

JOHN W. HICKENLOOPER  
GOVERNOR



136 STATE CAPITOL  
DENVER, COLORADO 80203

TEL 303-866-2471  
FAX 303-866-2003

September 23, 2015

JoAnn Groff  
Property Tax Administrator  
Department of Local Affairs  
1313 Sherman Street, Room 419  
Denver, CO 80203

Dear Ms. Groff:

It is with great pleasure that I appoint Irving Leslie Halter as my designee on the State Board of Equalization. I have attached his application and resume for your information.

I am sure that Mr. Halter will be an asset to the Equalization Board.

Sincerely,

A handwritten signature in blue ink, appearing to read "John W. Hickenlooper".

John W. Hickenlooper  
Governor



# STATE OF COLORADO

APPLICATION - 2014  
BOARDS AND COMMISSIONS  
OFFICE OF GOVERNOR JOHN W. HICKENLOOPER

FOR OFFICE USE ONLY

DB \_\_\_\_\_

SLOT \_\_\_\_\_

Please attach a resume and fill ALL fields.

Please be advised that applications will not be processed if unsigned or resume is not attached and a board or commission is not specified.

BOARD OR COMMISSION FOR WHICH YOU ARE APPLYING: (Only one per application, your application will not be processed if left blank.)

### Executive Director, Department of Local Affairs

Name (Last, First Middle): Halter, Irving Leslie		County: El Paso	Cong. District: 5	Senate District: 9	House District: 14
Home Address: 1724 Valley Stream Ct		City: Colorado Springs		State Colorado	Zip Code 80921
Mailing Address:		City:		State	Zip Code
Date of Birth:	Driver's License #	Gender Male	Registered Voter? Yes	Ethnicity: Caucasian	
	SSN #		Party Affiliation? Democrat		
Present Employer/Title None/ None		Business Phone # None		Home Phone # (719) 375-0096	
		Cell Phone # (719) 237-7920		E-mail irv.halter@gmail.com	
Business Address NA		City NA		State Colorado	Zip Code

### EDUCATION AND GENERAL QUALIFICATIONS

LEVEL	NAME OF SCHOOL	LOCATION	No. Years Attended	Did You Graduate?	Major Course of Study
High School	Woodstown High School	Woodstown NJ		1973	
College	U.S. Air Force Academy	Colorado	4	1977	History
Graduate Studies -or- Trade/Business/Correspondence	Troy State University	Alabama	3	1991	International Relations

Memberships in Organizations And Offices Held (Indicate if Past or Present)	NAACP VFW Air Force Association Colorado Springs Military Affairs Committee Board of Advisors (former Vice Chairman)
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REFERENCES (List three persons, not related to you, who you have known for at least one year.)

NAME	ADDRESS	PHONE #
Tyg Taylor	Trinity Lutheran Church 17750 Knollwood Drive	(719) 339-8281
Mike Oakes	112 Brantley Ct Yorktown VA 23693	(757) 561-3324
Christy LeLait	El Paso Democratic Party 22 E. Rio Grande Street	(719) 459-3695

Have you ever been a party to or the subject of or otherwise involved in any legal proceeding that might adversely affect your qualifications to serve on this board or commission? Is there anything in your background that might be an embarrassment to the Governor or you if it were to become public? (On Pg. 2 if applicable) Response: No

If appointed, you are expected to attend fully to the duties of the position. How much time are you capable of committing?: YES

Please explain why you wish to serve on a board or commission (On Next Page)

\*I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize investigation of all statements contained herein and the references listed above to obtain any and all pertinent information, personal and otherwise. I further authorize the Office of the Governor to conduct a criminal background check, including requesting a criminal history from the Colorado Bureau of Investigation. I release all parties for all liability for any damage that may result from furnishing such information.

\*I understand that the Colorado Open Records Act may require that certain information contained in this application be available for inspection by the general public.

