

<b>CANDIDATE PROFILE</b>	<b>TRIP REYNOLDS, 402-418-8424</b>
<b>Compensation &amp; Benefits</b>	<a href="http://www.reynos.com/bio.htm">http://www.reynos.com/bio.htm</a>

### Work History - Demographics

COMPANY	INDUSTRY	SECTOR	PROFIT-Y/N	JOB DESC	JOB EVAL	SALARY SURVEYS CONDUCTED	HR POLICIES WRITTEN	# OF EMPS	# EMP SUPV	MY BUDGET	COMP/ BENEFIT BUDGET
FAMC	HEALTH	PUBLIC	NON-PROF	150	25	15	500	900	4	\$100K	\$27 M / \$6.1M
JEPPESEN	AEROSPACE	PRIVATE	PROFIT	500	275	35	50	2100	SME	0	\$80 M / NA
DPS	EDUCATION	PUBLIC	NON-PROF	1000	1300	850	275	17100	SME	0	\$325 M / NA
DMFCU	FINANCE	PUBLIC	NON-PROF	50	50	10	150	55	1	\$100K	\$1 M / \$200K
NJMC	HEALTH	PRIVATE	NON-PROF	750	125	350	350	1500	3	\$100K	\$52 M / NA
BULL-WACKERS	GAMING	PRIVATE	PROFIT	150	15	2	75	250	SME	0	\$10 M / NA
CITY OF DALLAS	GOVERNMENT	PUBLIC	NON-PROF	1500	4500	1500	900	17400	15	\$500K	\$507 M / \$55M
ALLSTATE	INSURANCE	PRIVATE	PROFIT	20	5	3	300	60000	12	\$275K	\$375 M / NA
KEMPER	INSURANCE	PRIVATE	PROFIT	3000	2300	500	200	12000	SME	0	\$240 M / NA
REYNOS	CONSULTING	PRIVATE	PROFIT	500	150	15	500	0	0	0	
TOTAL				7,620	8,745	3,280	3,300	111,305	35	0	\$1,598 B

SKILLS, KNOWLEDGE, AND ABILITY		CANDIDACY OF TRIP REYNOLDS
1.	Must be able to multi-task.	<p>Without regard to the industry, my candidacy represents a tremendously diverse reservoir of knowledge about work and organizational development (OD), and I'm accustomed to working productively and successfully within highly charged, deadline-oriented, extremely dynamic environments.</p> <p>It's my practice, and demonstrated proficiency to excel in rapidly changing environments. The nature of my work REQUIRES it, and I'm accustomed to simultaneously handling multiple projects (often controversial and/or of great complexity) with conflicting deadlines. For example, changing a salary range typically has a domino impact on recruitment, benefits, merit budget, and potentially, might produce pay inequities (race, sex, etc.), and possibly, EEO claims, and I've always handled these events concurrently, and successfully!</p> <p><i>"Trip has demonstrated a thorough knowledge in the human resources field. His ability to deal with the issues is reflected in how he has handled difficult situations for the Plant Services Department. He is able to support the employee's position and maintain a strong representation of this institution's policies and goals." Rich Palestro, Director of Plant Services, National Jewish Center for Immunology and Respiratory Medicine</i></p>
2.	Responsible for the development and administration of all comp and benefit programs.	<p>An overview of compensation and benefits experience and subject matter expertise if available at the following links:</p> <p><a href="http://www.reynos.com/bio.htm#Compensation">http://www.reynos.com/bio.htm#Compensation</a></p> <p><a href="http://www.reynos.com/bio.htm#Benefits">http://www.reynos.com/bio.htm#Benefits</a></p> <p><b>NOTE:</b> Work product I've produced as HR Consulting (December 1995 to Present) is proprietary, confidential, with copyright held by client; and cannot be disclosed. However, for an overview of my strategy and process for managing compensation, job evaluation, position classification, organizational development</p>

and change management, please note the following exhibits and click the following links:



<http://www.reynos.com/bio.htm#Compensation>



<http://www.reynos.com/bio.htm#Position%20Classification>

My immediate responsibility for the development and administration of compensation and benefit plans has included the following:

EMPLOYER	ANNUAL COMP EXPENDITURES	ANNUAL BENEFITS EXPENDITURES
<b>Fremont Area Medical Center</b> – Fremont, NE – 900 Employees / Public Sector  <b>My role:</b> Manager of Human Resources	<p>■ Total payments: \$27 million</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys,</p>	<p>■ Total payments: \$6,141,757 [Actual total medical \$5,267,238.94]</p> <p>Responsible for all health benefit programs. Lead conversion to BlueCross/BlueShield of Nebraska's automated online "BluesEnroll," which had been stalled for five (5) years by legacy HR management. Reconciled health benefit claims data to redesign and anchor benefit plan around a healthcare</p>

