

**MANISTEE CITY COUNCIL
SPECIAL MEETING AGENDA**

MONDAY, OCTOBER 5, 2015 – 1:00 P.M. - COUNCIL CHAMBERS

I. Call to Order.

- a.) PLEDGE OF ALLEGIANCE.
- b.) ROLL CALL.

II. Citizen Comments on Agenda Related Items.

III. New Business.

- a.) INTERVIEWS FOR THE POSITION OF CITY MANAGER.

Michigan Municipal League Lead Search Facilitator Kathie Grinzinger will be present to review question technique and process for city manager candidate interviews.

Interview Schedule:

1:00 p.m. David Bachman
2:30 p.m. Ted Andrzejewski
4:00 p.m. Donald Hoyt

- b.) CONSIDERATION OF CONDITIONAL OFFER OF EMPLOYMENT TO SUCCESSFUL CITY MANAGER CANDIDATE.

Once all interviews have taken place, it is expected the Council will engage in public discussion with the goal to select one of the candidates for a conditional offer of employment. Before the final stage of the hiring process can be executed a motion should be offered to make a conditional offer to the candidate who secures the majority of support from Council members. The offer is conditional to allow other due diligence steps to occur and to enable withdrawal of the offer depending on the results of that research.

The due diligence steps include a background investigation, a physical, drug and alcohol screening, and additional reference checks. The Michigan Municipal League will conduct a background investigation of the primary candidate through a third-party professional firm. The investigation will include college transcript verification; criminal history, civil court case history; lien and driving record check, credit/financial record review and social security number trace. Because of the invasiveness of the background check and medical screens, only the top candidate moves through this phase.

If the candidate successfully completes the final background hurdle, negotiations between the individual and the City can commence leading to a contract and a start date.

At this time Council could take action to make a conditional offer of employment to the top candidate.

IV. Concerns and Comments.

- a.) CITIZEN COMMENT. This is an opportunity for citizens to comment on municipal services, activities or areas of City involvement. Citizens in attendance shall be recognized by the Mayor for comments (limited to five minutes). Letters submitted to Council will not be publicly read.
- b.) OFFICIALS AND STAFF.
- c.) COUNCILMEMBERS.

V. Adjourn.

RBB:cl

COUNCIL AGENDA ATTACHMENTS:

Candidate Resumes
MML – Manistee Brochure
MML – Community Profile

Manistee City Council
70 Maple Street
Manistee, Mi. 49660

Dear City Council Members;

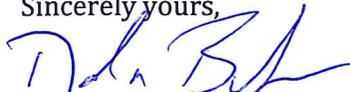
The purpose of this letter is to express my interest in the City Manager position.

All of you know me, personally and professionally. You know my work ethic, determination and professionalism. I have represented you and previous Councils for the past 17.5 years as your Police Chief and for more than 4 years as your Director of Public Safety. Surviving in this position for almost 18 years is not an easy task. In order to survive and in most cases thrive, I have had to demonstrate several personal traits that would transfer nicely to the City Manager position. For instance, I always place the needs of the community and my employees above my own. I always represent the City as a professional and have in many cases been the face people have seen representing the City in a time of crisis. I vividly recall the storm that ravaged our town about ten years ago. The Manager was out of town and not available by phone. It was my job to marshal our resources and respond to the emergency as Acting City Manager. When the sun came up, I went to the Mayor's home and filled her in on the condition of the City. We were beat up, knocked down, but not out. She and I toured the damaged areas of town, made sure our residents had the basics in terms of food shelter and water. We convened a joint City County emergency services meeting on the steps of City Hall. Together we had to decide if we needed a disaster declaration. The City survived that event and many others since. We didn't get through it with good luck or a wing and a prayer. We got through it because our citizens needed to see their leaders on the front line reassuring them that we had things under control. I am very proud of the way we managed that event.

As your Public Safety Director I have accomplished some awesome things as well. Our Fire Department ALS is a model others are trying to duplicate. Our police officer, firefighters and mutual aid agreement with Filer Township is a great example of collaboration. Together we provide better service to the community while giving our employees a higher sense of purpose. We do that while creating a safer environment on the fire ground.

With all that behind me, I know it is time for me to take on new challenges. I, like most of you, assumed we would have hired a new manager by now. It has proven to be easier said than done. I have had my own exit strategy and have thrown my hat into the political arena in a bid to get elected to office in 2016. I didn't anticipate this opportunity to come back around after the Interim City Manager search and appointment. I am grateful for the opportunity to interview for the Manager position. No matter which way it goes, my time as Director of Public Safety is near its end. I have accomplished much in my years here and long for new opportunities. If you choose me as your new City Manager I will make you the same pledge I made when you appointed me as Public Safety Director. I promised not to let the Council, citizens or our employees down. I would bring the same eagerness to learn and apply new skills. I would bring the same commitment to making Manistee a better place.

Sincerely yours,



David M Bachman

David M Bachman

Objective

City Manager City of Manistee Michigan

Summary of qualifications

Director of Public Safety 2011 – 2015 City of Manistee

- As Director I am responsible for the management and oversight of our Police/Fire and EMS agencies. Under my leadership we transitioned from a basic agency to an advanced life support transport agency. We currently own and operate two ALS transport units and respond to over 1000 calls for service annually.
- Together we trained 7 police officers as firefighters and signed an automatic mutual aid agreement with Filer Twp. This has significantly improved our manpower at fire scenes and enhanced firefighter safety.

Chief of Police 1998-2011 City of Manistee

- During my tenure as Chief I was able to bring this department up to date in terms of technological assets and training. It was my goal to bring the officers under my command the tools and training necessary to compete in the modern arena of law enforcement. Most notably, I secured funding for mobile data computers, on board video cameras, and increased training spending five fold. We actively began an aggressive training curriculum for our supervisory staff that included the School of Police Staff and Command and made a five-year training commitment to the entry-level staff. Prior to being in Manistee I spent over 20 years with the Jackson Police Department earning a position as the Patrol Operations Commander.

