

PATTY FONTNEAU

Senior executive with a successful track record in organizational development, profit improvement, turnarounds and business growth. Strategic leader committed to change. Community leader with impeccable ethics and integrity.

CORE COMPETENCIES

- Strategic Planning
- Organization Development
- Business Operations
- Financial Management/Discipline
- Corporate Spokesperson
- Community & Public Relations
- HR Management & Development
- Business Development
- Diversity & Inclusiveness
- Project Management
- Marketing & Branding
- Crisis Management

PROFESSIONAL HISTORY

HOLME ROBERTS & OWEN LLP – Denver, CO

8/2008 – 6/2011

CHIEF OPERATING OFFICER ■ Managed the business and financial operations of the law firm across a platform of seven domestic offices. Created and managed \$100+ million budget. Strategically directed financial decisions, business development, technology, human resources and staff development, facility operations, marketing, brand management, corporate communications, training, library services and facility operations.

Organizational Turnaround

Reduced expenses by over \$10 million, while improving revenue per attorney by 13% during two-year economic downturn in the legal industry. Restructured service delivery in business areas to maintain service standards to clients.

Strategic Planning

Initiated and supported a business-oriented strategic planning process, worked to engage firm leadership to identify time-bound and measurable goals targeted to a broad strategic plan.

Process Improvements & Financial Discipline

Designed and implemented more stringent business policies to minimize erosion of firm's receivables. Established financial and hiring disciplines within each office. Supported enhanced training, recruiting and integration of new attorneys.

Diversity and Inclusiveness

Co-chaired the firm diversity and inclusiveness initiative. Implemented changes to policies, reviews, and staffing. Enforced accountability to affect culture.

Communication

Created transparency in reporting to partners and staff. Launched internal and external communication plan to increase interaction with both staff and clients – increasing client communication over 100%.

THE IMA FINANCIAL GROUP – Denver, CO

1/2004 – 7/2008

CHIEF ADMINISTRATIVE OFFICER ■ Managed parent company operations for the risk management, P&C and benefit insurance broker, including human resources, information technologies, business support, marketing and public relations, corporate communications, community relations, strategic projects, disaster recovery/business continuity and the IMA Foundation.

Operational Efficiencies	Implemented imaging and records management, a customer relationship management system, automated corporate expense management, a risk management system, and automated HR processing - lowering expenses and supporting sales initiatives. Implemented six-sigma process improvement techniques.
Strategic Projects	Led financial and strategic analysis of Business Process Outsourcing, and the expansion of the Personal Lines division. Created new disaster recovery and business continuity plans and implemented corporate environmental impact team in support of economic and environmental sustainability.
Brand design & web Implementation	Launched branding initiatives and web design for two subsidiaries of the IMA Financial Group. Increased media hits by over 300% in a two year period. Designed and implemented new web sites, increasing traffic by 350% over the same period.
The IMA Foundation	Established a strategic direction and growth goals for the IMA Foundation to affect change in the IMA communities.
Corporate Strategy	Designed and implemented a corporate strategy system to guide initiatives and establish discipline in achieving corporate goals and objectives to replace the Rapid Enterprise Development approach previously in effect.

TIAA-CREF – New York, NY and Denver, CO

1983 – 2003

WESTERN SERVICE CENTER MANAGEMENT - Denver, CO (1994 – 2003)

VICE PRESIDENT AND GENERAL MANAGER – Denver, CO (1999 – 2003) ■ Launched and managed operations of TIAA-CREF's Western Service Center. Directed strategic development of the center, including all support services functions. Managed community, media and political relations and served as primary corporate spokesperson. Created and managed capital and expense budgets exceeding \$55 million. In NY, managed the phone center, benefit payment processing division, tax department and provided financial retirement planning services.

Organizational Development	Opened and grew the Western Service Center to over 1300 employees, servicing 2.5 million customers. Implemented the phone and service center, established policies, directed hiring and training, security, operations and financial management.
Corporate Spokesperson/Media Relations	Elevated corporate name recognition locally, 433% increase, through development and implementation of campaigns, sponsorships, and promotional strategies.
Contract Negotiations	Negotiated a \$1.2 million economic incentive package with the City of Denver Mayor's Office that was approved unanimously by the Denver City Council.
Facilities Design & Management	Directed design, build and management of the 525,000 s/f center in downtown Denver, including medical facility and cafeteria.
Strategic Business Planning	Appointed by CEO to work with McKinsey and Company in formulation of new strategic business plan; provided leadership in development of a full corporate restructuring.

AWARDS

- Outstanding Woman in Business, Denver Business Journal, Financial Services, 2007
- Leadership Award, University of Colorado Alumni Association, 2007
- Athena Award, Women's Chamber of Commerce, 2003
- Girl Scout Woman of Distinction, 2003
- Women's Vision Foundation, Corporate Advocacy Award, 2002
- TIAA-CREF's Award of Excellence, 1995

COMMUNITY AFFILIATIONS: CURRENT

- College Invest: 2004 – *Present; Chair 2006-2007*
- Auraria Foundation: 2007 – *Present; Chair 2010-2011*
- Downtown Denver Partnership: DCV/DDI Board Member, 2000 - *Present; Management Group Chair, 2006 – 2007; Nominating Committee Chair, 2008; Transportation Council Chair, 2003 -2005; Referendum C&D Chair 2005; Policy Committee Chair 2002 – 2003*
- Denver Metro Chamber Foundation: *Board, 2000 – 2007; Chair, 2001 – 2002; Leadership Circle 2007 - present*
- Colorado Forum: *1998- Present*
- Women's Forum: *2001 – Present*

COMMUNITY AFFILIATIONS: PREVIOUS

- Mayor-elect Michael Hancock's Transition Team for 311/Peak Performance: *June 2011*
- Denver Metro Chamber of Commerce: *Board Member, 2000 – 2004; Executive Committee, 2002-2004; Public Policy Council/Chair 2003 – 2004*
- Mile High United Way: *Board Member, 2001 – 2003*
- Qualistar Early Learning: *Board Member 2002- 2009; Chair 2005-2007 (previously Educare Colorado 2002-2004)*
- University of Colorado at Denver, Business School : *Advisory Board Member 2001 -2009*
- Governor Hickenlooper's Transition Team for Higher Education: *2010*
- Governor Ritter's Transition Team for Higher Education: *2006*
- Mayor Hickenlooper's Early Childhood Education Leadership Team: *2005- 2007*
- USBank: *Advisory Board Member, 2002 – 2007*
- Colorado Leadership Alliance: *Advisory Board Member, 2000 – 2004*
- SafeHouse Denver: *Board Member, 1998 - 2005; Chair, 2004*
- Denver Center of Performing Arts: *Public Policy Council, 1997- 1999*

EDUCATION

M.B.A., FINANCE

New York University, New York, NY

B.S., BUSINESS ADMINISTRATION

Marketing and Economics

State University of New York, Oswego, NY

CERTIFICATIONS

- Certified Employee Benefits Specialist
- Chartered Retirement Planning Counselor
- Fellow, Life Management Institute