

HAROLD (TRIP) REYNOLDS • 402-418-8424 • REYNOS.COM/BIO.HTM

Hello!

I've *successfully* directed all HR disciplines, including management, negotiation, and third-party *contractual compliance* of health benefits (vision, dental, deferred comp, etc.) in diverse healthcare environments: **acute, state-of-the-art medical research** and IT, and long-term care (National Jewish Medical Research, and Fremont Area Medical Center), *and in compliance with Joint Commission*.

PUBIC SECTOR	PRIVATE SECTOR	FOR-PROFIT	NON-PROFIT	UNION	NON-UNION	MULTI-SITE	MULTI-STATE	U.S. DOMESTIC	INTERNATIONAL
CTI22	REYNOS	REYNOS	CTI22	BOEING	REYNOS	BOEING	BOEING	REYNOS	CTI22
FAMC	BOEING	BOEING	FAMC	DPS	CTI22	DPS	NJMC	CTI22	BOEING
DPS	BULLWACKERS	BULLWACKERS	DPS	KEMPER	FAMC	DMFCU	ALLSTATE	FAMC	NJMC
DMFCU	CCI	CCI	DMFCU	CPS	DMFCU	HNCU	KEMPER	BOEING	DPS
HNCU	ALLSTATE	ALLSTATE	HNCU		COD	BULLWACKERS		DPS	CPS
NJMC	KEMPER	KEMPER	NJMC			NJMC		DMFCU	CCI
COD			COD			COD		HNCU	
CPS			CPS			ALLSTATE		BULLWACKERS	
						KEMPER		CCI	
						CPS		NJMC	
								COD	
								CPS	

LEGEND (# EMPLOYEES)

CTI22 =	Community Telecast, Inc. (2)	NJMC =	National Jewish Medical (1,500)	REYNOS =	Reynos.com (1)
FAMC =	Fremont Area Medical Center (900)	COD =	City of Dallas (17,400)	ALLSTATE =	Allstate Insurance (60,000)
DPS =	Denver Public Schools (17,100)	CPS =	Chicago Public Schools (21,500)	KEMPER =	Kemper Insurance (12,000)
DMFCU =	Denver Municipal FCU (55)	BOEING =	Boeing / Jeppesen (2,100)	BULLWACKERS =	Bullwackers Casinos (250)
HNCU =	Horizons North Credit Union (70)	CCI =	Crystal Courier Imports (150)		

I've *successfully* directed total rewards (comp and benefits, etc.), and investigated the value of drug therapies, pharmaceutical services, and non-cash rewards that support safe and highly effective employee benefits and clinical operations.

MY ROLE *	EMPLOYER	COMPENSATION RESPONSIBILITY	BENEFITS RESPONSIBILITY
HR Management and Media Consultant 07/13-Present	Reynos – Omaha, NE – Sole Proprietor / Private Sector / Diverse clients / NDA	Clients: \$482,835 to \$5.5 million	Total payments: \$175,330 to \$7,778,327
President / CEO 12/07-06/13 (Market share > national avg)	Community Telecast, Inc. – 501(c)(3) cable-based community access TV	Not applicable: All volunteer staff	Increased revenue from \$27K to \$95K in 18 months
Manager of Human Resources 11/06-11/07 (All HR disciplines)	Fremont Area Medical Center – Fremont, NE – 900 Emp / Public Sector	Total payments: \$27 million	Total payments: \$6,141,757 [Actual medical \$5,267,238.94]
Program Mgr, Compensation 04/04-07/06 (Designed 8x Intranet)	Jeppesen/Boeing – Englewood, CO - 2,100 Emp / Private Sector	Total payments: \$80,000,000	Total payments: N/A. Proprietary Boeing Corporation.
Program Dir., Compensation 05/97-06/03 (Saved \$7M)	Denver Public Schools – Denver, CO - 17,100 Emp / Public Sector	Total payments: \$425,000,000	Total payments (approx): \$46,441,297
VP Human Resources 04/95-05/97 (All HR disciplines)	Denver Municipal Federal Credit Union – Denver, CO - 55 Employees	Total payments: \$1,500,000	Total payments (approx): \$165,000
Mgr, Employment, Comp & Employee Relations 01/92-07/95	National Jewish Medical Center – Denver, CO - 1,500 Emp / Non-Profit	Total payments: \$60,000,000	Total payments (approx): \$6,600,350
Manager, Personal Programs 12/81-11/91 (All HR disciplines)	City of Dallas – Dallas, TX - 17,400 Employees / Public Sector	Total payments: \$507,000,000	Total payments (approx): \$49,533,297
Global / International Compensation includes comp analysis, salary/rate determination (http://reynos.com/bio.htm#international) in: Germany, United Kingdom, European Union, China, Mexico, Indonesia, Vietnam, Brazil, Russia, Australia, Ethiopia, Sudan, Southern Sudan.			