		<p>salary inequity analysis, and performance management.</p> <p>Performed as "key" player in guiding senior management on compensation and benefits.</p>	<p>cost containment objectives. Conducted annual health benefit program analysis and presented recommendations to senior team.</p> <p>Initiated health care cost-containment analysis, and reconciled plan design to claims experience.</p> <p>Initiated pre-retirement planning seminars for staff (see flyer below). Managed deferred compensation plans 457(b) and 401(a).</p>
	<p><b>Jeppesen/Boeing</b> – Englewood, CO - 2,000 Employees / Private Sector</p> <p><b>My role:</b> Program Manager/Compensation</p>	<p>■ Total payments: \$80,000,000</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys, salary inequity analysis, and performance management.</p> <p>Performed as "key" player in guiding senior management on compensation.</p>	<p>■ Total payments: Not applicable. Proprietary health benefit plan administration through Boeing Corporation.</p>
	<p><b>Denver Public Schools</b> – Denver, CO - 17, 600 Employees / Public Sector</p> <p><b>My role:</b> Program Director/Compensation</p>	<p>■ Total payments: \$425,000,000</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys, salary inequity analysis, and performance management.</p>	<p>■ Total payments (approx): \$46,441,297</p> <p>Assessed, designed, and converted benefit communications from print-based to electronic-based intranet (HTML), which enhanced service delivery and to reduce costs. Conducted annual health benefit program analysis and presented recommendations to senior team.</p>

		Performed as "key" player in guiding senior management on compensation.	
	<b>Denver Municipal Federal Credit Union –</b> Denver, CO - 55 Employees  <b>My role:</b> Vice President of Human Resources	<p>■ Total payments: \$1,500,000</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys, salary inequity analysis, and performance management.</p> <p>Performed as "key" player in guiding senior management on compensation and benefits cost containment.</p>	<p>■ Total payments (approx): \$165,000</p> <p>Responsible for all health benefit programs. Lead conversion from the City of Denver's plan to a separate benefit plan for DMFCU. Researched, negotiated and reduced benefit expenses by 50%. Conducted annual health benefit program analysis and presented recommendations to senior team.</p>
	<b>National Jewish Medical Center –</b> Denver, CO - 1,500 Employees / Non-Profit  <b>My role:</b> Manager of Employment, Compensation, and Employee Relations	<p>■ Total payments: \$60,000,000</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys, salary inequity analysis, and performance management.</p> <p>Performed as "key" player in guiding senior management on compensation.</p>	<p>■ Total payments (approx): \$6,600,350</p> <p>Managed new employee orientation including communication of a health benefits component; Lead HRIS conversion to proprietary JDEdwards; conducted annual health benefit program analysis and presented recommendations to senior team.</p>
	<b>City of Dallas – Dallas,</b>	■ Total	■ Total payments (approx):

		<p>TX - 17,100 Employees / Public Sector</p> <p><b>My role:</b> Manager, Personal Programs</p>	<p>payments: \$507,000,000</p> <p>Responsible for all compensation analysis, job audits, salary placement, compensation analysis, salary schedule determination, salary surveys, salary inequity analysis, and performance management.</p> <p>Performed as "key" player in guiding senior management on compensation and benefits cost containment.</p>	<p>\$49,533,297</p> <p>Managed health benefits cost containment and analysis, deferred compensation 401(k) and 457, wellness program, van pool program, and in-house Employee Assistance Program. Conducted annual health benefit program analysis and presented recommendations to senior team.</p>
		<p><b>Kemper Insurance Company</b> – 12,000 Employees / Private Sector</p> <p><b>My role:</b> Employee Compensation Specialist</p>	<p>Total payments: \$300,000,000</p> <p>Performed compensation analysis, job audits, salary schedule determination, salary surveys, salary inequity analysis, performance management, and communicated results to immediate management.</p>	<p>■ Total payments (approx): \$15,943,297</p> <p>Performed health benefit plan analysis, and communicated result to immediate management. Conducted annual health benefit program analysis and presented recommendations to senior team.</p>
3.	<p>Holds a current awareness of federal and state legislative changes and case law for possible impact on comp and benefit programs; and makes recommendations for changes deemed necessary.</p>	<p><b>EMPLOYMENT LAW:</b> Diverse subject matter knowledge and expertise of employment law, which includes but is not limited to: FLSA, ADEA, EEO/AA/ADA, Civil Rights Act, ERISA, HIPPA, Title VII, Walsh-Healy, Service Contract Act, Davis-Bacon Act, Executive Order 11246, FMLA, Rehabilitation Act of 1973, Selective Service Act, COBRA, FICA, FUTA, Employee Polygraph Protection Act, OSHA, Equal Pay Act, Federal Minimum Wage under FLSA, legislation involving the financial services and public education; plus, the routine pursuit of continuing education.</p> <p><b>EXTENSIVE EXPERIENCE MANAGING EMPLOYEE/LABOR RELATIONS:</b> Includes writing original or revising existing policies, administrative directives, disciplinary letters, procedures, protocols, and responding to EEO claims, JCAHO (health care) policy, diversity management (AA/EEO/ADA in EEO-1, EEO-4 and EEO-5 environments), VETS-100 and all related report writing (deferred comp,</p>		