RETURN COMPLETED FORM TO:  
Romaine Pacheco, Director  
Governor's Office of Boards and Commissions  
136 State Capitol Bldg.  
Denver, CO 80203  
Fax: 303.866.6368  
boards@state.co.us

**SIGNATURE:** Irving Leslie Halter **DATE:** 04 27 2015

Desire to resume my public service

**IRVING L. HALTER, JR.**

1724 Valley Stream Court, Colorado Springs, CO 80921

Home: (719) 375-0096; Cell (719) 237-7920; Email: [irv.halter@gmail.com](mailto:irv.halter@gmail.com)

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**OBJECTIVE** Executive Leadership position in State or Local Government

**SUMMARY** Over 20 years of senior executive experience leading diverse, complex operational and administrative organizations. Record of delivering performance excellence in the field and at the highest levels of government and private sector, leading thousands of people and managing billions of dollars in assets. Proven leader with exceptional communication skills. Relevant experience includes:

- \* **Program Management**
- \* **Strategic Planning**
- \* **Change Management**
- \* **Communication**
- \* **Team Building**
- \* **Community Outreach**

**ACCOMPLISHMENTS**

**Program Management** Repaired P&L Division, generating annual revenue of over \$750 million. Reorganized management of 8 programs located at 20 locations directly supporting operational missions for DoD/NASA customers. Led corporate response to return three marginal programs back to operational excellence.

**Strategic Planning** Deployed and expanded an innovative strategic planning process throughout a large, geographically-dispersed organization. In just 9 months, introduced new metrics and processes into 12 major business units. Provided effective feedback to higher headquarters, reformulating objectives and goals. Result: a “living” strategic plan with end-to-end buy-in and all units meeting 95% of benchmarks.

**Change Management** Successfully implemented largest pilot training syllabus changes in over 15 years. Overcame stiff institutional resistance, convincing business unit leaders, instructors, and students of the new program’s value. Reduced flying hour costs by 10%, maintained product quality, and introduced advanced capabilities.

**Communication** Trusted and effective interlocutor with Congressional leadership, National Security Council staff, Military Services, and Combatant Commands on sensitive military operations. Facilitated daily whole-of-government actions, including counter-terrorism operations, ballistic missile defense, detainee operations, global contingencies, force deployments, and combat activities.

**Team Building** Conceived, orchestrated, and executed an integrated management plan to assimilate four diverse business accounts into a cohesive division that had previously not existed. Built complete functional/operational team from scratch in just 3 months, and exceeded all financial goals in first 6 months of operation.

**Community Outreach** Built and sustained a coalition of public and private interests supporting the 7400 square mile Mountain Home Range Complex. Established personal bridge to local Native American tribal leaders. Preserved range development plan and avoided litigation, balancing cultural heritage and environmental concerns.

**WORK HISTORY** **Candidate for U.S. Congress—Colorado’s 5<sup>th</sup> District 2013-2014**

Responsible for all aspects of a federal congressional campaign, running against a four-term incumbent in a challenging district. Led and coordinated efforts of a small team of political professionals to build a base of over 2,000 individual contributors, raising record amounts through personal engagement while navigating strict federal election laws. Communicated key messages through public and media appearances, and commercial TV and internet advertisements.

**Vice President/GM, Air & Space Division, CSC 2009-2013**

Led P&L Division of over 5000 employees supporting all CSC Air Force and Missile Defense Agency (MDA) business lines. Responsible for IT infrastructure, logistics applications, and satellite control software support, space launch and tactical range support, base and aircraft maintenance operations for the Air Force; and science, engineering and technical staff support for MDA. Lead CSC Client Relations Executive to the Air Force.

**Vice Director, Operations, the Joint Staff 2008-2009**  
**Washington, DC**

Deputy to Director of Operations, advising the Chairman, Joint Chiefs of Staff in his duties as principal military advisor to the Secretary of Defense and the President. Developed guidance for and relayed operational orders to the Combatant Commands. Coordinated and integrated counter-terrorism planning activities within DoD, intelligence agencies, and the White House.

**Commander, 19<sup>th</sup> Air Force 2006-2008**  
**Randolph AFB, TX**

Directly responsible for execution of all primary and 90% of advanced flying training for the U.S. Air Force. Led 35,000 Active, Guard and Reserve Airmen operating over 1700 aircraft in 18 major units across the country, executing over a half million flying hours each year. Managed assets valued at over \$40 billion.

**Prior Work History Includes:** Vice Superintendent, U.S. Air Force Academy, directing daily operations; Deputy Director, NRO for military support to combatant commanders; command at the operational squadron, group and major wing/base level and global deployments; panel chairman for all Air Force fighter and bomber budget resourcing. Command Pilot with 3,300 flying hours.

**EDUCATION** M.S. in International Affairs, Troy State University  
B.S. in History, United States Air Force Academy

**COMMUNITY** Vice Chairman, Colorado Springs Military Affairs Committee;  
Assisting Minister/Confirmation Teacher, Trinity Lutheran Church

**SECURITY CLEARANCE:** Top Secret; SBI Completed July, 2013