Compensation and Total Rewards http://reynos.com/bio.htm#compensation	Position Management, Classification, OD http://reynos.com/bio.htm#position	Health Benefits http://reynos.com/bio.htm#benefits
Performance Management http://reynos.com/bio.htm#performance	Job Descriptions http://reynos.com/bio.htm#jobdescriptions	Wellness http://reynos.com/bio.htm#wellness
Proprietary Health Benefits Delivery System http://reynos.com/bbop.htm		Personal Commitment to Health and Fitness http://www.reynos.com/Resume/Track/awards.htm

Robust community involvement, go here: <http://reynos.com/Resume/PROFILES/TREYNOLDS-10Profile-Communications.pdf>

Plus, I've *successfully* produced and broadcast thousands of hours of original healthcare content to showcase the healthcare services and community relations (<http://reynos.com/bio.htm#media>) for Charles Drew Health Center, OneWorld Community Health Centers, Nebraska Department of Health and Human Services, Nebraska Sports Council, University of Nebraska Medical Center, Omaha Healthy Kids Alliance, Prevent Domestic Violence Against Women, and over three dozens other health care service providers.

Please, schedule me for an interview at your earliest convenience!

Harold (Trip) Reynolds • 402-418-8424 • harold.reynolds@icloud.com • reynos.com/bio.htm

RESUME - HAROLD REYNOLDS • 402-418-8424 • REYNOS.COM/BIO.HTM

Subject Matter Expertise (SME) - Compensation / Position & Change Management, Job Evaluation / Recruitment & Selection (local, regional, national, international) / Training & Organizational Development / Employee & Labor Relations / Health Benefits (acute, long-term care, medial research, wellness) / Employee Assistance Programs / Deferred Compensation / TQM / HRIS / Employee Communications & Media relations (print, broadcast, intranet/internet, social media, web design/HTML) / Diversity Management (AA/EEO/ADA) and Ethics

Environments - 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

Industries – Broadcasting / Aerospace / Public Education / Financial Services / Healthcare / Gaming / Manufacturing / Municipal Government / IT / Retail / Property & Casualty Insurance / Human Resource Consulting / Media Relations, Public Affairs & Marketing