		<p>Form 5500, OFCCP, etc.). Plus, I'm accustomed to developing consensus on diverse issues through team-building.</p> <p><b>SUBJECT MATTER EXPERT IN AA/EEO/ADA/DIVERSITY:</b> Given concerns on allegations of pay-based discrimination, I've <i>never lost any decisions to the EEOC</i> (having personally handled just under two dozen). Notably, I achieved this accomplishment without the use of legal counsel. [Sample EEO decisions are available upon request.] Plus, I've <i>won 100% of all unemployment claims</i> resulting from involuntary terminations I've directly initiated, and won 90% of all other unemployment claims!</p>
4.	Bachelor's degree in HR, Business or Finance, or equivalent and demonstrated proficiency.	<p><b>EDUCATION:</b></p> <p><b>Juris Doctor (J.D.)</b> – With stable employment, will pursue completion of program.</p> <p><b>MBA</b> - Completed graduate hours toward degree. Northern Illinois University; DeKalb, Illinois</p> <p><b>BA - Ottawa University;</b> Ottawa, Kansas, Academic Honors, FCC Certificate</p> <p><b>AA - Garden City Community Junior College;</b> Garden City, Kansas, Academic Honors</p> <p>Plus, numerous professional seminars on a variety of HR issues with an emphasis on compensation, benefits, employment law, and employee relations. Computer skills: J.D. Edwards, Lawson, Great Plains, ADP, and other proprietary HRIS via AS/400 and HP900 and other platforms, ADP Payroll (DOS and Windows), Windows 3.1 to 8, Macintosh OS 6.0 to 10.xx, Microsoft Works and Microsoft Office (Mac and PC), AppleWorks, WordPerfect, PageMaker, Adobe Creative Suite 3, PhotoShop, and Internet and HTML software including DreamWeaver, Flash, FireWorks, HomePage and more.</p>
5.	7-10 years of experience in compensation and benefits with at least 4 years at the Director or AVP level.	<p>Thirty-one (31) years of diverse HR management and directors-level experience in <i>private/public sector, profit/non-profit, union/non-union and multi-site/multi-state and international environments, which includes aerospace, public education (K-12), finance, health care, gaming, IT, retail, manufacturing, municipal government, property/casualty insurance and HR consulting.</i></p> <p>The average employee population I've serviced is 9,611, and has ranged from less than 100 to over 60,000.</p> <p>Without regard to the industry, my candidacy represents a tremendously diverse reservoir of knowledge about work and OD, and I'm accustomed to working productively and successfully within highly charged, deadline-oriented, extremely dynamic environments:</p> <ul style="list-style-type: none"> <li>■ the world's leading producer of navigation charts and related services for aviation, marine and rail;</li> <li>■ one of the largest (46th) public school districts in the United States;</li> <li>■ the #1 respiratory medical research center in the United States; • the nation's eighth largest municipal government [during my employment with the City of Dallas, it held the longest continuous Aaa rating from Moody's (since 1973) and AAA from Standard &amp; Poor's (since 1978) of cities with populations of more than 400,000];</li> <li>■ the second and twelfth largest property/casualty insurance companies in the United States.</li> </ul>

