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BY: *Dylan Gutson*  
Ramon Alvarado\*\*\*\*\*

10258 Uravan Street  
Commerce City, CO 80022  
Phone: 303-246-3906

► **Laura Bauer, City Clerk**

7887 East 60<sup>th</sup> Avenue, Commerce City, Colorado  
Email: lbauer@c3gov.com

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**Dear City Clerk Laura Bauer:**

Please accept this letter as a formal statement confirming my eligibility for the possible appointment for the At-Large City Council vacancy for the city of Commerce City, Colorado. I confirm the following: (1) a citizen of the United States, (2) at least 18 years of age, (3) a resident of Commerce City for 12 months, (4) a registered voter of Commerce City, and (5) not currently serving a criminal sentence, including probation or parole, for a felony of offense comparable to a felony in the military.

Sincerely,

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**Ramón Alvarado**  
Commerce City, resident  
Date December 6, 2019

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I am the product of a supporting family, but just as important a supporting community. Because of the overall support I received my life was guided to become a productive and contributing citizen. In this vein, I have accomplished many professional and personal goals, but am more satisfied knowing that I help college students as a finance faculty member or help Coloradans by working for the Colorado Department of Revenue or making key decisions as a PERA trustee. And now I'm hoping to give back to my community and make it one of the best cities for families to live in.

I feel I can serve as a productive councilmember because of my positive attitude and understanding that more is accomplished by not taking an uncompromising attitude, but rather a "let's move forward" attitude. I have a keen understanding of finances, which is a major governance responsibility of councilmembers. I do not have a specific agenda but rather I come with an open mind to address all important issues, but still grounded on strong ethical values. I can be an effective councilmember because of my listening skills, have worked with people from different backgrounds, always strive to get all information and input, open to exploring options, and really think about the implications of my decisions.

I grew up in a diverse city in northern Colorado and have a keen understanding of diversity, which would help as a councilmember since Commerce City is also a very diverse city.

I recognize that our city continues to transform itself and is affected by many externalities. For example, the energy vs. health & environment debate affecting our residents. The need to elevate our education in our community is something I hope to contribute to. I see a great opportunity for more civic engagement within our community and form a stronger bond between our historic city and our growing northern area. I want to explore ideas on how to prepare our city to withstanding any possible economic downturns by diversifying our businesses and leveraging our resources in good economic times.

For these reasons, I feel I can be a contributing councilmember and help elevate our city.

**1. Why are you applying to be on the City Council?** I'm applying to be on City Council for the same passionate reasons I ran for this office in the past elections. I want to serve our community in an ethical, respectful, and professional manner, and help bring our growing and diverse community together towards common goals with an aim to elevate our city and make it one of the best cities to live in Colorado.

**2. How is your experience and background relevant to being on the City Council?** I have a unique combination of private industry, higher education, and governmental working experience that is relevant to serving on the council. For example, my experience in the private industry provided exposure to how other cities and countries work to improve their communities. My experience in higher education confirmed to me the important role that education has on communities. My experience at the government level allows me to understand how potential policies can affect communities. My strong financial background is relevant to help council make sound financial decisions. Finally, my upbringing in a diverse community and growing up in Colorado is relevant to understanding our diverse community.

**3. What are your thoughts on the relationship between the Historic City and the Northern Range?** This is a unique relationship that our community can leverage to provide an open space experience with tradition. Both areas have great qualities to offer our residents and Commerce City will elevate its standing as both areas work together to explore ideas that are mutually beneficial. For example, by continuing to expand community sponsored events in both areas will make our community bond stronger and will help both areas progress.

**4. What do you believe to be the three most pressing challenges or concerns in the Commerce City community?** Continuing to provide a 21<sup>st</sup> century education to our youth is a continued challenge for our community. We must invest in our children's education by attracting and retaining great teachers by providing a safe, respectful, but vibrant workplace that encourages innovation. Strategically managing and balancing our community's growth is another challenge as we try to conserve our open space, improve our transportation systems while not losing sight of the needs of our historic city. Increasing the presence of small businesses in our community is another continued challenge; therefore, we must provide support and a platform to have more successful small businesses in our community.