- **Diverse HR management experience** in public/private sector, profit/non-profit, union/non-union, multi-site/multi-state, and international environments.
- **Diverse HR management experience** in aerospace, public education, financial services, health care, gaming, IT, retail, manufacturing, municipal government, property/casualty insurance, broadcasting, public/media relations, and HR Consulting.
- Average employee **population serviced** is 9,611 and has ranged from less than 100 to over 60,000; plus a broadcast audience of 490,000+
- **Created/recruited** over 50,000 jobs.
- Conducted **performance management** (reviewed and approved) over 443,810 employee performance evaluations!
- Directed **health benefits**; lead and validated a 68% drop in health claims by **health data analysis/wellness program** members vs. a 79% claims increase by non-members; created **proprietary benefits delivery system**.
- Produced (filmed and edited) and broadcast over 35,760 hours of **community-based (DEI) content and media relations**
- SME in all **HR communications**, including newsletters, intranet/HTML, **media relations**, audio/video, **seminars**.
- Diverse subject matter expertise in **employee/labor relations**.
- Diverse subject matter expertise in **training and development**.
- Managed **comp** programs from **\$1 million to \$507 million!**
- SME in proprietary **HRIS** and data analytics
- **Evaluated over 7,000 jobs**.
- **Wrote over 7,200 job descriptions**.
- Wrote over 3,000 policies; wrote dozens of **employee handbooks**.
- Conducted over 3,500 **job audits**.
- Created over 2,500 **salary schedules**.
- Never used any sick days; **career athlete**.
- Never filed any health claims.
- **Never lost a decision to the EEOC**.
- Won 100% of self-represented unemployment claims.
- **Fundraising and community involvement**
- My candidacy supports your commitment to DEI

HR and Media Relations Management Consultant; Reynos Consulting; P. O. Box 540862; Omaha, NE 68154 - July 2013 to Present - Provide professional consulting services in human resources, organizational development, media relations, DEI, and project management. Provide consulting services to publishing, broadcasting, health care, aerospace, IT, financial services, gaming, municipal government, K-12 public education, manufacturing, retail, and import/export industries. Designed and reconciled compensation strategies for retail sales with business unit objectives and strategies. Guide HR management as in-house counsel on performance management, document retention, **report writing, data analytics, bargaining unit analysis and labor relations**, linkage of proprietary legal applications with HRIS, employee relations, **ethics**, recruitment and selection (retained search), and AA/ADA/EEO. Counseled senior management in **organizational development, compensation, benefits**, change management (CM), equity/stock analysis, training, and employee/labor relations, media relations. Won all **EEO claims**; wrote policies/employee handbook/rules. Consistently function as the "go-to" person for all aspects of employee and/or employer project management and organizational development, including: information technology, project implementation, sales, strategic CRM services and solutions, and "best practices" in professional services management.

President/CEO/GM; Community Telecast, Inc.; Omaha, NE 68111 - December 2007 to June 2013 - Direct all business operations 24/7/365, including human resources and fund raising [501 (c)(3)], through a constant, accurate reconciliation of expenses, revenue streams, and staff productivity. Doubled CTI22's budget in less than 7 months; increased revenue streams; installed new broadcast technologies; increased CTI22's market share for community access broadcasting from the national norm of less than 5% to range from 13% to 26% of Cox subscribers; collected on outstanding account receivables and brought all accounts current; and developed new relationships with the Native American and the Asian community. Conceived, managed, and directed the **only** broadcast entity in metro Omaha to regularly produce **and broadcast** weekly "prime time" content featuring a White woman and man, Latina woman and man, Black woman and man, Asian Woman and man, and a Native American woman and man. Broadcast more **Omaha-based programming** for African-American, Latino, Native American, Asian, and other ethnic groups than all metro Omaha television stations combined. Broadcast more original, local, and syndicated religious programs than all metro Omaha television stations combined. Counseled employees, management, and community leaders on religious diversity. Broadcast the diverse achievements of greater Omaha including business development, elected officials, culture/ethics, civic groups, ethnic groups, and non-profits.

Manager of Human Resources; Fremont Area Medical Center; Fremont, NE 68025 - November 2006 to November 2007 [Temporary Employment] - Direct management of compensation, data analytics, health benefits, employment, employee/labor relations, and other HR disciplines for a 252 bed acute care and long-term care medical center. Updated an **inequitably** designed and poorly managed legacy comp and benefit programs. Identified significant **salary inequities** in acute nursing. **Revised Employee Handbook** and Compensation Policy, updated all job descriptions and salary schedules; conducted **recruitment** and **selection**, and ensured compliance to Joint Commission. Designed and installed an HR intranet **web site**. Implemented cultural change to standards-based performance management, benefits management, and a proprietary point-factor job evaluation system. Directly managed 2 FLSA exempt Human Resource Generalists, and 2 FLSA non-exempt HR Specialists.

