

1. Council Agenda

Documents:

[AGENDA 12-17-16.PDF](#)

2. Council Packet

Documents:

[12-17-16 COUNCIL PACKET.PDF](#)



**CITY OF YPSILANTI
SPECIAL COUNCIL MEETING
CITY COUNCIL CHAMBERS – ONE SOUTH HURON ST.
YPSILANTI, MI 48197
SATURDAY, DECEMBER 17, 2016
8:00 a.m.**

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Bashert	P A	Council Member Robb	P A
Mayor Pro-Tem Brown	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Edmonds	P A
Council Member Richardson	P A		

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

"I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

V. INTRODUCTIONS –

VI. AGENDA APPROVAL –

VII. AUDIENCE PARTICIPATION –

VIII. REMARKS BY THE MAYOR –

IX. MICHIGAN MUNICIPAL LEAGUE INTRODUCTION -

X. CITY MANAGER INTERVIEWS -

1. 8:30 a.m. – Darwin McClary
2. 10:00 a.m. – Gerald Smith
3. 11:30 a.m. – Paul Brake
4. 1:00 p.m. – Council Break
5. 1:30 p.m. – Daniel Elsass
6. 3:00 p.m. – Louis Starks
7. 4:30 p.m. – Council Break

XI. AUDIENCE PARTICIPATION –

XII. REMARKS BY THE MAYOR –

XIII. COUNCIL DELIBERATION –

— 5:00 P.M.

XIV. ADJOURNMENT –



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Darwin D. P. McClary



CONFIDENTIALITY REQUESTED AS PERMITTED BY MICHIGAN LAW

November 15, 2016

Michigan Municipal League
ATTN: Ypsilanti Search
1675 Green Road
Ann Arbor, MI 48105

Dear Honorable Mayor Edmonds and City Council:

I learned of your opening for the position of City Manager through the Michigan Municipal League, and I am pleased to submit my résumé for your kind consideration.

I possess more than 25 years of experience in Michigan municipal management. My professional career includes extensive experience in all operational areas of local government as well as specific functional areas of personnel administration and civil service, labor relations and contract management, risk management, budgeting and finance, community and economic development and redevelopment, land use planning and zoning, grants procurement and administration, strategic planning and benchmarking, policy development and analysis, intergovernmental collaboration and consolidation, and public relations. I have managed large and small communities, some affluent and some financially distressed. I possess a Master of Public Administration degree with high honors from Golden Gate University and a Bachelor of Arts degree with cum laude honors in human services with a concentration in public administration from Siena Heights College.

My family has a special connection to Ypsilanti. My spouse lived in the city for fifteen years and is still very much involved with the Untitled Writers Group that meets in Ypsilanti every other week. One of our sons is still a proud resident. We also have many friends who call Ypsilanti home.

I am confident that my education and experience, combined with my skills in leadership, organization, planning, research and analysis, and municipal office and web technology, make me an excellent candidate for the position of City Manager for the City of Ypsilanti. I would welcome the opportunity to meet with you at your convenience to further discuss my candidacy.

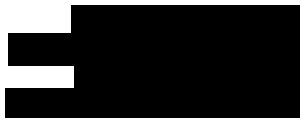
Sincerely,

A large black rectangular box redacting the signature.

Darwin D. P. McClary

Enclosures: Resume, Professional References, and Consent Form

Darwin McClary



Objective

Seeking a professionally challenging position that will fully utilize my knowledge, skills, and abilities in municipal management.