**5. What do you see as the three biggest opportunities for Commerce City right now?** Getting to know our neighbors better by providing more community involvement opportunities is a great opportunity. By looking after each other and supporting each other we can live up to the meaning of "community". An opportunity is a continuous effort to keep improving the image of our city. This entails more than improving our safety metrics, but it also involves working with our 1,600 businesses to provide a safe and healthy environment. Opportunities can always be found in education, and a great opportunity is to work towards establishing a niche technical or community college within our city. With the increase cost in tuition providing an alternative education or a bridge to a four-year university would be a welcomed initiative.

**6. What concerns, if any, do you have about serving on the City Council?** I do not have any major reservations, but if selected I realize that there will be a learning curve; however, I will make a commitment to get up to speed and get to know our mayor, current councilmembers, staff, and of course community to help elevate our community.

**7. What does Quality Community for a Lifetime mean to you?** To me, this means our community believes, shares, and continuously strives towards a social contract with the aim to live and provide a safe, promising, healthy, and secure future for not only existing residents, but also for future generations.

**8. What local government or non-profit boards or commissions have you served on?** I currently serve as a trustee on Colorado's Public Employees Retirement Association (PERA). Additionally, by virtue of my current and past positions I provide and present reports to commissioners, which has given me exposure to great governance and effective oversight.

**9. Have you participated in the Commerce City Civics Academy?** No, but I plan to apply to the program if the program is offered in 2020.

**10. How long have you resided in Commerce City?** I lived in unincorporated Adams County for 18 years and have lived in Commerce City since September 2016.

**11. What is your favorite place in Commerce City?** I am a coffee lover and the new Reunion Coffee House has become a favorite place to visit. I'll frequent any place that offers a good breakfast burrito and try to compensate for it by jogging our beautiful trails.

# Ramón Alvarado

10258 Uravan Street  
Commerce City, CO 80022

Phone: (303) 246-3906  
Email: ramonalva022@gmail.com

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## **EDUCATION:**

Saint Leo University – Saint Leo, Florida – *Doctor Business Administration- (expected 2020)*  
Regis University – Denver, Colorado – *Master of Science – Accounting, with Graduate Honors*  
Colorado School of Mines – Golden, Colorado – *Master of Science – Economics*  
University of Colorado at Denver – Denver, Colorado – *Master Business Administration*  
Metropolitan State College of Denver – Denver, Colorado – *Bachelor of Science- Accounting*  
Metropolitan State College of Denver – Denver, Colorado – *Bachelor of Science- Finance*

## **EMPLOYMENT HISTORY:**

### **Colorado Department of Revenue**

#### **Deputy Budget Director**

*December 2018 – Present*

- Lead a team of 12 budget & policy analysts.
- Annual budget development process.
- Revenue forecasts and fee setting analysis.
- Perform financial analysis and present to senior leadership.
- Provide financial solutions.

### **Colorado Department of Revenue**

#### **Manager, Enforcement Business Group**

*May 2017 – December 2018*

- Lead a team of three budget & policy analysts in the Enforcement Business Group (Marijuana Division, Liquor & Tobacco Division, Gaming Division, Racing Division, and Auto Industry Division)
- Accountable that our team delivers and presents monthly budget and financial reports including updated forecasts.
- Produce yearly divisional revenue forecasts to establish fee setting.
- Continuous monitoring that the divisions are statutorily financially compliant.
- Assist the policy group and provide financial analysis during the state's legislative session.
- Produce highly-visible marijuana reports to senior management and to the Office of State Budget and Planning at the Governor's Office.
- Evaluate employees' performance and progress.
- Understand and assist with communicating accounting and procurement policies and procedures.
- Assist with the department's annual budget submittal.