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. Introduced job design and evaluation. Produced original salary schedules for management, non-management, and IT. Consultant to management on equitable application of compensation strategies for department-driven multi-site domestic and international locations. Lead assessment and conversion from proprietary in-house HR job systems to alignment with Boeing's (parent company) Salaried Job Classification System. Created **JeppJobs.com**, an intranet

inventory of all company jobs descriptions, salary schedules, and related data analytics. *Designed and installed an intranet web site for subsidiary compensation services (Jeppesen) 8 times faster/more efficient than a similar site managed by the parent corporation (Boeing).* Compiled and (Continued) validated merit ratings, merit increases, and bonuses for over 1,400 employees; identified major **deficiencies** in corporate-wide sales and marketing strategies; wrote and implemented Sales Incentive Plans for both U.S. domestic and international sales staff; Established market competitiveness and internal position equity for an \$80 million compensation program/2,000 employees. Worked in conjunction with in-house counsel on additions-to-staff, AA/EEO, ethics, and corporate-wide contract compliance to standards for protection of intellectual property with an emphasis on positions engaged in sales and marketing. Designed and implemented an original salary schedule/job description intranet for the HR department, management and staff. Wrote and implemented Sales Compensation and Incentive Plans for both U.S. domestic and international aviation and marine sales staff. (Continued) Aligned sales compensation to Business Requirements, IT Development Requirements, plus coordination with sales, customer service and product managers, PMP, and budgetary compliance with corporate Finance. Wrote a white-paper to prompt the evolution of product management and sales practices, and the reengineering of related compensation.

Program Director, Compensation; Denver Public Schools; Denver, Co. 80203 - May 1997 to June 2003 [Reduction-In-Force] - Designed an original compensation structure that increased employee pay, eliminated the salary cap for 48% of employees who had reached their salary grade ceilings, improved market competitiveness, and saved nearly \$4.5 million in salary expenditures with \$0 cost of implementation. Successfully managed \$350 million compensation program/17,500 employees. Worked in conjunction with in-house legal counsel on position hierarchy, additions-to-staff, salary placement, ethics, and alignment of positions to legislative oversight. Wrote RFP for HRIS services, and lead conversion from proprietary in-house HRIS system to Lawson. Produced \$12,000 savings in recruitment advertising expenditures with no reduction in services. Provided subject matter expertise to Board of Education, senior management and 9 employee bargaining groups/unions. Designed compensation plans and strategies that achieved recruitment goals for the attraction of retail sales staff for paraprofessional, food services, call center, and skilled trades positions. Created the **HR Department Intranet**, with an inventory of all DPS jobs openings, job descriptions, salary schedules and related data. Revised employee **handbook**.

Vice President of Human Resources; Denver Municipal Federal Credit Union; Denver, Co. 80204 - April 1995 to May 1997 - Successfully directed all HR disciplines, including compensation, benefits, recruitment/selection, training, workers comp, unemployment comp, employee relations, organizational development, CM, etc. Won all EEO claims; wrote AA plans, administrative policies/employee **handbook**/rules. Worked in conjunction with retained legal counsel on non-disclosure agreements and criminal prosecutions. Directed HR services to support increased asset growth from \$50 million to over \$100 million in less than 2 years! Designed compensation plans and strategies that achieved recruitment goals for the attraction of retail sales staff for teller positions, call center, and related strategies for cross-promotion of member services/sales. Won 100% of all unemployment claims resulting from involuntary terminations I've directly initiated, and 90% of all other claims! Reduced benefit expenses by 50%! Successfully managed \$1.5 million compensation program/50 employees, change management, training and development. Lead and coalesced peer credit unions by pioneering multiple employer "group" ads to recruit financial services employees! Directly managed 1 FLSA exempt Training Specialist.