Work History

VILLAGE MANAGER Village of Lake Orion, Oakland County, Michigan

July 2013 – Present

- Chief administrative officer for an historic, lakeside community of 3,000 residents in northeast Oakland County responsible for managing five village departments and 25 employees, as well as administering human resources, purchasing, planning and economic development functions
- Serve as voting member of the Lake Orion planning commission
- Serve as the village's Act 51 street administrator
- Successfully attracted several businesses to downtown Lake Orion, including Lockhart's BBQ of Royal Oak, Anita's Kitchen Lebanese Cuisine of Ferndale, The Stockyard BBQ, and the JS Capital Group retail/luxury apartments mixed use development totaling several million dollars in new investment and creation of almost 100 new jobs
- Worked with the village council to create the village's first Commercial Redevelopment Tax Exemption Program and its first Commercial Rehabilitation Tax Exemption Program
- Successfully managed the sale of the old village hall property at 37 East Flint Street and the renovation and modernization of the new village hall building at 21 East Church Street
- Modernized the village's telecommunications and information technology and software, including a transition from NDS to BS&A financial software
- Completed the village's first water system reliability study and comprehensive capital improvement program
- Completed the village's first street PASER ratings and asset management plan
- Obtained \$596,000 SAW Grant to complete the cleaning and televising of the village's sanitary sewer system, inspection of 16 sewer pump stations, and development of a comprehensive sewer asset management plan, with work to be completed by 2018
- Redesigned and updated the village's web site for improved navigation and appearance and greater transparency and information availability for the public
- Successfully restructured village administration and public works staffing and operations for improved efficiency and work flow

INTERIM VILLAGE MANAGER Village of Lake Orion, Oakland County, Michigan

April 2013 – June 2013

- Acting chief administrative officer for a village of 3,000 residents in the north Detroit metropolitan area responsible for managing five village departments and purchasing, human resources, and community and economic development functions

REALTOR Powell Real Estate, Ferndale, Oakland County, Michigan
September 2012 – April 2013

- Michigan licensed real estate professional

CITY MANAGER City of Garden City, Wayne County, Michigan
April 2011 – September 2012

- Chief administrative officer for a mature community of 28,000 residents in the Detroit metropolitan area with a General Fund budget of \$15 million (\$44 million all funds) responsible for managing nine city departments and 114 employees, as well as administering human resources, purchasing, and community and economic development functions
- Director of Personnel and appointing authority for all employees of the city except the City Attorney; responsible for recruitment, selection, professional development, promotion, transfer, discipline, and discharge of employees and collective bargaining and contract administration for six bargaining units; and serve as advisor to the city's Act 78 civil service board
- Successfully restructured city operations and finances eliminating a \$1 million structural operating deficit and reducing the city's general operating budget from \$19 million to \$15 million while maintaining most municipal services
- Worked collaboratively with the City of Wayne to establish the Western Wayne Central Dispatch Authority combining the E-911 dispatch operations of the two cities and resulting in approximately \$100,000 in annual cost savings for Garden City
- Worked collaboratively with the cities of Dearborn Heights, Inkster, Wayne, and Westland to study the feasibility and cost effectiveness of district court, fire services, and other joint municipal service consolidations
- Successfully implemented web and smartphone technology to improve communication with residents, reduce response time to citizen requests for service, and enhance transparency in government operations
- Served as chairman of the Central Wayne County Sanitation Authority board of directors providing landfill management services for the cities of Dearborn Heights, Garden City, Inkster, Wayne, and Westland
- Served as board member and secretary to the Western Wayne Central Dispatch board of directors providing emergency dispatching services to the cities of Garden City and Wayne

INTERIM CITY MANAGER City of Garden City, Wayne County, Michigan
September 2010 – April 2011

- Acting chief administrative officer for a city of 28,000 residents in the Detroit metropolitan area responsible for managing nine city departments and purchasing, human resources, and community and economic development functions

REALTOR Keller Williams Troy Market Center, Troy, Oakland County, Michigan
May 2010 – April 2011

- Michigan licensed real estate professional

CITY MANAGER/CLERK City of Eastpointe, Macomb County, Michigan

August 2006 – May 2010

- Chief administrative officer and city clerk for a vibrant, mature community of 34,000 residents in the Detroit metropolitan area responsible for preparing and administering the city's \$17 million general fund and \$59 million all-fund budgets and managing 150 full-time employees
- Responsible for design and construction of the city's new 17,000 square foot city hall in 2007-2008
- Purchasing agent responsible for the purchasing functions of the city
- Administrative Officer and Secretary to the Eastpointe Employees' Retirement System Board of Trustees and Death Benefit Board of Trustees
- Director of personnel and appointing authority for all employees of the city except finance director and city attorney; responsible for recruitment, selection, professional development, promotion, transfer, discipline, and discharge of employees and collective bargaining and contract administration for four bargaining units; and serve as advisor to the civil service board
- Act 51 Street Administrator
- Chairman and voting member of the city election commission
- Chairman and voting member of the city board of special assessors
- Voting member and appointing authority for the Eastpointe Downtown Development Authority
- Voting member of the Eastpointe Building Authority
- Responsible for the city's economic development functions
- Webmaster responsible for creating and maintaining the current city web presence