Harbormaster and Marina Manager 1999- 2015

- Hire and train staff
- Maintain State License as an Underground Storage Tank Operator for the city.
- Prepare and manage the budget

Education

**Master's Degree
Western Michigan University**

- Public Administration MPA GPA 3.5
- 1197 Graduate FBI National Academy 188th session
- 1990 Graduate NW School of Police Staff and Command
- Graduate FBI Executive Development Courses

- Graduate FBI Leadership program
- Graduate Michigan Police Executive Development
- Graduate CMU Law Enforcement executive leadership institute

Bachelor of Arts Degree

- 1989 Spring Arbor University Management of Human Resources
- Undergrad Jackson Community College

Community activities

- Charter member and Past President of the Sunrise Rotary Club
- Board member and Past president of United Way of Manistee
- Previous board member for Choices of Manistee
- Currently treasurer, board member and past president of the SSCENT narcotics team.
- Coordinator and chief fund raiser for the skate park
- Board member Tight lines for Troops
- Contributing member to numerous community events
- Board member Manistee Medical Control authority
- Member Michigan Chiefs of Police Association
- Current President Northern Michigan Chiefs Association
- Member of the Oaks correction center liaison committee
- Incident Command Credentialed

Duties and Responsibilities

Manage the day to day operations of Police/Fire/EMS departments

Prepare and manage budgets for Police/Fire and the Marina

Work with the City Manager and Council on all Public Safety related issues

Media liaison for Public Safety

Recruit, hire and train staff

Investigate citizen complaints against staff and task necessary action based on the investigation. Necessary action has been as severe as terminating employees and in some cases presenting criminal cases.

Preparation

To Prepare myself to meet the challenges of this position:

- In the past 17.5 years I have participated in approximately 800 weekly department head staff meetings.
- I have attended approximately 350 or more City Council meetings.
- I have met with thousands of our citizens face to face to solve problems.
- I have met with and serviced the concerns of our City Council members and Mayors over the years.
- As a member of the executive staff I have participated in the successful resolution of approximately 20 labor agreements with the POAM, COAM, and IAFF.
- I have brought numerous labor issues to the Manager on behalf of the non-labor group of employees.
- I have earned the trust and respect of our employee groups throughout the City. I am known as honest and straight forward.
- I have been named A/City Manager in the absence of the Manager dozens of times over the years. Currently I am listed as the first person to call to represent the Manager if he is unavailable.
- I have managed multiple labor issues without a grievance including suspensions and discharges.
- I have a demonstrated ability to make difficult decisions in the best interest of the City.
- I have demonstrated my ability to assimilate and apply new information and to constantly learn as demonstrated by my EMS and Firefighting certificates.

Professional Certifications: Michigan Association of Chiefs of Police
President, Northern Michigan Police Chiefs
Charter member and Past President of Sunrise Rotary
Past resident and board member United Way
Project manager and chief fundraiser for the skate park
Board member Manistee Medical Control
Member and past President of the SSCENT team

Gentlemen:

Enclosed is my resume for consideration for the position of City Manager for Manistee, Michigan. I have 10 years of Executive Level Public Administration as the Full Time Mayor and Safety Director of Eastlake Ohio for 9 years and City Manager of Menominee, Michigan for almost 1 year. As full time Mayor I acted just like a City Manager as I was responsible for the day to day operations of the city. Eastlake has a population of 18,500 residents and has an overall budget of \$24 million and a general fund budget of around \$ 13 million. I managed a workforce of 101 employees including the Fire Chief, Police Chief, Service Director, Finance Director and Chief Building official all reporting to the Mayor. In addition to Mayor I was the Economic Development Director for the city. I completed my third and final term as Mayor on 12/31/13 and accepted a position as City Manager in Menominee, Michigan effective February 2014.

Menominee has 65 Full Time employees and I report and interact with a nine member City Council. I completed the City Budget in July which has a general fund amount of \$ 6 million. I recently completed successful projects for Menominee of negotiating a 5 year contract for Sewer and Water plant operations, new Trash Hauling contract and a water and sewer rate study that will stabilize the two funds for many years.

My education includes a B.S. in Business Management from the University of Buffalo and an MBA from John Carroll University. I also have over 20 years of Business Management and Marketing experience in the Private Sector. I Have a strong financial background and have worked on negotiating three union contracts with Police, Fire and DPW unions.

Thank you for your consideration and I look forward to a personal interview to discuss my qualifications and experience.

Sincerely,

Ted Andrzejewski

Ted Andrzejewski

Education

1978 – 1981 John Carroll University University Heights, OH
Degree: MBA
1971-1975 University of Buffalo Buffalo, NY
Degree: Bachelor of Science, May 1975
Major: Business Management

Experience

February 2014-Present
City of Menominee ,Michigan **Menominee, Michigan**
City Manager
City Manager for this City of 8900 residents in the Upper Peninsula of Michigan. Annual budget of \$12 million with 80 Full time employees. Responsible for all departments, including Police and Fire, Finance , Public Works, Law and the Tax department.

Experience

2004-2013 City of Eastlake, OH Eastlake, OH
Mayor / Safety Director / Economic Development Director
Managed 101 employees including police, fire, service, finance, building and a tax for a city of 19,500 residents and 12 square miles of city property. Oversaw a general fund budget of \$12.5 million and overall budget of \$24 million.
Brought the city out of state financial probation to achieve a balanced budget in all nine years as mayor.
Lead negotiator in past three union contract talks with police, fire and AFSCME unions.
Revitalized Eastlake's main retail district with new businesses including: Walgreens, Key Bank, Charter One Bank, Valu King grocery, and a new Super Wal-Mart .
Assisted in developing a tax incentive program that has thus far brought into Eastlake five companies with a total payroll of \$8 million.
Worked with the ownership of Eastlake's Class A minor league baseball team to ensure a profitable relationship for both the city of Eastlake and team.

1998-2004 KeyBank Cleveland, OH
Branch Manager

- Managed several of Key Bank's branches in the Cleveland area with duties that included supervising bank tellers, assistant managers, loan processors, and other operations such as end of day balancing.
- Achieved Key Bank's highest recognition as a member of the president's club which honors the top 100 branches nationwide for four straight years.

1980-1998 Various Companies Cleveland, OH
Management and Marketing Positions

- Built my career by working at and advancing through many of the leading organizations in the Cleveland area. Gained management and business acumen at companies including AT&T, Sherwin Williams, and Medical Mutual of Ohio.
- Broadened my expertise by working in numerous industries like retail sales, telecommunications, and health insurance.