<p>6. Excellent analytical ability to compile and interpret survey findings, benefit trends, budget development, and cost analysis of compensation and benefits proposals.</p>	<p>■ <b>COMPENSATION:</b> Broad, hands-on experience directing, managing, and designing all dimensions of employee compensation, from FLSA non-exempt labor positions to senior level executive compensation: evaluated over 7,000 jobs [Hay, forced distribution, cluster, point-factor, factor, FES, Decision Band, slotting, ranking, whole-job comparison, market pricing, and I've created about a dozen proprietary job evaluation plans], written over 7,200 job descriptions, conducted over 3,500 job audits, conducted over 5,000 salary surveys, conducted equity/stock analysis, created over 2,500 salary schedules, established job standards and reviewed performance appraisals for over 30,000 employees, created and/or recruited for over 50,000 jobs, and wrote Sales Incentive Plans for both U.S. domestic and international sales staff.</p> <p><a href="http://www.reynos.com/bio.htm#Compensation">http://www.reynos.com/bio.htm#Compensation</a></p> <p>■ <b>IDENTIFIED, ANALYZED, AND CORRECTED SALARY SCHEDULE INEQUITIES</b></p> <p><b>AT FREMONT AREA MEDICAL CENTER:</b></p> <p><b>IDENTIFIED AND ELIMINATED SALARY INEQUITY FOR ACUTE NURSING: \$174,159.44</b> <i>Proprietary actual analysis available upon request.</i></p> <p><b>AT JEPPESEN/BOEING:</b></p> <p><b>PROBLEM:</b> An inefficient sales and marketing function.</p> <p><b>What did I deliver:</b> Identified major <b>deficiencies</b> in corporate-wide sales and marketing strategies; wrote a white-paper to prompt the evolution of product management and sales practices, and the reengineering of related compensation; wrote and implemented Sales Incentive Plans for both U.S. domestic and international sales staff; and created new career series for product managers.</p> <p><a href="http://www.reynos.com/Resume/Harrison-Ford/Harrison-Ford.htm">http://www.reynos.com/Resume/Harrison-Ford/Harrison-Ford.htm</a></p> <p><b>PROBLEM:</b> An outdated IT salary schedule.</p> <p><b>What did I deliver:</b> Conducted a major compensation analysis which included 200 job audits in multi-location (New York, NY; Denver, CO; Portland, OR; San Jose, CA), 10 salary surveys; restructured the corporate IT function, and established position equity. To download PowerPoint Presentation, please go here:</p> <p><a href="http://www.reynos.com/Resume/JEPPESEN/IT%20Study%20-%20SLT%20Prez%20FINAL.ppt">http://www.reynos.com/Resume/JEPPESEN/IT%20Study%20-%20SLT%20Prez%20FINAL.ppt</a></p> <ul style="list-style-type: none"> <li>■ As an aggregate, Jeppesen's IT minimum was 15.13% <b>below</b> surveyed benchmarks.</li> <li>■ As an aggregate, Jeppesen's IT midpoint is 11.72% <b>above</b> surveyed benchmarks.</li> <li>■ As an aggregate, Jeppesen's IT maximum is 21.11% <b>above</b> surveyed benchmarks.</li> </ul> <p><b>PROBLEM:</b> Recruitment Reps created internal salary inequities by establishing starting salaries for new hires significantly greater than the existing compensatory value of the work, including work performed by</p>
--	---



employees rated as excellent (4.0) or outstanding (5.0).

**What did I deliver:** Designed a "Job Offer Tool" that established specific guidelines for all new hires, promotions, etc. To review, please go here:

<http://www.reynos.com/Resume/JEPPESEN/Job-Offer-Tool-02-24-06-NO-NAMES.xlsx>

#### **AT DENVER PUBLIC SCHOOLS:**

**Specific example:** At Denver Public Schools: Compensation of IT staff was below market, with turnover of "critical need" positions above accepted norms, which resulted in expensive outsourcing. For example, high-end technical programming was outsourced to vendors at \$200,000 instead of hiring staff at \$90,000+ because: (a) the upper limit for any IT position was less than \$80,000; and (b) despite the fact that market validated compensation of a C++ programmer higher than a high school principal, it was an unwritten DPS policy that absolutely no "staff" position would be compensated higher than the maximum of a high school principle. Additionally, all IT positions were blended into one global salary schedule also shared by non-IT positions that compressed IT compensation even more.

**What did I deliver:** Conceived, designed, proposed, and implemented an original salary schedule dedicated for IT positions, which contained an acceleration feature indexed to market (this had not been done previously). Plus, the new IT schedule contained an aggressive pay-for-performance component (also new). Notably, a dedicated IT salary schedule could have been created back in late 1970s but, unfortunately, neither senior management in HR or in the IT department had any knowledge of President Carter's wage and price control guidelines [due to the oil embargo/inflation] from the 1970s, which capped salaries on all industries except IT and engineering. Appropriately, in 1999, I used my knowledge of the volatile nature of IT compensation from the late 1970s to guide senior management and staffs in the design, scope, and implementation of an updated strategy for compensating IT staff.

#### **AT CITY OF DALLAS:**

Identified major inequities in the administration of executive compensation and counseled management on civil and EEO impact.

■ **JOB EVALUATION:** Managed position classifications used to categorize over 48,000 employees in diverse public and private sector industries. **Job evaluation and position categorization methods used include point-factor, factor, Hay, FES, ranking, slotting, forced distribution, decision band, broad-banding, cluster, and job pricing.**

<http://www.reynos.com/bio.htm#Position%20Classification>

**Wrote over 7,200 job descriptions.** Notably, my knowledge of individual position classifications is increased to over 10,224 positions, an increase of over 42%, by including my responsibility for approving positions created by my immediate reports and line departments.

■ **COMPENSATION/BENEFITS COMMUNICATIONS:** Designed, managed and disseminated all compensation related communications for recruitment, employment policies, brochures, manuals, web site, etc.

