Office, AL**

**1987 - 1989**

Stationed in **Birmingham, AL** Field Office: Conducted/coordinated white-collar crime and drug case investigations (OCDETF 245B) with multi-jurisdictional organizations including the United States Attorney Office (USAO), Drug Enforcement Agency (DEA), Internal Revenue Service (IRS), Alcohol Tobacco and Firearms (ATF), U.S. Customs, and local law enforcement.

- ◆ Conducted search warrants, and felony arrests. Interviewed witnesses, and testified in federal court on the prosecution's behalf.
- ◆ Rated superior on all annual reviews and received Letters of Commendation from the Director of the FBI.

## EDUCATION AND CERTIFICATIONS

**Bachelor of Science** Sec. Ed., Earth Science (magna cum laude), Texas Tech University, Lubbock, TX

**Special Agent Graduate**, Federal Bureau of Investigation Academy, Quantico, VA

**Graduate Economic Development Institute (EDI)**, University of Oklahoma, Norman, OK (2-year program)

**Certified Public Manager (CPM)**, School of Urban and Public Affairs at the University of Texas at Arlington, Arlington, TX. The William P Hobby Center for Public Service of Texas State University. (2-year program)

## RECOGNITION, AWARDS, AND HONORS

**Workforce Excellence Award**, Texas Economic Development Council, Paris Economic Development Corporation in partnership with Workforce Solutions Northeast Texas. 2009

**George C. Askew Award** from the American Academy of Certified Public Managers (AACPM) reflects “the utilization of management practices exemplifying the philosophy of the American Academy of Certified Public Managers”. (2010)

**Texas Municipal League Municipal Excellence Award**, in the City Spirit category for a city population under 25,000. “Reclaim Colorado City” campaign. 2011

**Community Achievement Award**, Texas Midwest Community Network (TMCN), “Reclaim Colorado City”. (2011)

## CIVIC / COMMUNITY / VOLUNTEER

**Lion’s Club** 1987-2019

**Rotary International** 2005 - present

**Kiwanis International** 2009- 2013

## PROFESSIONAL DEVELOPMENT

Membership, Seminars, and Attendance with ...

**International City/County Manager Assoc. (ICMA)** 2010-2020

**Association of Colorado County Administrators (ACCA)** 2014- 2015

**New Mexico City Manager Assoc.** 2012- 2013

**Texas Economic Dev. Council (TEDC)** 2007-2010

## REFERENCES

Neil Segotta	Current Mayor of Raton, NM	719-680-2714
Michael Collett	Former Mayor of Hamilton, TX	254-223-0010
Donna Madrid	Former City Secretary, Colorado City, TX	325-728-5331
Steve Zodrow	City Treasurer, Oberlin, KS	785-475-2217, 308-440-8384
Beverly Gilstrap	Former Councilperson, Hamilton, TX	254-784-0966
John Galindo	Former Councilperson, Hamilton, TX	254-206-7371



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**SALARY HISTORY**

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**GENERAL MANAGER**

Johnson County SUD	\$157,000 yr	3/2020 to present
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**GENERAL MANAGER**

Brazos Regional PUA	\$95,000 yr	11/2019 to 3/2020
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**CITY ADMINISTRATOR**

City of Hamilton, TX	\$90,000 yr	5/2016 to 10/2019
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**CITY ADMINISTRATOR**

City of Oberlin, KS	\$61,000 yr	3/2015 to 5/2016
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**COUNTY ADMINISTRATOR**

Alamosa County, Colorado	\$90,000 yr	1/2014 – 3/2015
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**CITY MANAGER**

City of Kermit, Kermit, TX	\$80,000 yr	4/2013 – 10/2013
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**CITY MANAGER**

City of Raton, NM	\$85,000 yr	2012 – 3/2013
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**CITY MANAGER**

City of Colorado City, TX	\$80,000 yr	2009 – 2012
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