Skills

- Planning and Organization
- Consensus Building
- Ability to Motivate Employees
- Knowledgeable with health insurance, labor relations, financial planning, budgeting and safety forces operations

DON A. HOYT, B.A., M.Ed., M.P.A, ACCA



904 Lenard Rd. • Downsville, LA • Phone: 318-816-2383
E-Mail < DonHoyt2014@gmail.com >

Date: June 14, 2015

Hon. Coleen Kenny, Mayor
City of Manistee
70 Maple St.
Manistee, MI 49660

Submitted through Kathy Grinzinger of the MI Municipal league < execsearch@mml.org >

RE: City Manager Position in Manistee

Dear Mayor Kenny and members of the Council:

Please consider me for the position of City Manager in Sealy. I believe I meet or exceed all of the advertised qualifications for the position and can offer an exceptional set of skills in the practice of local government management.

I hold two Master's Degrees (Education and Public Administration), and I am a certified County Manager in Alabama.

I have more than 30 years of experience in local government administration in three states on both city and county levels.

I have supervised close to 300 employees and managed governmental operating budgets as large as \$35 Million and facilities development projects as large as \$38 Million.

I am knowledgeable in all areas of city administration, including public safety, finance, personnel administration, public works, utilities delivery, land use regulation and development, economic development, and efficient service delivery.

This letter and a full resume, including numerous valid references, are hereby submitted as required. If you desire more information or elaboration, please do not hesitate to call on me at any time; and thank you in advance for any consideration given.

Respectfully,

Don A. Hoyt

cc: Mayor Pro Tem Smith and Councilmembers Wittlieff, Gustad, Goodspeed, Zrelinski and Cote

Resumé

Don A. Hoyt, BA, MEd, MPA, ACCA
(318) 816-2383

904 Lenard Rd.
Downsville, LA 71234
DonHoyt2014@gmail.com

Career Objective:
City Manager Position in Manistee, MI

Personal History

Marital Status: Married, one daughter, two grandsons.
Military Service: U.S. Navy aboard the USS Renshaw (DD 499) as Quartermaster.
I received the Vietnam Service Medal.
Residence: 904 Lenard Rd., Downsville, LA 71234; (318) 816-2383)

Educational Credentials

Elementary and Secondary: New Orleans Public Schools
College, Undergraduate: B. A. University of Louisiana at Monroe (Speech Education)
College, Graduate: M. Ed. University of Louisiana at Monroe (w/ School Admin.)
College, Graduate: M. P. A. 2004 Grambling State University (State & Local Govt. Admin)
Continuing Education: *Professional Development Certifications:* Alabama Certified County Administrator, Community/Economic Development, Public Relations, Public Housing Management, Planning, Code Enforcement, etc. from HUD, EDA, SBA, ICMA, NAHRO, APA, etc.

Professional Associations

Alabama City/County Managers Association (Board of Directors; Conference Program Committee; etc.)
International City Management Association (ICMA) **Association of County Commissions of Alabama**
Michigan Local Government Management Association (committees: Small Cities, Community Education)
Michigan Municipal League (committee appts: Revenue, Taxation, and Finance)
Chambers County Project Leadership LaFayette, AL Rotary Club
Hillsdale County, MI Leadership Roundtable (co-chair) Litchfield, MI Rotary Club (Pres. Elect, 2006)
Litchfield, MI Chamber of Commerce La. Association of Community Action Agencies
American Planning Association (APA) Nat. Society for Technical Communication
Monroe (La) Jaycees West Monroe (La) Chamber of Commerce
National Association of Housing and Redevelopment Officials Louisiana Housing Council
Louisiana Association of Housing Counselors Monroe (La) Optimist Club

Employment History

- 9-09 to 9-13: **Manager, City of Anniston, Alabama** (pop. 23,700).
Reporting to a five member Council, responsible for hiring, supervising, and firing all City staff, oversight of all city departments (Public Works, Police, Jail, Fire, Parks & Recreation, Finance, City Court, Planning and Development, Regional Airport, Museum of Natural History (approximately 300 employees - \$35M budget), Vaughn Stewart, Mayor. (annual gross salary: \$105,000)
- 9-06 to 8-09: **Manager, Chambers County Alabama** (pop. 37,000).
Reporting to a six member Commission, responsible for supervising Commission staff, personnel administration, financial management and purchasing (\$18 M budget), information technology, contracts, state and Federal grants management, supervising public works, landfill operations, solid waste and code enforcement, transportation, liason with elected officials, boards and commissions. Charles Hardage followed by Jack Bunn, Chairmen. (annual gross salary: \$80,000)
- 5-04 to 8-06: **Manager, City of Litchfield, Michigan** (pop. 1,500 res. +1,800 commuting workers).
Reporting to the Mayor and Council, responsible for the operations of all city departments and functions, including Police, Fire, Public Works (sewer, water, streets, waste collection, parks, public pool), budget and finance (\$9 M budget), tax collection, and elections. Ed Smith, Mayor. (last annual gross salary: \$45,000)
- 1995 to 2004: **Instructor, Technical Communication and Composition, Grambling State University.**
Conducted four or five undergraduate classes each semester mostly *Technical Writing*. Beatrice McKensy, Ph.D., Head of the department (last annual gross salary: \$32,000)
- 2001: **Instructor Technical Communication, Louisiana Tech Univ.** Conducted 1 class in Technical Writing. Carol Tabor, Ph.D., Director, School of Literature and Languages.
- 1995 to 2004: **Principal, Hired Hand Outsourcing.** Consultant to local governments in Louisiana in comprehensive and strategic planning, economic / community development, land use regulations, annexation, housing, and general management. (ave. annual earnings: \$15,000)
- 1983 to 1994: **Planning and Development Director, City of West Monroe** (pop 15,000). Directed all functions of the department including planning and zoning, code enforcement, annexations, economic development grants management (CDBG, etc.), neighborhood rehabilitation (\$2M program). Supervised the farmers' market facility, 400 unit housing authority. Dave Norris, Mayor (last annual gross salary: \$35,000)

Appointments

Grambling State University MPA Program Advisory Board (2014-15)

Managing Editor, *The Scribia: GSU Literary Journal*

President, Rivertown Development Commission of Ouachita Parish

Chairman, NE Louisiana Scenic Bi-ways Selection Committee

Board of Directors, Ouachita Community Action Agency

Treasurer and Board of Directors, Ouachita Valley H.O.P.E.