Manager of Employment, Compensation, and Employee Relations; National Jewish Medical Research Center; Denver, Co. 80206 - January 1992 to July 1995 - Won all EEO claims; managed AA/EEO/ADA and ER; wrote five AA plans, administrative policies, and employee handbook/rules. Guided retained legal counsel on HR responses to immigration issues, ADA compliance, and criminal prosecutions. Won 100% of all unemployment claims resulting from involuntary terminations I directly initiated, and 90% of all other claims! Successfully complied with and completed a conciliation agreement with the OFCCP. Successfully managed \$60 million compensation program/1,500 employees, training, job evaluation, salary surveys, position classification and CM. Created fund-raising positions and updated related (sales) compensation plans (employer lead all metro area non-profits on fund-raising goal achievement). Wrote RFP for HRIS services, and lead conversion from proprietary in-house HRIS system to JDEdwards. Managed recruitment of foreign nationals and directed processing of J1, H1 Visas, etc. Managed HRIS and temporary employee services including RFPs; managed reduction-in-force (RIF). Ensured compliance to Joint Commission. Chaired United Way campaign and lead all Denver hospitals in employee participation. Directly managed 1 FLSA exempt Compensation Specialist, and 2 FLSA non-exempt HR Specialists.

Manager, Personnel Programs; City of Dallas; Dallas, Tx. 75201 - December 1981 to November 1991 - Successfully managed \$507 million compensation program/17,500 employees, including staff and management training, job evaluation, salary surveys, position classification, and CM. Achieved a 68% drop in health claims by health promotion program members vs. a 79% increase in health claims by non-members. Negotiated and managed health benefits; reduced targeted expenses by 50%. Maintained legal compliance with all employment laws. Created and maintained position hierarchy, salary surveys, salary schedules for all legal staff positions including attorneys, paralegals, legal secretaries, word processing pool, etc. Designed salary schedules, job postings, position hierarchy, workflow, etc. Successfully maintained union avoidance. Successfully averted EEO claims and class action initiatives; wrote administrative policies/employee handbook/rules. Managed compensation, benefits [cost containment, deferred comp 401(k) and 457, wellness], HRIS, EAP, and position validation (Uniform Guidelines on Employee Selection). Directly managed 4 FLSA exempt supervisors, 8 FLSA exempt Personnel Specialists, and 3 non-exempt HR Specialists.

[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, Kronos, 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](#).

Personal: Health/Excellent - I've never used a sick day or filed a health claim with any employer! Masters Mile PR: 4:35 (1991) Masters 200 meter PR: 23.5 (1997); **President, Denver Track Club**; USA Track and Field **Champion** in various events (100 meters, 200 meters, 400 meters and 1,500 meters) over the past three decades in Kansas, Illinois, Texas, Nebraska, Colorado, and Utah! Robust experience in **philanthropy and fundraising**, and **leadership**. **Relocation:** Can handle my own relocation expenses. Review expanded resume and work examples at: <http://www.reynos.com/bio.htm> and <http://www.linkedin.com/pub/harold-trip-reynolds/4/5b/801>

References / Letters of Recommendation for Harold (Trip) Reynolds

Unabridged Letters of Recommendation available at: <http://www.reynos.com/bio.htm#Letters>



YouTube.com
<https://youtu.be/zupEehyLa8>

<http://www.reynos.com/Resume/Track/awards.htm>



Item Selection for Trip Reynolds

World Masters Rankings

The official rankings for World Masters Athletics

Rankings Detail:	
Award Level	Event
Top 25	2014 Indoor M60 200 Meter Dash
Top 25	2014 Indoor M60 400 Meter Run
Top 25	2010 Indoor M55 60 Meter Dash
Top 25	2010 Indoor M55 400 Meter Run
Top 25	2009 Indoor M55 60 Meter Dash
Top 25	2009 Indoor M55 400 Meter Run
Top 25	2007 Indoor M50 60 Meter Dash
Top 25	2007 Indoor M50 200 Meter Dash