CITY ADMINISTRATOR City of Highland Park, Wayne County, Michigan

November 2004 – July 2006

- Served as chief administrative officer of this severely financially distressed community of 16,700 residents to assist in its financial and operational recovery
- Responsible for assisting in the preparation and administration of the city's \$15 million general fund budget and managing 50 full-time employees
- Responsible for the city's planning, zoning, and economic development functions; successfully negotiated the consolidation and relocation of Coca-Cola distribution operations to the city and the retention of Flex-N-Gate ChromeCraft chrome plating facilities
- Appointing authority for all non-elected employees of the city and responsible for personnel and labor relations functions
- Member of Governor Granholm's Highland Park Steering Committee and co-chair of the Governor's Highland Park Signature Project Committee; worked with the governor's cabinet and staff to maximize and coordinate state resources for the city

CITY MANAGER City of Richmond, Macomb County, Michigan

May 1998 – November 2004

- Chief administrative officer of a rapidly growing city of 6,000 residents in Macomb and Saint Clair counties responsible for preparing and

administering a \$4.5 million general fund and \$9 million all-fund budgets and managing 33 full-time employees

- Appointing authority for all employees of the city except the city attorney and responsible for personnel and labor relations functions
- Created and maintained the city's first web site
- Served as official spokesperson for the city council in accordance with the council's bylaws and rules of procedure and served as legislative liaison to the Michigan Municipal League
- Voting member of the Richmond planning commission
- Voting member and city representative to the Macomb Orchard Trail Commission
- Ex-officio member of the city's recreation board and all committees of the city council
- Provided administrative support to the Board of Zoning Appeals, Tax Increment Finance Authority, personnel board, and other boards and commissions

CITY ADMINISTRATOR City of Standish, Arenac County, Michigan

September 1996 – September 1997

- Chief administrative officer of the county seat of Arenac County located along Michigan's "sunrise side" responsible for preparing and administering the city's \$1.9 million general fund budget and managing 10 full-time employees of the city
- Appointing authority for all employees of the city except the city attorney, clerk, and treasurer and responsible for all personnel and labor relations functions
- Act 51 Street Administrator
- Voting member and secretary for the planning commission
- Traffic engineer responsible for administering the provisions of the Michigan Uniform Traffic Code
- Grants procurement and management coordinator
- City's legislative liaison to the Michigan Municipal League
- Provided administrative support to the city's boards and commissions, including the Board of Zoning Appeals and Downtown Development Authority

VILLAGE MANAGER Village of Oxford, Oakland County, Michigan

July 1993 – September 1996

- Chief administrative officer of an historic, quaint, mature community in northeast Oakland County responsible for preparing and administering the village's annual budget and managing 12 full-time employees of the village
- Appointing authority for all employees of the village except the village attorney and responsible for all personnel and labor relations functions
- Act 51 Street Administrator
- Voting member of the village planning commission
- Ex-officio member of the Oxford Community Development Authority
- Chairman of the Oxford Building Authority
- Chairman of the Oxford Tax Abatement Review Board

- Village's legislative liaison to the Michigan Municipal League
- Provided administrative support to the Board of Zoning Appeals, Beautification Commission, and other boards and commissions

CITY MANAGER City of Linden, Genesee County, Michigan

March 1992 – July 1993

- Chief administrative officer for an historic yet progressive community in the Flint metropolitan area responsible for the preparation and administration of a \$2.1 million annual general fund budget and managing 15 full-time employees
- Appointing authority for all employees of the city except the city attorney and responsible for all personnel and labor relations functions
- Voting member of the city's planning commission
- Responsible for grants procurement and administration
- City's legislative liaison to the Michigan Municipal League
- City's representative to the Genesee County E-911 Communications Consortium
- Provided administrative support to the Board of Zoning Appeals, Historic District Commission, Historic District Appeals Board, and other boards and commissions