Board of Directors., Louisiana Association of Community Action Agencies

NLU Student Government Association (Senator, School of Education - Chair, Community Affairs Committee)

GSU University Planning Council
GSU-SACS Accreditation Team
GSU-SACS Self Study Committee
Amer. Planning Assoc. (La Chptr)

References

Professional

- Herbert Palmore**, former Councilmember, Anniston, AL 2508 Paul Circle, Anniston, AL 36201 [256-237-4601]
Jay Jenkins, Councilmember, Anniston, AL 1128 Gurnee, Anniston, AL 36202; [256-236-3422]
Monroe & Jenkins, Architects; 1106 Woodstock, Anniston, AL 36202 [256-231-1114]
David Reddick, Councilmember, Anniston, AL 1128 Gurnee, Anniston, AL 36202; [256-236-3422]
Seyram Selace, Councilmember, Anniston, AL 1128 Gurnee, Anniston, AL 36202; [256-236-3422]
Millie Harris, Councilmember, Anniston, AL 1128 Gurnee, Anniston, AL 36202; [256-236-3422]
Gene Robinson, former Mayor, Anniston, AL 1401 Elizabeth, Anniston, AL 36202 [256-236-9492]
Ed Smith, Mayor, City of Litchfield: 221 Jonesville St., Litchfield, MI 49252 [517-542-2921]
Home: 417 E. Birch St., Litchfield, MI 49252 [517-542-3222]
Charles Phelps, former Councilman, City of Litchfield: 221 Jonesville St., Litchfield, MI 49252 [517-542-2921]
Home: 203 W. St. Joeseeph, Litchfield, MI, 49252 [517-617-5290]
Sam Gaston, Manager, City of Mountain Brook, and recent ICMA President; Municipal Complex, Mountainbrook, AL 36213 [205-879-6913]
Debbie Wood, Commissioner, Chambers County Alabama, 2 S. LaFayette St., LaFayette, AL 36862 [334-864-4341]
Charles Hardage, former Commissioner, Chambers County; 2 S. LaFayette St., LaFayette, AL [334-864-4341]
Home: 406 N. 18th St., Lanett, AL 36863 [334-644-6400 or 334-642-1520]
Rosa L. Dunn, Commissioner, Chambers County, Alabama; 2 S. LaFayette St., LaFayette, AL [334-864-4341]
Home: 2704 16th St., SW, Lanett, AL 36863 [334-576-2044]
Dave Norris, Mayor, City of West Monroe: 2305 N. 7th St., West Monroe, LA 71291 [318-396-2600]
Home: 1514 Woodland, West Monroe, LA 71291 [318-396-4451]
Bruce Downey, City Attorney, City of Anniston, AL: 1128 Gurnee, Anniston, AL 36201 [256-294-4129 law office]
Lynn Lewis, Mayor, Town of Delhi: 209 Broadway, Delhi, LA 71232 [318-878-3792]
Home: 129 Macon Dr., Delhi, LA 71232 [318-878-3398]
David Creed, Director, North Delta Regional Planning and Development District, State of Louisiana: 1913 Stubbs Ave., Monroe, LA 71201 [318-387-2572]
Home: 104 Spyglass Dr., Monroe, LA 71203 [318-343-2121]
Tom Atteberry, Planning and Zoning Director, City of Monroe: 400 Lea Joiner Memorial Expressway, Monroe, LA 71201 [318-329-2335]
Home: 120 Birchwood Dr., Monroe, LA 71203 [318-325-3563]
Beatrice McKinsey, Ph.D., Acting Head, Department of English, Grambling State University: 403 Main St., Grambling, LA 71245 [318-274-2272]
Home: 109 Woodshire Lane, Ruston, LA 71270 [318-274-2272]
Nasir Ahmed, Ph.D., Professor of Political Science and Public Admin, Grambling State University: 403 Main St., Grambling, LA 71245 [318-255-1884].
Robert Dean, Director of Public Works, City of Anniston, Alabama; 1128 Gurnee, Anniston, AL 36202; 256-236-7740 (wk); 256-473-3775 (cel)
Jim Tines, Solid Waste Officer, Chambers County Commission: 2 S. LaFayette St., LaFayette, AL 36862 [334-864-4341]
Home: 805 S. 14th St., Lanett, AL [334-644-2364]

Personal

- Anthony A. Rispoli**, President, Rispoli Properties: 211 S. 1st St., West Monroe, LA 71291 [318-388-0496]
Home: 2321 Valencia Blvd, Monroe, LA 71201 [318-323-4440]
Errol Miller, President, Miller Enterprises (retired): 155 Biedenharn Dr., West Monroe, LA 71291 [318-396-9867]
Don Coker, Director of Personnel, Ouachita Parish School System: 100 Bry St., Monroe, LA 71201 [318-338-5335]
Home: 275 New Chapel Hill Rd., Calhoun, LA 71225 [318-396-5840]
Dean Macharas, Independent Insurance Agent: 61 Oakwood Cr., Monroe, LA 71203 [318-343-4791]
Jim Kim, Ph.D., Prof. of Humanities, Grambling State University: 1203 Glenwood, Ruston, LA 71270 [318-251-2564]

Notable Achievements

In General Management and Leadership

1. In *Anniston*, I drafted (and the CC adopted) a comprehensive city-wide Policies and Procedures Manual (personnel, social media, grants management, etc.).
2. I directed a successful reapportionment of *Anniston's* Council and School Board districts right after the 2010 census.
3. I oversaw a significant improvement and expansion of *Anniston's* utilization of information technology and social media to increase public participation and to increase administrative productivity and effectiveness.
4. During my tenure as Manager at *Anniston*, I supervised over 300 employees, exercised selection, hiring, promoting, firing, and disciplinary authority more than 50 times, including the replacement of the City Attorney, Police Chief (twice), the Fire Chief, the Director of Public Works, the superintendent of streets, the City Engineer (twice), and several of their top assistants.
5. *Anniston* had been out of compliance with National Flood Insurance Program (NFIP) standards since 1983. When I left office, it was in full compliance.
6. I guided *Anniston's* Council in the process of hiring my replacement, selecting from over 60 applicants nation-wide.