- Present reports to directors and commissions.

## **Colorado Department of Revenue**

### **Senior Budget Analyst (Budget & Policy Analyst III)**

*March 2016 – May 2017*

- Prepared monthly expenditure and fund balance reports and analysis for the Marijuana Enforcement Division.
- Coordinated the monthly marijuana tax and fee report for the Executive Director, CFO, and Budget Director.
- Performed multi-year marijuana revenue forecasts and fee setting analysis.
- Supported the department during legislative session on responding to policies through fiscal notes.
- Analyzed sensitive and proprietary marijuana data to identify trends and business activity.
- Contributed to the review of budget and fund balance reports for other enforcement business divisions.
- Performed ad-hoc marijuana industry analysis and special projects.

## **Regis University**

### **Senior Budget Analyst**

*December 2008 – March 2016*

- Established and monitored the University's budget with the collaboration of Deans and Vice-Presidents.
- Produced and analyzed monthly financial reports for the Regis community.
- Presented financial reports to the Finance Committee and the University's Board members.
- Participated in quarterly fiduciary reviews of the University's endowment.
- Participated in strategic planning initiatives.
- Assisted with the preparation of the University's yearly financial audit.
- Regis University adjunct faculty in the College of Business and Economics

## **CH2M HILL OMI**

### **International Accountant/Business Analyst**

*June 2005 – August 2007*

- Converted foreign currencies to report on monthly financial performance of international operations.
- Analyzed monthly financial performance and reported on variances to project managers and management.
- Participated in the creation of a wastewater joint-venture with the Puerto Rican government.
- Assisted with the creation of annual budgets for current contracts.
- Assisted with the pricing of projects using a proprietary costing model.
- Forecasted project financial performance after reviewing historical costs and contract changes.
- Organized yearly audits and reported on tax liabilities.
- Coordinated the billing and collection process for international operations.
- Translated Spanish documents.

**TransMontaigne Product Services****Accounting Analyst/Staff Accountant***April 2002 – May 2005*

- Reconciled and verified heat, gas, and crude derivatives (futures and options) that included proper execution of trades, accuracy of hedging strategy, and proper risk management.
- Reported daily the company's overall reconciled contractual obligations position and activity/inventory levels to senior traders after on-going communication with various departments.
- Settled monthly financial SWAPS (Fixed-Floating, Floating-Fixed and Floating-Floating) with counterparties.
- Ownership of terminal duties that incorporated reconciling to the gallon bi-monthly inventory, adjusting products for regrades, justifying acceptable gain/losses, invoicing customers for miscellaneous services, and preparing budgetary margin and FIFO movement spreadsheets to top management.
- Created invoices for "bookouts" released by schedulers for proper and timely payment.
- Implemented proper accounting policies dealing with revenue recognition, accruals, auditing, and timely reporting.
- Produced performance reports to aid management at terminals, which included variance analysis.
- Participated in the budgeting process for the production of a cross-border pipeline with Petróleos Mexicanos (PEMEX).

**Innovest Portfolio Solutions***June 1997 – June 2001***Research Analyst**

- Researched mutual fund and separate account investments, which included understanding respective money managers' investment strategies, comparing fee ratios, tracking asset size, and performing due diligence.
- Presented on mutual funds and separate account managers' investment strategies, and recommended suitable investment options according the investment policy statement.
- Calculated client's portfolio returns accounting for time of deposit or withdrawal of cash flows.
- Researched investment attribution analysis within separate account investments.
- Produced quarterly performance reports for clients.

**SKILLS:**

Excel, Word, Access, PowerPoint

Colorado Operations Resource Engine (CORE)

Bilingual-Spanish.

**AWARDS:**

National Association State Directors Migrant Education (NASDME) Award - 2006

Academic All-RMAC (Rocky Mountain Athletic Conference) in Baseball – 1996, 1997.

**BOARD ASSOCIATIONS:**

Public Employees' Retirement Association (PERA) – Board Trustee