<http://www.reynos.com/bio.htm#Communications>



	<p>■ <b>COMPENSATION/BENEFITS TRAINING:</b> Designed, managed, and conducted compensation training, including impact on corresponding employment law (FLSA, ADEA, EEO/AA/ADA, etc.) for employees within the HR department, and for all staff and management in business units.</p> <p><a href="http://www.reynos.com/bio.htm#Training">http://www.reynos.com/bio.htm#Training</a></p> <p>■ <b>DEFERRED COMPENSATION:</b> Managed deferred compensation [401 (k) and 457 plans].</p> <p><a href="http://www.reynos.com/bio.htm#Retirement">http://www.reynos.com/bio.htm#Retirement</a></p> <p>■ <b>HEALTH BENEFITS:</b> Managed self-funded health care plans, with an emphasis in cost containment. Negotiated and managed all health benefits; reduced expenses by 50%; validated a 68% drop in health claims by health promotion program members vs. a 79% increase in health claims by non-members.</p> <p>■ <b>PROPRIETARY BENEFITS DESIGN:</b> Designed a proprietary health benefits delivery system that can reduce benefit expenses by no less than 25% in year one, and produce an additional 25% in savings by the conclusion of year two, and continue producing on-going savings - with absolutely no reduction in the quantity or quality of health benefit services!</p> <p><a href="http://www.reynos.com/Benefits/bene1.htm">http://www.reynos.com/Benefits/bene1.htm</a></p> <p>■ <b>UNEMPLOYMENT COMPENSATION:</b> I've won 100% of all unemployment claims resulting from involuntary terminations I've directly initiated; won 90% of all other unemployment claims.</p> <p>■ <b>WORKERS COMPENSATION:</b> Managed WC within to meet employee MMI and targeted business objectives. Conducted fraud analysis, and pursued legal action as required.</p> <p>My candidacy represents a tremendously diverse reservoir of knowledge of employee compensation and health benefits.</p>
7.	<p>Demonstrated ability to effectively communicate to active employees, retirees, and management both orally and in writing.</p> <p><b>PROFILE-COMMUNICATIONS</b></p> <p>My primary audience for the delivery of human resources has consistently been the highest level executive responsible for HR, an EVP/COO, or President/CEO, or Boards of Directors (including City Council) – plus, active employees, retired employees, management, staff, contractors, vendors, media, governmental officials (municipal, state, and federal), and the general public.</p> <p>As demonstrated by the attached “<b>Work History Demographics</b>” exhibit and the <b>EEO-1, 4 and 5</b> exhibit, I have a demonstrated history of interacting with a functionally diverse framework of senior executives (on average, 7.28% of my primary customers has been executive management) and a highly robust and diverse staff. As organizational structures change due to diverse business pressures, market conditions, changes in technology, cultural diversity, RIFs, etc., I'm empowered to succeed due to my success working within many culturally, ethnically, and vocationally diverse environments.</p> <p><a href="http://www.reynos.com/bio.htm#Diversity/AA/EEO">http://www.reynos.com/bio.htm#Diversity/AA/EEO</a></p> <p>Plus, I've designed, managed and disseminated all communications (recruitment advertising, employment policies, brochures, manuals, web site, etc.) associated with each HR discipline within highly charged, deadline-oriented, extremely dynamic environments.</p>

		<ul style="list-style-type: none"> <li>■ <b>Overview:</b> Accustomed to conducting oral presentations, seminars, and public speaking on all HR issues before senior executives, boards of directors, governmental agencies, criminal courts, civil courts, unemployment hearings, worker compensation hearings, and numerous employee-oriented encounters which are typically on-demand, unplanned, unscheduled and one-on-one or one vs. many. Likewise, I'm equally accustomed to directing, managing and conducting accelerated but quality research and analysis, and preparing written communications to all of the aforementioned on-demand.</li> <li>■ <b>Persuasive Skills:</b> Recommendations are anchored to and presented with validated facts, tangible and discernible work product, and empirical data. Consequently, where others provide opinion or commentary, I effectively and diplomatically persuade by producing tangible operational savings and efficiencies! The veracity of my work product can always be verified by my peers, staff, and client/customers.</li> </ul> <p><i>It is a pleasure for me to write a letter recommending Trip Reynolds. Mr. Reynolds has an extensive knowledge of human resources and continuously seeks to expand his knowledge and problem solving/managerial skills. He has demonstrated ability to clearly articulate complex issues and presents information with confidence. Trip has analyzed the salary structures of all employee groups, identified inequities, and made recommendations for improving our "way of doing business." Irv Moskowitz, Superintendent, Denver Public Schools</i></p> <p><i>Trip has been an invaluable resource for us the past few years. As you are aware, Human resources is a landscape littered with many potential landmines. He has extensive knowledge in this area, and we have always been very comfortable relying upon his advice. Trip has given us excellent counsel on many different situations. He has also composed exceptional documents for us to handle these various situations. Please feel free to contact me regarding Trip Reynolds. I would be happy to give my highest recommendation regarding him and his expertise in the HR field. Bradley H. Harvey, President/CEO, Horizons North Credit Union</i></p> <p>Additional observations that validate my HR proficiencies can be found here: <a href="http://www.reynos.com/bio.htm#Letters">http://www.reynos.com/bio.htm#Letters</a></p>
8.	Travel is occasionally required.	<ul style="list-style-type: none"> <li>■ Available for U.S. domestic and international travel of 10% to 30% (my passport is valid and current).</li> <li>■ During the past 24 months, my work related travel has included the following cities: Seattle, Washington (twice); San Jose (3 times), San Francisco/Bay Area, California (15 times); New York, New York (twice); and Portland, Oregon (twice).</li> </ul>
9.	Employment Contingent Upon Results of a Drug Screen and a Background Check	<p><b>POSITION SENSITIVITY AND BACKGROUND INVESTIGATION</b></p> <p>Given the increased concerns about employee safety and security, direct compliance to standards and policies for position sensitivity and background investigation have become extremely important. With regard to my candidacy, please keep in mind:</p> <ul style="list-style-type: none"> <li>■ In order to provide HR services in the aerospace industry, I was required to pass a criminal background check, drug screening, U.S. Federal security clearance and, as required, I successfully maintained compliance.</li> <li>■ In order to provide HR services in a K-12 public 10.school district, I was required by State of Colorado law to pass a criminal background check and, as required, I successfully maintained compliance.</li> </ul>