In Budgeting and Financial Management

1. I initiated *Anniston's* first ever 5-Year capital improvements plan (CIP) based on the principles of "outcome based budgeting."
2. Taking advantage of Federal stimulus programs and *Anniston's* low debt level, I coordinated with staff and outside professional resources to float three multi-million dollar bonds for the construction of:
 - (1) a \$12 million Calhoun County Human Resources building (this was also a brownfield project);
 - (2) a \$9 million state-of-the-art Aquatics and Fitness Center (included \$1.2 million for street improvements); and
 - (3) a \$17 million Justice Center Complex which included a police HQ, jail, and municipal court (also financing relocation of the Public Works facility to a remodeled National Guard armory).
3. With the help of staff and experts in the field, *Anniston's* nearly bankrupt Police and Fire Retirement System (a defined benefits plan) was completely restructured, rendering its health assured for the foreseeable future.
4. During my three years in *Chambers County*:
 - (1) I began and completed a \$300,000 capital improvement project, converting an abandoned bank building into a Courthouse Annex;
 - (2) refinanced two existing County bonds at a lower interest rate and shortened term while utilizing some proceeds to replace the County Jail's obsolete security system, ultimately saving the taxpayers \$4.5 Million in the long run;
 - (3) implemented the collection and appropriation of a new \$1 Million per year special purpose sales tax, 60% of which services the debt on a new \$7 Million Industrial Development bond utilized for the construction of a new 1,000 acre industrial park on I-85 (15 minutes away from the West Point, GA Kia auto plant);
 - (4) acquired and completed three (3) federal Economic Development grants for industrial attraction incentives in the newly constructed Industrial Park; and
 - (5) drafted and administered three consecutive \$18 million annual operating budgets for the County.
5. For FY 06-07, I submitted for Council approval *Litchfield's* Budget, balanced for the first time in 4 years and containing adequate funds to refurbish the city's swimming pool and to significantly improve several city streets for the first time in nearly a decade.
6. Measures I took at *Litchfield* to reduce unnecessary spending included re-bidding contracts for solid waste collection, liability coverage, cemetery maintenance, employee health coverage, and retirement.
7. Also at *Litchfield*, I began a project to significantly improve the water delivery and bill collection system, replacing old, manually read meters with more efficient, wirelessly read meters, increasing accuracy and revenue while reducing costs.
8. In 1981, responding to massive federal cuts to the *CAP agency's* budget, I orchestrated a restructuring and reduction in staff of nearly 50% while maintaining a 75% level of service delivery.

In Economic and Community Development

1. Recognizing unsatisfactory conditions in west *Anniston's* neighborhoods and following a careful analysis of relevant Alabama law, I devised and initiated an innovative property improvement strategy designed to alleviate nuisance properties and transfer abandoned and deteriorating properties into the hands of responsible private owners.
2. I authored a complete re-write of *Anniston's* economic development loans and its downtown façade grant programs, creating a 50/50 “forgivable” and/or deferred payment loan for the improvement of commercial properties across a large area of the city.
3. Working with the Industrial Development Authority of *Chambers County*, I successfully acquired and completed three CDBG economic development grants, which, along with proceeds from a \$7M county Industrial Development bond, resulted in the successful recruitment of five new industries in the *Chambers County* Industrial Park and the expansion of two others in another park. The grants involved new roads, sewer, and water lines, a fire station, and an elevated water tower.
4. I was influential in acquiring \$2.5M of CDBG funds for *Litchfield's* downtown streetscape project (completed after I left the city).
5. Before I arrived in *West Monroe* in 1983, the city had no economic or community development resources except a 144 unit subsidized housing program which was \$500 in the hole.
 - (1) I facilitated the adoption of regulations concerning nuisance eradication (weeds, trash, junk, abandoned vehicles, etc.) and blight removal;
 - (2) I established procedures to administer the new codes without increasing staff utilizing available computer technology (a 64K Apple IIe); and
 - (3) I obtained nearly \$2 million from the US Department of HUD to refurbish blighted properties and, in just five years the city brought nearly 200 houses to code and razed close to 100 that were beyond repair.When I left the city in 1994, there were no substandard houses in *West Monroe* and the assisted housing program was subsidizing 400 units while maintaining a \$100,000 surplus.

In Planning

1. Downtown *West Monroe* had been nearly abandoned. After facilitating the adoption of a 10-year Downtown Development Action Plan in 1991, I and downtown property and business owners worked to revitalize the area. Strategies included the creation of a Historic Preservation District, innovative and pedestrian oriented zoning regulations, and minimal streetscape improvements. Today, all buildings are well utilized and available retail space is rare.
2. As the Planning Director for the *City of West Monroe*, I facilitated the adoption of numerous improvements to the city's land use regulations, regulating cluster housing subdivisions, mobile homes, and home occupations, for example.
3. As an *independent consultant* from 1994 to 2004, among other projects, I guided the Louisiana towns of Delhi, Rayville, Jonesboro, Choudrant, Olla, Ball, Leesville, and DeRidder to the successful adoption of Comprehensive Plans and accompanying Subdivision, Zoning, and Mobile Home Park regulations. In several cases Nuisance Code Enforcement, Signage, and Building codes were also adopted.
4. Louisiana's APA Chapter gave me the Planning Implementation Honor Award in 1994 for my work in *West Monroe*; and the Louisiana Municipal Association awarded me a certificate of appreciation in 2001 for conducting workshops on zoning issues at their conferences for elected officials and municipal attorneys.

In Social Services Administration

1. Shortly after I arrived at *Anniston*, beneficiaries of the Federal CDBG program publicly revealed its deplorable past administrative history, the remedy for which required the firing of all CDBG staff, a thorough civil and criminal investigation, the expenditure of nearly \$250,000 of local money for corrections, and complete reconstruction of the program. Four years later *Anniston* received a clean bill-of-health from HUD.
2. Under my oversight, *West Monroe's Housing Authority* increased from 144 units to 400 units in 11 years and accumulated over \$100,000 in surplus administrative funds.
3. As Acting Director at the *Ouachita Community Action Program*, I oversaw its transition from the Federal Community Services Administration to the Community Services Block Grant program, maintained high service levels after heavy budget cuts, created three new programs, and obtained a grant to replace three old busses.