CITY MANAGER City of Litchfield, Hillsdale County, Michigan

April 1990 – March 1992

- Chief administrative officer for an historic "community of economic excellence" responsible for preparing and administering the city's \$1.5 million annual general fund budget and managing 8 full-time employees
- Appointing authority for all employees of the city except the city attorney and city clerk and responsible for all personnel and labor relations functions
- Responsible for grants procurement and administration
- City's legislative liaison to the Michigan Municipal League
- Zoning Administrator responsible for zoning code enforcement and providing recommendations to the planning commission on zoning policies and development projects
- Commissioner and Executive Committee member for the Region II Planning Commission, representing the city's interests in regional planning efforts for Hillsdale, Jackson, and Lenawee counties
- Ex-officio member of the Litchfield City/Township Fire Board
- Director of the Litchfield Emergency Operations Board responsible for formulating, coordinating, and maintaining the city's emergency preparedness plans
- Economic Development Revolving Loan Fund Administrator
- Provided administrative support to the Planning Commission, Zoning Board of Appeals, Tax Increment Finance Authority, fire board, and other boards and commissions

ASSISTANT TO THE CITY MANAGER AND DIRECTOR OF COMMUNITY SERVICES City of Wixom, Oakland County, Michigan

August 1989 – April 1990

- Department manager for a rapidly growing community of 8,000 residents in southwest Oakland County responsible for providing administrative support to the city manager and managing the Department of Community Services, including preparing and administering the department's \$500,000 operating and capital budgets and managing parks and recreation and community development staff and volunteers
- Chairman of the Recreation Commission
- Community Development Block Grant coordinator
- Responsible for the city's liability and property insurance and risk management programs
- Member of the city's workers' compensation policy review board
- SMART municipal bus credit administrator
- City's public information officer
- Mayor's and city manager's liaison to the Senior Citizen Commission, Wixom Historical Society, Environmental Committee, Wixom Housing Commission, and other boards and commissions
- Community services and recreation grants coordinator responsible for grants procurement and administration

EXECUTIVE INTERN City of Wixom, Oakland County, Michigan

March 1989 – August 1989

- Executive intern in the Office of the City Manager
- Assisted in the coordination of the Community Development Block Grant program
- Assisted in risk assessment and management
- Prepared the final \$78,000 LWCF grant application and initial \$150,000 MNRTF grant application for parkland development, both of which were successfully funded
- Developed a proposal for city council for the establishment and operation of a recycling drop-off center
- Conducted policy and program research, evaluation, and analysis
- Assisted department heads with departmental projects

MANAGEMENT INTERN City of Adrian, Lenawee County, Michigan

January 1988 – May 1988

- Management intern for the Department of Personnel, Housing, and Community Development
- Attended interest and grievance arbitration hearings
- Wrote computer code creating two database programs allowing the department to document and report on hazardous chemicals used by the city to comply with community and employee right-to-know laws
- Prepared a \$130,000 grant proposal to fund rehabilitation of low-income rental housing
- Prepared sign ordinance revisions affecting the central business district for presentation to the city commission

- Formulated a trash receptacle program for the downtown area

MANAGEMENT INTERN City of Pontiac, Oakland County, Michigan

May 1987 – August 1987

- Management intern for the Department of Personnel and Labor Relations
- Conducted employee benefits surveys and compiled summary reports for the personnel director and labor relations administrator
- Attended interest and grievance arbitration hearings, collective bargaining sessions, and Michigan Employment Relations Commission conferences
- Conducted an investigation and prepared a report of findings in preparation for federal court litigation
- Wrote computer code creating a database to permit the labor relations administrator to store, retrieve, update, and report on employee grievances

Education

2002 – 2004 Golden Gate University, San Francisco, California

- Executive Master of Public Administration – May 2004
- Graduated with high honors
- Cumulative 3.933 grade point average

1984 – 1988 Siena Heights College, Adrian, Michigan

- Bachelor of Arts – Human services with a concentration in public administration – June 1988
- Graduated with cum laude honors
- Recipient of the 1987-88 Siena Scholar Medal - Human Services Division
- Recipient of the 1987-88 Public Administration Outstanding Student Award

Professional Memberships, Licenses, and Volunteer Work

International City/County Management Association – Member

Michigan Local Government Management Association - Member

Michigan Public Employer Labor Relations Association – Member

Emerald Pines Homeowners Association Board of Directors – Member and Secretary – 2015-Present

Michigan Real Estate License – 2005-2015

City of Ferndale Civil Service Board – Member, Vice Chairman, and Chairman - 2008-2014

National Association of Realtors – Member – 2005-2013

Michigan Association of Realtors – Member – 2005-2013

North Oakland County Board of Realtors – Member – 2005-2013

References

References are available on request.