mastersrankings.com

As of 2020, Trip has competed in 261 USATF sanctioned events, and has placed 1st, 2nd, or 3rd in 94.3% of all of his races. Trip has competed in over three-(3) dozen 5k and 10k races, typically finishing in the top 10%. Trip has also competed in 20k, half-marathons, marathons, vertical marathons, and various multi-sporting events. Throughout his life, his weekly base-training for track events (100m, 200m, 400m, 800m, 1500m and 1 mile) added over 23,400 miles on his physique, and his base-training regime for road races (5k, 10k, 20k, etc.) and various multi-sporting events added nearly another 13,000 miles. Trip is a career athlete, and actively participates in track, cycling, and roller-skating events throughout the United States. Equally important, Trip enjoys the benefits of living a healthy and fit lifestyle, and he welcomes sharing his insight with management and staff whenever requested. *Again, Trip has never used a sick day, and never filed a health claim – ever!*

Keep in mind, Letters of Recommendation do not come with an expiration date!

I'm Beverly Johnson, a seasoned human resource professional with over thirty-(30) years of robust subject matter expertise successfully conducting "high value" recruitment campaigns in legal search, acute health care, media relations, and other industries. Over fifteen-(15) years ago, while engaged in the aforementioned I happily encountered Trip. On several occasions I've had the pleasure of working with Trip on various HR consulting and media relations campaigns, and he always delivers as expected, and with enthusiasm, creativity, and a willingness to put in whatever extra effort is necessary to achieve objectives! We mutually require such of each other, including conducting due diligence prior to launching projects, and a continuous commitment to professionalism. Given your commitment to due diligence, you'll find a plethora of examples of Trip's actual work product posted via his expanded online resume (reynos.com/bio.htm), which he created to enable you to validate his skills, knowledge, and subject matter expertise in all aspects of human capital management. Of course, conduct your due diligence, then promptly hire Trip! **Beverly Johnson, Wonderbev Executive Search, wonderbev@gmail.com, 209-792-6070**

I was so impressed by the 'Asian Ways for Children' program that I just had to contact you and get a copy to show my kids and grandkids! Thank you for showing such a great program on your channel (Cox Cable, Channel 22)! - **Shirley Higbee**

I have had the pleasure of working directly with Mr. Reynolds. I am giving my full recommendation for Mr. Reynolds, as he would be an asset to any company interested in hiring an individual strong in human resources and/or employee wellness. **Lynn Lamprecht, 402-720-8097, llamprecht@yahoo.com, former Director of Outreach Services, Fremont Area Medical Center, and former President/CEO of SAM Group**

Trip is not only a friend but also my mentor. He is able to adapt and use his expertise in any industry. As an HR Manager, I have worked primarily in the manufacturing and food industry since 1995. I have requested Trip's HR expertise many times and he successfully helped me through many HR situations ranging from employee relations, compensation and training. He has also helped me in starting my own consulting career. I recommend Trip Reynolds to any employer that is looking for a seasoned, proactive and innovative person. You would not be disappointed." **Elizabeth "Liz" Laurel, Human Resources Manager, Foxhead Incorporated Distribution Center, 4611 New Castle Road Stockton, California 95215, 209-939-8600 x4971, lizlaurel@foxhead.com**

Bernita Mascher, HR Recruiter/Comp Specialist, Fremont Area Medical Center, 450 East 23rd Street, Fremont, NE 68025, 402-941-7366, BMascher@famc.org

Angie Martens, HR Director, Nebraska Cancer Center, 402-719-1798 or 402-955-2697

Dr. Maorong Jiang, Director of the Asian World Center, Creighton University, Becker Hall Suite G25, 2500 California Plaza, Omaha, NE 68178, 402-280-2896, MaorongJiang@creighton.edu