EMPLOYMENT OPPORTUNITY

City Manager

City of Manistee



City Manager

CITY OF MANISTEE

Michiganders are rightfully boastful of all the grand peninsula has to offer. And, nowhere do all the state’s attributes merge more acutely than on the west shore in the Victorian-era jewel that is Manistee. For the decisive leader who has dreamed of living and working in an outdoor lover’s paradise, the perfect opportunity is now available. Manistee seeks a new city manager, only the fourth in 36 years, who has the ability to facilitate and communicate a new vision for the future of this historic port community.



Over 6200 residents and 1000’s of visitors praise the two miles of publically accessible Lake Michigan beach front, other natural assets, events, and cultural attractions within the almost 4.5 square miles of this Community of Bridges. In Manistee “everything is about the natural environment” for its hard-working, friendly residents who profess small-town values of honesty and straightforwardness.

Only those who truly enjoy reaching out, meeting and engaging the citizenry need apply to this community where involvement and dedication is the norm resulting in community-wide volunteer building projects each year like the teen center, skateboard park and playgrounds.

Manistee is a full-service city, the only one in the County with a full-time fire and ALS crew, and operates under the Council/Manager form of government by Charter. Its \$6.2 million General Fund and \$10 million in other funds support 58 full-time employees and several seasonal and part-time positions.

Manistee will offer a competitive compensation plan including medical and dental insurance, a generous contribution into a defined contribution pension plan or MERS and a salary range of \$85,000 to \$100,000 depending on qualifications and experience.

- ▶ **POPULATION**
6,226
- ▶ **SIZE**
2.84 SQ MI
- ▶ **BUDGET**
6.2 MILLION
- ▶ **SALARY RANGE**
\$85,000 -
\$100,000

▶ THE COMMUNITY

Manistee was incorporated in 1869. Valued for its deep water port, the city rose to prominence with the logging industry that swept Michigan's northern forests. Its well-preserved Victorian residential and commercial architecture are testaments to the resiliency and prosperity that carried Manistee through several economic rebirths over the last 150 years.

Today, continued evidence of the community's commitment to its heritage can be found in the authentic downtown district, the restored, publically-owned Ramsdell Theatre and Hall, and the Fifth Avenue Pier and Lighthouse.

The community is tied inexorably to Native American culture as well. Part of the city sits within reservation of the Little River Band of the Ottawa Indians and a positive relationship, based on mutual respect and understanding, is an on-going priority.

A strong sense of volunteerism and community involvement is another of the threads uniting the different neighborhoods, long-term residents, and new transplants in this clean, quaint city. Active service clubs, a highly involved Chamber of Commerce and energetic Convention and Visitors Bureau, host a myriad of events each year including the Victorian Sleighbell Parade and Old Christmas Weekend; Forest Fest, the Chocolate, Wine and Walking Tour, Props and Hops Classic Boat Show, Tight Lines for Our Troops, and Support of the Shores, an initiative to advance the walkability of the community by connecting people to the area's water resources.

Culture, education, and the arts have a strong root-hold in this safe community with diverse housing stock. The Ramsdell Theatre hosts the Manistee Civic Players who sponsor a roster of live performances; a beautifully appointed ballroom; and Hardy Hall, home to the Manistee Art Institute. The restored Vogue Theatre brings classic and first-run movies downtown. The city is also the base for the Manistee Historical

Museum, the Waterworks Museum and the SS City of Milwaukee.

Alternative educational choices are available to Manistee's families. The Class B public school system has new facilities and offers a wide range of extracurricular activities including hockey, swimming, and ski programs. Manistee Catholic Central offers a pre-K through 12 program and Trinity Lutheran Academy has K-8 classes. Higher education offerings are available by short commute through West Shore Community College, Baker College, North Western University and Spring Arbor University.

Without a doubt, however, it is the natural assets of the area that push Manistee well above the ordinary. Cuddled between majestic Lake Michigan on its west side and Manistee Lake on its east, the city is traversed by the Little Manistee and the Big Manistee Rivers, famous for superior trout and salmon fishing. Multiple public boat launches and pavilions along with several marinas make the water fronts available to all. A highly bikeable and walkable community, Manistee has built 3.5 miles of universally designed trails to cement its reputation for accessibility.

The City sits on the edge of the 1 million acre Manistee National Forest and neighbors one of the most beautiful places in the state, Sleeping Bear Sand Dunes National Park. Manistee County counts eight golf courses. A bird sanctuary, Orchard Beach State Park, mountain bike trails, ice skating rink, 13 in-city parks and a community pool further attest to this area's allegiance to a year-round enjoyment of the outdoors.

Residents of Manistee are a sturdy lot first drawn to the area by the logging industry and an economy was built around shipping freight from the deep water port. Later manufacturing came to town lured by accessibility to the water and built plants along the shores of Manistee Lake.

▶ THE COMMUNITY (CONT)

A solid blue-collar industry sustained the community's prosperity and defined its personality for decades. In recent years industrial jobs have dramatically declined. Manistee's economy is now built around a mixture of tourism dollars, (the tribally-owned Little River Casino is just five miles to the north), family-owned businesses, state corrections employment, and hospital and healthcare positions.

Manistee's evolution has not only been one of a changing market-place. For years, the community had been a homogenous strong-hold of families with roots generations deep. Today, the community is aging as its young people move away and a new citizen contingent of active, involved retirees and second-home owners have moved in. The median age is 47 (42% of residents are above the age of 50) and incomes have become more diverse.

Manistee is in the midst of a transition both economically and culturally. The best possible future has yet to be determined and the new manager will be expected to engage all diverse partners in a long-term dialogue to achieve consensus around an optimal direction.



► THE ORGANIZATION

This organization has adopted an outcome-driven culture that regularly reports on performance to each other and the council through open sharing of all information. Five of the 58 full-time employees report directly to the City Manager and meet on a weekly basis in “round-table review” to review the council agenda, report on task progress and brainstorm around city-wide issues. The input of the highly experienced and professional staff is always sought and considered when tackling policy development and determining the best way to move the council’s plans forward.

The new Manager will bring expertise in economic development to the skill set of the administrative team as well as sensitive and highly developed negotiation talents in working with other units of governments particularly townships and Native American tribes.

Employees describe Manistee as a “great place to work” with no silo mentality. Department Directors work across organizational chart lines and demonstrate an extraordinary level of peer support. Directors have budget responsibility and independent authority to dedicate resources in meeting objectives.