PROFESSIONAL REFERENCES FOR DARWIN D. P. McCLARY

Mr. Jerry Narsh

Chief of Police
Village of Lake Orion

[REDACTED]

Mr. Jeremy Richert

Public Works Director
Village of Lake Orion

[REDACTED]

Honorable Randy Walker

Mayor
City of Garden City

[REDACTED]

Ms. Patricia Squires

Mayor Pro-Tempore
City of Garden City

[REDACTED]

Ms. Jaylee Lynch

City Councilor
City of Garden City

[REDACTED]

Ms. Allyson M. Bettis

City Clerk-Treasurer
City of Garden City

[REDACTED]

Mr. Robert Muery

Chief of Police
City of Garden City

[REDACTED]

PROFESSIONAL REFERENCES FOR DARWIN D. P. McCLARY – cont'd, page 2

Ms. Catherine Harman

Fire Chief

City of Garden City

[REDACTED]

[REDACTED]

Mr. Michael A. Lauretti

Chief of Police (retired)

City of Eastpointe

[REDACTED]

Mr. Jonathan P. Moore

City Manager

City of Richmond

[REDACTED]

[REDACTED]



michigan municipal league

MICHIGAN MUNICIPAL LEAGUE EXECUTIVE SEARCH REFERENCE INVESTIGATION CONSENT

I, Darwin D. P. McClary, authorize the Michigan Municipal League and/or its agents, on behalf of the City of Ypsilanti, as part of the application process to verify the information given by me in my application to make any investigation of my background deemed necessary. I authorize former employers and any other third party contacted by the Michigan Municipal League to release to the Michigan Municipal League any information they have regarding me without providing written notice to me.

I acknowledge in the event that an entity or record source requires an alternative release form or additional identifying characteristics in order to release the requested information, I agree to provide the additional information and sign any additional release authorizations, if so requested by the City of Ypsilanti.

The following is my true and complete legal name and all information is true and correct. I understand that omissions, and/or false information and representations may disqualify me from consideration for employment, or, if I am hired or already work for the City of Ypsilanti that I may be disciplined, up to and including termination.

Darwin Douglas Parks McClary

Full Name

Darwin Douglas Parks

Maiden Name or Other Names Used

[Redacted]
Person Address

11/15/16

Date

Would you like the contents of your application to remain confidential unless an invitation to interview is extended?

Yes

Yes or No

**The above information is required for identification purposes only. The Michigan Municipal League is an Equal Opportunity Employer, and does not discriminate on the basis of sex, race, color, religion, creed, national origin, veteran status, age, disability or on the basis of any other classification protected by federal, state, or local law.

Gerald C. Smith, ICMA-CM., MPA



November 10, 2016

To Whom It May Concern:

I am writing to express my interest in the City Manager position with the City Ypsilanti, Michigan and to offer my 23 years of solid experience and strong leadership in municipal management. From Oct 2013 to April 2014, I served as the City Manager in Junction City, Kansas. From 2006 to 2012, I was hired to establish and serve as the new Director for the Department of General Services for the City of Kansas City, Missouri -- due to my experience in building and restructuring organizations after spending a number of years working in communities new to the Council-Manager form of government, and from 1991-2005, I served in the positions of City Manager, Village Administrator, Assistant City Manager, and ran my own Municipal Management Consulting firm.

As a well experienced public administrator, the foundation of my career has been primarily based on personal integrity, and high moral standards that are easily reflected and identified within my service in previous positions. My professional objectives have consistently been the pursuit of transparency to build and maintain trust and respect with Citizens, Council, and staff, and to promote staff development and performance excellence.

You will also note by my experience that I am a visionary and innovative manager that is approachable and someone who is a bridge-builder that will look for both traditional and creative solutions to achieve goals and objectives as well as public/private partnerships when such opportunities can achieve greater efficiency. My experience also includes many of the attributes identified within your profile of moving communities towards the progressive management style of 21st Century communities that have aggressively targeted initiatives in the areas of walkability; green initiatives; cultural and economic development; entrepreneurship; diversity; messaging & technology, transit and education.