Trip, it is difficult for me not to overstate the value I feel you have brought to the Human Resources team and to Jeppesen. Your previous experiences have brought Jeppesen a new expertise. Your ability to evaluate the current issues, to develop a method to address these issues and to communicate in a logical and understandable manner has already started to establish more credibility in the compensation area. Because your responses are well researched and well thought out managers and employees are appreciative of the direct answers you give to their questions. (RETIRED) **Gwen Underwood, Manager of Employee Services, Jeppesen 800-353-2107**

Trip, Thanks for your contribution this year! You've made a great difference in the way compensation is viewed by the management! Thank you! **Alice DiFraia, Director of Human Resources and Organizational Development, Jeppesen [Terminated] 800-353-2107**

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 / Director, Urban Education Center, University of Northern Colorado, UNC Denver Center, Higher Education & Advanced Technology Center at Lowry [Retired], 303-365-7631**

Let me express my appreciation for the time and effort you devoted this summer to the development of salary proposals for teachers and administrators. I know that at times you worked at quite a hectic pace, but the quality of the work you produced is exemplary. I extend to you my sincere thanks and best wishes. **Sharon A. Johnson, Interim Superintendent, Denver Public Schools [Retired] 720-423-3200**

Dear Trip, I would like to thank you for the time and effort you put in with me as I tried to make sense of the reclassification process. Your sense of humor and patience on my behalf was quite refreshing. You walked me through some very confusing Excel applications and made it seem easy. Additionally, helping me to understand "options" available helps me to make a more informed career decision. Again, thank you and yes "Math is my friend!" **Diana Gadison, Teacher, Denver Public Schools**

It is my pleasure to write a letter of recommendation for Trip Reynolds, who served as the Vice President of Human Resources at Denver Community Federal Credit Union for three years. As President/CEO of Denver Community Federal Credit Union, I have had the pleasure of working directly with Trip. Trip has played a pivotal role in developing and implementing the HR programs that make DCFCU strong. His work ethic and communication skills would bring value to any new opportunity he pursues. **Carla Hedrick, President/CEO, Denver Community Federal Credit Union, 303-573-1170**

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**

"While my relationship has been limited with Mr. Reynolds, all of my business negotiations have been very professional. He has followed through and done what he told me he would do, and for this reason by itself, I would certainly look forward to working with him in the future in any capacity he may be in." **Larry Fine, President, Fine & Company Executive Recruiters**

"Trip often helped me in accomplishing my goals. He served as an instructor for two conferences held for two thousand employees, provided strategies to supervisors, and Trip was instrumental in carrying out the Executive Development Program by ensuring validity and reliability. He is creative, personable, and energetic. His talents will benefit any organization." **Bonnie A. McElearney, Manager of Personnel Development, City of Dallas**

"I have found you to be my point of contact very frequently over the past three years. I take this opportunity to thank you for those many times you have assisted me in my work. You have always been pleasant, knowledgeable and competent from my point of view." **Betty D. Askew, PBX Supervisor, National Jewish Center for Immunology and Respiratory Medicine**

"...Enclosed in the proposed personnel reorganization of Reunion Arena. This is the result of many hours of working with the Personnel Department over the last 8 months. Individuals with the Personnel Department who have assisted in this effort are Dr. Troy Coleman, Joe Tillotson, Albert Chew, Bill Underhill, Melinda Crayton, and especially Trip Reynolds." **Will Caudell, General Manager, Reunion Arena**

"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**

"Trip, I have just reviewed the Affirmative Action Plan and want to congratulate you on a job well done. It is by far the most complete, well organized and accurate plan done during my time at National Jewish. Thanks!" (Retired) **Fred Langille, Executive Vice President/Chief Operating Officer, National Jewish Center for Immunology and Respiratory Medicine 303-388-4461**