The City Manager serves as the Director of Human Resources responsible for all labor/management and personnel functions and leads an executive team consisting of:

- Public Safety Director managing police, the only full-time fire service in the County, EMS/ALS and the Marina
- Director of Public Works with responsibility for parks, streets, utilities, wells, waste treatment, and bridges
- Finance Director supervises functions of the Treasurer, the Ramsdell Theatre and the Clerk and Assessor (the latter two hires are confirmed by council)
- Contracted Engineer
- Planner

Seasonal and part-time employees supplement

the roster and four unions represent the full-time hourly employees: POAM, COAM, IAFF, and Steelworkers.

Department Directors regularly attend council meetings and respond to questions from elected officials about their area of expertise. The City Council is made up of seven members who serve staggered two-year terms and elect a Mayor from within the membership. Each member represents a specific district but is elected at-large by all citizens. The last two races for council were contested.

To fit in with these advocates for superior service delivery, the new Manager must have unquestionable ethical standards and be willing to interact personally with all employees and the citizens they serve. He or she will be an inspirational leader who recognizes and appreciates the contributions of others, is committed to team building and capable of taking charge of continuous forward movement.



▶ OPPORTUNITIES

Manistee possesses a great many strengths upon which to build. Its sense of place is primarily intact with a solid historical and architectural foundation and a richness of natural resources. Along with its deep water port, the city has access to rail and a local airport with commuter service to Chicago.

Land use is diverse with 28% devoted to residential, 10% to industrial and commercial, 19% of the land is held by the public and/or parks, 10% is vacant. Several historic properties are ripe for redevelopment in and around its astounding downtown district.

The Council is committed to building collaborative relationships with neighboring governments to tackle larger issues and moving forward to the next stage in the community's prosperity.



▶ CHALLENGES

This community is in need of defining its next economic engine and identity. It wishes to become a “community of choice” in order to attract and retain residents, particularly younger people and families.

Occupancy is low in the existing industrial park and incomes have not rebounded to previous levels. Funding constraints make service provision decisions trying.

► THE IDEAL CANDIDATE

The City of Manistee will only consider applicants who demonstrate superior interpersonal and written communication talent with a strong sense of personal integrity.

To be considered a qualified applicant, respondents must first have:

- A Bachelors' Degree (MBA or MPA is preferred) in an applicable field such as public administration, business, finance, or a related field of study, AND
- Three years' experience as a city, village manager, or assistant manager OR five years of governmental service as an administrator/leader with a wide-span of responsibility over multiple function or service areas
- Appropriate combination of expertise, education and professional governmental leadership will be considered

Qualified Applicants will also possess provable expertise or history in:

- Developing and managing governmental personnel, human resources policies and procedures, and labor negotiations
- Aggressive economic development with the ability to offer innovative solutions to existing situations

Any applicant who moves to the level of candidate will be financially savvy and well versed in the use of technology as a presentation, communication, and analytical tool. Among the other skills that are to be illustrated in a resume and letter of introduction are these:

- History in forging regional collaborations and/or agreements
- Proven negotiations skills and success in developing win/win resolutions
- Ability to incite healthy dialogue among diverse partners and achieve consensus around best possible solutions
- Experience in building well-working teams
- Highly developed organizational skills
- Familiarity with tribal governments will be considered weighted plus

The new City Manager of Manistee will be a decisive leader who conveys an air of professionalism and offers pro-active choices to forecasted issues rather than reactive positions to problems. He or she must be:

- Approachable, able to relate to many types of people; a person who enjoys reaching out to others
- A good listener, patient, and accepting
- Capable of seeing many sides to an issue
- Self-confident
- Able to express and communicate a vision
- Calm and collected
- Creative
- Possessing of an internal sense of personal accountability

▶ APPLICATION PROCESS

APPLY BY CLOSE OF BUSINESS JULY 3, 2015

Please submit resume, cover letter, salary history, consent form, and five professional references to:

execsearch@mml.org, Subject Line: Manistee Search
OR mail to: Michigan Municipal League,
ATTN: Manistee Search, 1675 Green Road
Ann Arbor, MI 48105

Questions can be directed to MML Lead Executive Recruiter Kathie S. Grinzinger at kgrinzinger@mml.org or (989) 289-1084.

Candidates desiring confidentiality of their interest, as allowed for and provided by Michigan law, must indicate such in a separate subject line above the body of the cover letter.

This search is conducted by an Equal Opportunity Employer.



City of Manistee City Manager

Profiling Sessions	April 28, 2015	two sessions
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Council responses
[Staff Add-ons](#) (much agreement)
[Per additional information](#)

Community Profile

Stats

Population 6226 (tri-township population 12,500) [\(down from 6586 in 2000\)](#)
Size 4.47 square miles; [40 miles of streets](#)
Land Use
Residential 28%
Commercial 4%
Industrial 6%
Parks/Public 19%
Transportation 23%
Vacant 10%
Wetland/water 9%

Form of Govt. Council/Manager by Charter
Council: 7 members
Staggered 2 year terms
Represent district BUT elected at-large
Mayor elected from within
Last two races contested

Demographics: [very little racial diversity](#)
30% of population educational degrees beyond high school
Median age 47; [42% residents above the age of 50 \(70% of EMS patients are elders\)](#); [youth numbers declining](#)
Median income close to state average
[18% of residents seasonal](#)

Employment *tourism
Casino (#1)
Family-owned businesses
Prison (400 jobs)
Hospital and healthcare
3 industrial plants lakeside

Budget:
FY 2015 \$6.2 Million GF
FY2015 \$ 16.2 million All Funds

Identifiers, Culture, Traditions

- “Community of Bridges” (Manistee River Channel runs thru the center of town)
- “Four Season Playground”
- “Outdoor Sports Paradise”
- “Victorian Port City”
- “Everything is tied to the natural environment”
- Incorporated 1869; Logging heritage
- Blue-collar (union background): did have strong industrial base; job decline
- Small town values: honest, straightforward, hard-working
- Four of five area public schools inside city
- Wonderful people, welcoming and friendly
- New transplanted residents; higher income levels than long-term residents; highly involved
- Younger people leaving for jobs; active city life; retirees come home
- Dedicated volunteers, community-minded, active service clubs
- Community-wide Building projects (supported/team-led by city)
 - Playgrounds
 - Skateboard park
 - Teen Center
- Active Chamber of Commerce and CVB
- Segment of population resistant to change
- Family-owned businesses
- Many churches
- Quaint, clean
- Diverse housing stock, many second homes
- Diverse employment base (see above)
- Neighborhoods distinctly identified
- Offers wide range of municipal services including full-time police, fire and EMS (strong citizen support for public safety); perception in some circles that tax level is high
- Public transportation (call on-demand)
- Exceptional Victorian architecture;
- Historic, well-preserved downtown, Historic District Commission
- Highly walkable, bikeable community
- Very safe, low crime rate
- Manistee Recreation Assn. (collaboration between city and townships)
- Notable tribal influence (part of city in reservation) Little River Band of the Ottawa; good relationship between city and tribal government
- Community in transition from founding culture (polish catholic families) and economy (industrial, manufacturing) to new residents (transplants, seniors, seasonal) and the new economy which is yet to be determined