Professionally, I've consistently demonstrated my commitment and dedication to efficient and effective public management by aggressively maintaining the ICMA "Credentialed Manager" status as a personal commitment to the profession and to the communities I serve. I also hold an MPA degree from Northern Illinois University in Urban Management, and undergraduate degrees from Elmhurst College in Political Science and Urban History.

With my years of municipal service, you will find that I have extensive executive municipal management experience along with having developed a keen sense and understanding in building sustainable partnerships and collaborative relationships with the coordination and management of programs, as well as having developed an innate sense of connecting with the community along the way – all while navigating the complexities and challenges often times associated with municipal government. Moreover, you will find that my experience includes a progressive philosophy that includes an open management style and a commitment to innovation, staff development, teamwork, high performance, collaborative leadership, and a can-do attitude.

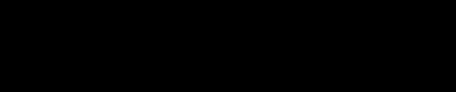
Throughout my career, I have been active in community visioning, strategic planning, and navigating communities along the visioning and strategic planning path by programming and connecting budgetary activities to those plans and continually reporting on staff's progress in compliance with such plans. I also have experience in managing and participating in external activities that include neighborhood interest groups, local civic organizations, neighboring communities and regional organizations to promote the interest of the community and to initiate a regional dialogue on issues of mutual concern. This experience also includes both public and private groups, in order to advocate and promote collaborative solutions or to merely demonstrate City engagement and support on regional issues.

Fundamentally, I believe that effective public administrators are more than merely past titles and accomplishments, and in order to effectively lead an organization, one must be able to inspire the led to follow willingly, and as previously stated, the leadership I offer is deeply rooted in a foundation of high ethical/moral standards and a commitment to transparency. My experience has also taught me that quality public administrators are best determined by their management style which can influence the culture, health, staff drive, morale, and motivation -- as well as the strength and flexibility of an organization's ability to promptly adjust to changing and challenging dynamics, and I believe that these abilities are inherent in manager's that adopt a progressive and collaborative management style, which I embrace.

In short, my management style is designed to improve the organization through an empowerment and team partnership approach. Whereby, I actively engage in mentoring and encouragement of continuous and ongoing career development, in order to promote operational modernization and to ensure that industry best practices are not only identified and adopted, but implemented as well, and made part of the City's and staff's performance goals and objectives. Additionally, I have a keen understanding of the symbiotic relationship that must exist between the business and/or stakeholder communities and the importance of establishing and maintaining public/private partnerships, as well as regional relationships to enhance and promote greater efficiencies, collegial relationships, and to improve the quality of services we provide. However, and equally as important, my role as the City Manager is to partner with the Mayor, City Council and the executive management team in the facilitation of the community's vision and the direction of the organization and to ensure that such vision and direction is replicated down and throughout the entire organization and community.

As a seasoned public administrator, I believe that my achievements, education, and progressive management style would make me an ideal candidate for this position and I would like to offer Ypsilanti my aggressive energy and innovative approach to public management and would welcome the opportunity to discuss further how I may be of assistance. Please find my attached resume, salary history, consent form, and references for your consideration. Thank You.

Sincerely,



Gerald C. Smith, ICMA-CM., MPA

EXPERIENCE

City Manager - *City of Junction City, KS – pop 25,817, (October 2013 – April 2014)*

Salary Total: \$115,000

Managed the day to day operations of the full-service community (\$49 million budget with 190 +/- employees) and tasked to identify a strategy to move the community forward after a series of devastating public policy decisions that resulted in the community's debt obligations skyrocketing from a total debt load of \$26 million dollars and \$1.9 million dollars of annual debt load payments in 2006 to a total debt load of \$133 million dollars within a period of eight year resulting in \$14.75 million dollars of annual debt load payments, at the current pace, the city would have completed payments of approximately \$250 million dollars of payments over the course of 16 years. Supervised all department heads: police, fire, municipal services, finance, treasurer, planning and zoning, parks & recreation, human resources, and information technology.