"As Manager of Employment, (Trip) demonstrated many innovative approaches to staffing challenges creating more effectiveness within his organization. I can honestly say that I find Trip to be a very bright and capable individual and would recommend his talents to anyone needing a strong human resources individual." **Jay Velinder, Executive Vice President, Talent Tree (Staffing Services)**

"The supervisory development conference, 'Excellence Through Quality' was a success. Thank you for agreeing to facilitate the seminar on 'Upgrading Procedures and Policies.' Your commitment helped make the difference. Thank You." **Jan Hart, (former) City Manager, City of Dallas**

"Trip is straightforward in his demeanor and not afraid to address a negative situation. He would seek out solutions instead of fingerpoint. I consider him to have vision as well as the ability to follow through. He is honest, articulate and conceptual in his dealings with my company. He exhibits a 'can do' attitude with the discipline to get it done. He takes on the yoke of responsibility and has the drive and focus to achieve a goal with bottom line earnest. He is an excellent "people person" and knows his staff quite well." **John M. Stepien, Regional Vice President, Nationwide Advertising Service 866-627-7327**

"I just want to take this opportunity to thank you for your special assistance at National Jewish Center. As you are aware, the legal matter in which we were engaged required the presentation of a complex set of facts to a government agency. The manner in which you organized the facts was very important to the successful outcome of the case. Since working with you on this project, I have used the system you engineered successfully in other situations. In addition to presenting the facts in an organized, easy to understand fashion, it is a pleasure to work with a person who maintains their objectivity and is able to treat "difficult to handle" people fairly and with concern." **Ann Allott, Attorney at Law, Allott, Engineer & Makar (303) 797-8055**

"Trip has always made himself available to help others. He has participated in and supported numerous training, and organizational development activities and Trip was very helpful in working with me to establish the position of Total Quality Manager." **Huey May, Total Quality Manager (Retired), City of Dallas 214-670-3120**

"Thank you very much for taking such an active, enthusiastic role in the four safety seminars provided for office personnel from the Business Operations of Dallas Water Utilities last week. Seventy-eight (78) employees attended the seminars, and I've heard some wonderful comments and compliments. We look forward to working with you again." **Janet Milligan, Prebill Audit and Clerical Support Supervisor, Meter Activities Division, City of Dallas**

"My interaction with Trip has been limited, but positive. In 1991, as a part of the downsizing it was necessary for me to lay-off an employee. I was on sick leave so Trip came to Dallas to handle this and to meet with remaining staff. This was a delicate situation and Trip handled it well!" **Ann J. Stephens, Director/Dallas Regional Office, National Jewish Center for Immunology and Respiratory Medicine**

"Trip and I had the opportunity to work together on the 1992/93 United Way campaign at National Jewish. That campaign produced the highest dollars raised by National Jewish and placed the Center at the top of Denver hospitals in employee participation. Trip is not afraid to step out of the box and try new and innovative approaches rather than do things the way they have always been done. In looking at Trip and his many talents he is certainly someone that would be an asset to any management team." **Jan M. Swanson, Assistant Campaign Director, Mile High United Way**

"Seldom do people take the time to appreciate the efforts of those around them, however I wanted to do that for Trip Reynolds. Although Trip has never helped me personally with any major projects, I continue to hear good things about him from other employees, particularly those in my department. The impression I have gotten is that Trip takes the time to help others and is genuinely concerned about other people's problems. From a personal standpoint, I can tell you that every time I have ever called to request information, Trip has gotten back to me in less than 24 hours with accurate and precise answers. It is always refreshing to deal with someone with such a positive and helpful attitude, and I didn't want to see his efforts unnoticed!" **Jeryl Feeley, Project Coordinator, National Jewish Center for Immunology and Respiratory Medicine**

We found (Trip) very conscientious, and adept in dealing with students and adults in our educational system. We would recommend him highly for any position dealing with people. **Joe D. Reaves, Dean of Students, Chicago Public Schools**

***Reynolds has a demonstrated proficiency working successfully
with all kinds of people, in all kinds of environments!***

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