	<ul style="list-style-type: none"> <li>■ In order to provide HR services in the financial services industry I was required to pass a criminal background check, required to be bondable and, as required, I successfully maintained compliance.</li> <li>■ In order to provide HR services in the gaming industry, I was required to pass a criminal background check, required to be bondable and, as required, I successfully maintained compliance.</li> <li>■ In order to provide HR services in the health care service industry, I was required to pass a criminal background check, and required to maintain compliance. Additionally, I was required to act in constant compliance with all health care and safety considerations, which frequently required direct access to both hospital and research facilities with immediate risk to contagious diseases, including Tuberculosis, HIV/AIDS, and numerous other pulmonary diseases, allergies, and disorders.</li> <li>■ In order to provide HR services in a municipal government, I was required by City Ordinance to pass a criminal background check and, as required, I successfully maintained compliance.</li> </ul>
--	--

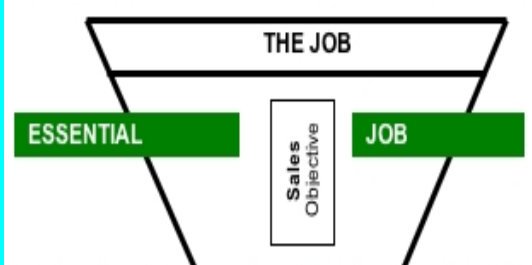
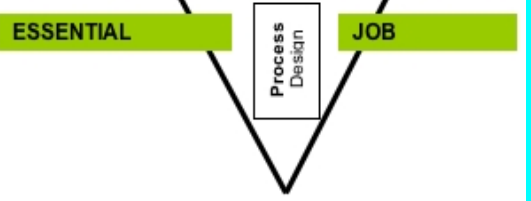
### EEO-1, 4 and 5

**Reporting Relationships:** My primary audience for the delivery of human resources has consistently been the highest level executive responsible for HR, an EVP/COO, or President/CEO, or Boards of Directors (including City Council). As demonstrated by the exhibit below, which compares the EEO-1, EEO-4 and EEO-5 of three recent public sector employers, I have a demonstrated history of interacting with a functionally diverse framework of senior executives (on average, 7.28% of my primary customers has been executive management). As organizational structures change due to diverse business pressures, market conditions, changes in technology, cultural diversity, RIFs, etc., I'm empowered to succeed due to my success working within many culturally, ethnically, and vocationally diverse environments.

	CITY OF DALLAS			NATIONAL JEWISH CENTER			DENVER PUBLIC SCHOOLS	
	YEAR 2001			YEAR 1992			YEAR 2001	
Job Categories [Full-Time]	EEO-4	%		EEO-1	%		EEO-5	%
Officials and Managers	912	6.27		112	9.02		174	2.48
Principals							125	1.78
Assistant Principals/Teaching							0	0.00
Assistant Principals/Non-Teaching							89	1.27
Elementary Classroom Teachers							2,348	33.49
Secondary Classroom Teachers							1,878	26.78
Other Classroom Teachers							104	1.48
Guidance							74	1.06
Psychological							65	0.93
Library/Audiovisual Staff							106	1.51
Consultants & Supervisors of Instruction							0	0.00
Other Professional Staff							687	9.80
Teacher Aides							0	0.00
Professionals	1,958	13.47		609	49.03			
Technicians	586	4.03		124	9.98		116	1.65
Protection/Services	4,176	28.73						
Para-Professional	1,783	12.27						
Sales Workers				24	1.93			
Administrative Support	1,660	11.42						
Office and Clerical				241	19.40		520	7.42
Craft Workers (skilled)	1,760	12.11		14	1.13		113	1.61
Operatives (Semi-Skilled)				5	0.40			
Laborers (Unskilled)				5	0.40		20	0.29
Service Workers	1,701	11.70		108	8.70		593	8.46
<b>Total</b>	<b>14,536</b>	<b>100</b>		<b>1,242</b>	<b>100</b>		<b>7,012</b>	<b>100</b>