Attractions/Events

- Several marinas
- Rail system
- Near-by institutions of Higher Education: West Shore Community College; Baker College; North Western University; Spring Arbor University
- Educational choices: Class B public school with new facilities; hockey, swimming and ski programs; Manistee Catholic (preK-12) and Trinity Lutheran (K-8); Casman Alternative Academy (7-12)
- Light house
- Freighter traffic
- SS City of Milwaukee
- Full-time Coast Guard Station
- Community pool
- Riverwalk (1.5 mi from Lake Michigan to Manistee River, one of best in state)
- Casino
- Teen center
- Local Hospital and strong medical community
- 13 parks in city; universal accessibility
- 8 golf courses in Manistee County
- Airport
- Natural Resource Assets "Everything is tied to the natural environment"
 - 2 miles of beach front on Lake Michigan with pavilions; all accessible to public
 - Manistee Lake
 - Rivers: Little Manistee, Big Manistee
 - Boat launches
 - Deep Water Port
 - Edge of Manistee National Forrest (1 million acres)
 - Superior trout and salmon fisheries
 - Charter Fishing, river guides
 - Sleeping Bear Sand Dunes National Park nearby
 - Biking, hiking trails (3.5 miles of trails in city)
 - Bird sanctuary
 - Ice skating rink
 - Mountain bike trails
- Culture and Arts
 - Ramsdell Theatre for live performances
 - Manistee civic Players
 - Hardy Hall; Manistee Art Institute
 - Ballroom
 - Restored Vogue Theatre downtown, classic and first-run movies
 - Shoreline Showcase (performances on the River)
 - Manistee County Historical Museum
 - Waterworks Museum

- Festivals
 - Sleigh Bells festival (with horse drawn carriage)
 - Forrest Fest
 - Chocolate, Wine and Walking Tour
 - Tight Lines for Troops
 - Support of the Shores (initiative to connect people to the H2O resources)

Opportunities

- Historic properties ripe for development
- Location and rich natural resources
- Deep Water port
- Building new collaborative relationships with neighbors to tackle issue

Challenges

- Need jobs and new economic base (new identity as a community of choice)
- Low occupancy in industrial park (need creative solutions)
- Funding constraints to maintain service level
- No direct access to major trunk lines
- Keeping and attracting young people

Corporate Culture

Staff

- 58 FTE plus seasonals and part-timers
- 5 direct reports to City Manager
 - Public Safety Director (police, only full-time fire in County, EMS, advanced life support; Marina)
 - DPW Director (parks, streets, utilities, wells, treatment, bridges)
 - Finance Director (Treasurer, Clerk* Assessor*, Ramsdell Theatre) *confirmed by Council
 - Contracted Engineer
 - Planning and zoning
 - City Manager serves as HR Director
- 4 Unions: POAM, COAM; IAFF; Steelworkers
- Open positions: assessor; some hourly; deputy DPW Director (likely filed before Mgr)

Operating Style

- Great place to work
- DDs work across table; very little silo division
- Outcome driven, regularly report performance

- Highly experienced, professional staff both in government service and private sector
- Independent authority vested in DDs; budget preparation responsibility
- Extraordinary peer team; supportive
- Communication Style
 - Weekly staff meetings “round-table review” to review council agenda, report on task progress, address city-wide issues
 - DDs input always sought on larger/city-wide issues, policy, how to move council strategic plan forward
 - Informal morning meetings

Expectation for New Leader (to fit in and fill in)

- High ethical standards
- Smart
- Advocate for superior service delivery and employee service providers
- Comfortable with people; citizens often start with the City Manager to voice their concerns
- Strong in building relationships
- Good communication skills; understand the individual needs of employees for delivery of information
- Understand and appreciate the human side of the business
- Decisive; take charge of forward movement
- Team builder
- Leader with ability to inspire people to do their best
- Recognize and verbalize appreciation for good work
- Consistent application of policy including HR
- Open and shares information
- Ethical
- Good listener
- Critical Skills Needed to Fill-In
 - Understanding principles of economic development (Mgr. sits on several boards)
 - Sensitive negotiator to work with Tribe and townships
 - Understanding of infrastructure impact on development and health of community (severely aging infrastructure; new permits required)
- Non-starters
 - Micro-manager
 - Arrogant (citizens expect to know manager on personal level)

Ideal Candidate Profile

Knowledge and minimums

- Required Bachelor's Degree; Master's Degree preferred
- Fields of study: Public Administration, Business, Finance, or related field
- 3 years' experience as city, village manager or assistant manager; OR 5 years of governmental service as an administrator/leader with a wide-span of responsibility over a multiple functions or service areas
- Appropriate combination of expertise, education and professional governmental leadership will be considered

Skills

- Financial savvy
- Knowledge of governmental personnel and human resources policies and procedures
- Strong economic development background with ability to offer innovative solutions to existing issues
- History in forging regional collaborations and/or agreements
- Technological know-how particularly in the use of communication tools
- Proven negotiation skills and success in developing win/win resolutions
- Ability to incite healthy dialogue among diverse partners and achieve consensus around best possible solutions
- Highly developed interpersonal communication skills; strong written communication capability
- Experience in building well-working teams
- Well-developed organization skills
- Familiarity with tribal governments a plus

Attributes

- Person of integrity
- Decisive
- Aire of professionalism
- Approachable and able to relate to many types of people
- Patient and accepting
- Pro-active rather than reactive
- Can see both sides to an issue
- Self-confident
- Can express and communicate a vision
- Calm, collected
- Able to and enjoy reaching out to others
- Creative
- Internal sense of accountability