# ORGANIZATIONAL DEVELOPMENT / CHANGE MANAGEMENT

*"Confidence comes from strategic plans that are anchored to predetermined, proven outcomes!  
It's not guess work. Nothing is ambiguous!" -- Trip Reynolds*

MEDIOCRITY	COMPENSATION PHILOSOPHY	TO EXCEL	COMPENSATION PHILOSOPHY
FINANCIAL PERSPECTIVE (WAITING FOR RESULTS)	?	COMP ANCHORED TO REVENUE OBJECTIVES	PAY BASED ON CONTRIBUTION OR INCENTIVE USUALLY CAUSES EMPLOYEES TO BE MORE FOCUSED ON RESULTS THAN PROCESS OR ACTIVITIES, AND MAY CAUSE CULTURE SHOCK
CUSTOMER PERSPECTIVE	PAY BASED ON SENIORITY USUALLY CAUSES EMPLOYEES TO REMAIN IN THE SYSTEM LONGER, BUT DOESN'T GUARANTEE HIGHLY MOTIVATED PERFORMANCE	SALES EVENTS ANCHORED TO QUALITY SERVICE DELIVERY	
PROCESS PERSPECTIVE	PAY BASED ON SENIORITY USUALLY CAUSES EMPLOYEES TO REMAIN IN THE SYSTEM LONGER, BUT DOESN'T GUARANTEE HIGHLY MOTIVATED PERFORMANCE	PROCESS MUST LEAD TO A SALES EVENT	

When it comes to OD/CM, it's folly to attempt to "organize, develop, and change" any business unit without practical, hands-on, and documented experience **actually** designing jobs, job standards, and departmental hierarchy that consistently result in the successful achievement of business objectives. As validated by my work history demographics below, unlike many professed OD/CM consultants, I actually wield a robust subject matter expertise required to implement OD/CM, and I've consistently been successful.

## Work History (recap) - Demographics

COMPANY	INDUSTRY	SECTOR	PROFIT-Y/N	JOB DESC	JOB EVAL	SALARY SURVEYS CONDUCTED	HR POLICIES WRITTEN	# OF EMPS	# EMP SUPV	MY BUDGET	COMP/ BENEFIT BUDGET
FAMC	HEALTH	PUBLIC	NON-PROF	150	25	15	500	900	4	\$100K	\$27 M / \$6.1M
JEPPESEN	AEROSPACE	PRIVATE	PROFIT	500	275	35	50	2100	SME	0	\$80 M / NA
DPS	EDUCATION	PUBLIC	NON-PROF	1000	1300	850	275	17100	SME	0	\$325 M / NA
DMFCU	FINANCE	PUBLIC	NON-PROF	50	50	10	150	55	1	\$100K	\$1 M / \$200K
NJMC	HEALTH	PRIVATE	NON-PROF	750	125	350	350	1500	3	\$100K	\$52 M / NA
BULL-WACKERS	GAMING	PRIVATE	PROFIT	150	15	2	75	250	SME	0	\$10 M / NA
CITY OF DALLAS	GOVERNMENT	PUBLIC	NON-PROF	1500	4500	1500	900	17400	15	\$500K	\$507 M / \$55M
ALLSTATE	INSURANCE	PRIVATE	PROFIT	20	5	3	300	60000	12	\$275K	\$375 M / NA
KEMPER	INSURANCE	PRIVATE	PROFIT	3000	2300	500	200	12000	SME	0	\$240 M / NA
REYNOS	CONSULTING	PRIVATE	PROFIT	500	150	15	500	0	0	0	
TOTAL				7,620	8,745	3,280	3,300	111,305	35	0	\$1,598 B

**Subject Matter Expertise (SME)** – Leadership in Compensation / Position Management & Job Evaluation / Recruitment & Selection (local, regional, national & international) / Training & Organizational Development / Employee & Labor Relations / Health Benefits / Managed Care, Wellness & Health Care Cost Containment / Employee Assistance Programs / Deferred Compensation / TQM / HRIS / Employee Communications (print, video & Internet) / Diversity Management (AA/EEO/ADA) / Change Management

**Environments/Industries** - Private & public sector / Profit & Non-profit / Union & Non-union / Multi-site, Multi-state & International / Average employee population serviced is 9,611 and has ranged from less than 100 to over 60,000 including: Broadcasting / Aerospace / Public Education / Financial Services / Healthcare / Gaming / Manufacturing / Municipal Government / IT / Retail / Property & Casualty Insurance / Human Resource Consulting / Media Relations

**Performance** - Created/recruited over 50,000 jobs; conducted performance management (reviewed and approved) over 443,810 employee performance evaluations; wrote over 7,200 job descriptions; created 3,000+ policies, two dozen employee handbooks; evaluated over 7,000 jobs; conducted over 3,500 job audits; created over 2,500 salary schedules; produced/broadcast over 35,760 hours of community content; *never* used a sick day or filed a health claim

**Human Resource Consultant;** Reynos Consulting; P. O. Box 11558; Omaha, NE. 68111  
December 1995 to Present

- Provide HR consulting services to aerospace, IT, financial, gaming, manufacturing, retail, and import/export industries.
- Counsel senior management in OD, CM, HRIS, compensation, equity/stock analysis, benefits, training, and employee/labor relations.
- Won all EEO claims; wrote policies/employee handbook/rules; designed benefit plan that reduced expenses by 25% year one of implementation.

**President/CEO/General Manager;** Community Telecast, Inc., Omaha, Nebraska 68104  
December 2007 to June 2013 [Volunteer]

Direct all business/broadcast operations 24/7/365, including production and fund raising. Doubled revenue streams by 200% and increased viewership.

**Manager of Human Resources;** Fremont Area Medical Center; Fremont, Nebraska 68025

November 2006 to November 2007 [Temporary Employment]

Directed compensation, benefits, employment, ER, HRIS, and related HR disciplines for a 252 bed acute care and long-term care medical center.

**Program Manager/Compensation;** Boeing/Jeppesen; Englewood, Co. 80112

April 2004 to July 2006 [Reduction-In-Force]

- Primary consultant to senior management for all compensation matters including research, validation, methodology, and philosophy.
- Created subsidiary HRIS intranet 8 times faster than parent (Boeing).
- Introduced job design and evaluation, and established market competitiveness and internal position equity for IT positions.

**Program Director/Compensation;** Denver Public Schools; Denver, Co. 80203

May 1997 to June 2003 [Reduction-In-Force]

- Produced \$4.5 million in salary savings with no reduction in employee salaries. Wrote RFP and created HRIS-based web site/intranet.
- Produced \$12,000 savings in recruitment advertising expenditures with no reduction in services.
- Provided subject matter expertise to Board, senior management and 9 employee bargaining groups/unions; \$650+ million compensation program.

**Vice President of Human Resources;** Denver Municipal Federal Credit Union; Denver, Co. 80204

April 1995 to May 1997

- Won all EEO claims; reduced benefit expenses by 50%, wrote administrative policies/employee handbook/rules.
- Successfully directed all HR disciplines (recruitment, comp, OD, benefits, workers comp, unemployment comp, training, HRIS, etc.).
- Lead and coalesced peer credit unions by pioneering multiple employer "group" ads to recruit financial services employees!

**Manager of Employment, Compensation, and Employee Relations;** National Jewish Medical Research Center; Denver, Co. 80206

January 1992 to July 1995 [Reduction-In-Force]

- Won all EEO claims; managed AA/EEO and ER; wrote administrative policies/employee handbook/rules.
- Successfully complied with and completed a conciliation agreement with the OFCCP.
- Wrote RFP for HRIS, and lead installation and management of HRIS; wrote RFP for and managed temporary employee services; managed RIFs

**Manager, Personnel Programs;** City of Dallas; Dallas, Tx. 75201

December 1982 to November 1991

- Successfully maintained union avoidance won all EEO claims; wrote administrative policies/employee handbook/rules.
- Successfully managed \$507 million compensation program; and validated a 68% drop in health claims by health promotion program members vs. a 79% increase in health claims by non-members.
- Managed comp, benefits (cost containment, deferred comp, wellness), HRIS, EAP, and position validation (selection)

[Note: Successful HR experiences in property/casualty insurance, municipal government and HR consulting continues back to 1977]

**Education:** Juris Doctor (J.D.)—Completion pending. MBA—Completed graduate hours toward degree, Northern Illinois University, DeKalb, Illinois; BA - Ottawa University; Ottawa, Kansas, Academic Honors, FCC Certificate; AA - Garden City Community Junior College, Garden City, Kansas, Academic Honors; High School Diploma -Wichita Heights High School, Wichita, Kansas. Certifications in compensation, benefits, employment law, and employee relations. Computer/HRIS Certifications: J.D.Edwards, Lawson, Great Plains, ADP/Payroll, and other proprietary platforms, including Windows, Mac OS, Microsoft Office, WordPerfect, PageMaker, PhotoShop, DreamWeaver, Flash, FireWorks, HomePage and HTML. FEMA Emergency Management Institute Certifications: IS-00100, IS-00200, and IS-00700. Can handle my own relocation expenses.