- Completed an comprehensive Operational Assessment, Efficiency Study, and Strategic Plan that was intended to address the community's challenges in meeting its debt and operating obligations that provided a list of alternative strategies to provide for the much needed non-property tax funding/revenue enhancement alternatives to begin to address the infrastructural and operational challenges and to provide the community with a pathway forward

Director of General Services - *City of Kansas City, MO - Pop: 450,000, (October 2006 – April 30, 2012)*

Salary Total: \$147,560

Established and managed the Department of General Services which consists of various internal operations of the city, Central Fleet Management Division, Facility Services Division, Procurement Services Division, Citywide Security Division, Real Estate Services Division, Records Management Division, Administrative Services Division, and the Safety and Risk Management Divisions. Oversaw the management of an all funds departmental budget of \$89 million dollars (up to 280 +/- employees - citywide all funds budget of \$1.6 billion dollars with over 6,000 total employees) and reported directly to the City Manager.

- Received the Regional Excellence in Public Service Award for the Power & Light District Surveillance Camera Project
- Consolidated the internal operations of Facility Services, Central Fleet, Citywide Security, Procurement Services, Risk Management, and the Records Management, under the new Department of General Service.
- Established 3 new divisions of Real Estate Management, Safety, and Fiscal/Administrative Services (housing the H.R. function) Division within the Department of General Services.
- Identified and compiled all City owned real estate assets into a portfolio which had previously been unknown and established a quantified value of over \$1.1 billion dollars and initiated the disposal of excess/surplus real estate holdings resulting in additional revenues (\$5.7 million dollars) back to the City.
- Consolidated procurement activities back to the newly established procurement division and expanded the City's economies of scale by adopting strategic sourcing and embracing supply chain management techniques allowing the City to more strategically and efficiently source commodities and services through partnerships. Efforts that led to the division's achievement were the result of recruiting and hiring a capable procurement manager, and implementing an ongoing training program for procurement staff. Such efforts resulted in the division to receive the 2010 National Purchasing Institute's 15th Annual Achievement of Excellence in Procurement Award.
- Identified all facility assets which represent 160 buildings/assets representing 7.7 million square feet and a \$350 million dollars deferred maintenance backlog, which had resulted from poor management and neglect over many years and established a minimum funding threshold to effectively maintain the City's facilities based on their life-cycle beginning the process to chip away at the backlog

- Established a comprehensive strategy to modernize and equip City facilities with energy efficiency retrofits and implementation of a sustainability platform system (software) that significantly improved overall operational efficiencies of buildings. Since its implementation, the City has won a number of sustainability awards and achieved a number of Leed certifications as a result of such improvements. To date, the City has begun to receive both national and international recognition for our approach.
- Identified serious concerns with the City's Workers Comprehension program relating to loss experiences comparable to other Cities of similar size resulting in support to overhaul the City's very limited/underperforming and underfunded Safety program.
- Central Fleet is nationally recognized around the country for having one of the largest fleets voluntarily utilizing alternative fuels for up to 35% of the City's fleet (900/1000 total vehicles) while not being designated as a non-attainment area, over \$5 million dollars in grants have been awarded to fleet services over the past 4 years, and the recipient of many awards and accolades for our efforts.

Assistant City Manager, *City of Upper Arlington, OH - Pop: 35,327, (March 2003 – June 2005)*

Salary Total: \$100,000

Reported to City Manager (former Mayor) in assisting in the management of the day-to-day operations of the community (\$58 million dollar budget, 160 +/- employees). Provided direct supervision over the departments of public services, information management and facilities management. Served as acting city manager in manager's absence

- Responsible for developing, implementing and administering benefits program (health, life, dental, flexible spending, etc. etc.)
- Developed Succession Planning for the Public Services Department
- Provided directed supervision over the departments of public works (engineering, traffic, streets, solid waste, and utilities, MIS and the building maintenance department.
- Served on the Manager's Community and Economic Development Committee responsible for strategic planning within the commercial corridors and neighborhood revitalization/preservation adjacent to the commercial corridors.
- Chaired the City's Traffic Safety Coordinating Committee
- Conducted operational assessments/evaluations (police dispatch, facilities management and public services operations)
- Responsible for all risk management activities and served on the Board of Directors for the Central Ohio Risk Management Agency (CORMA)
- Member of the city's collective bargaining team
- Conducted executive recruitment (Solid Waste Superintendent and Information Technology Director and multiple other minor positions)
- Vice president of the Central Ohio Public Energy Council

Municipal Management Consultant, *principle, (May 2001 – March 2003)*

\$75 Hour

Concentrating in organizational development/redevelopment, financial management, enterprise operational management, human resources management, capital budgeting and development, TIF Administration, strategic planning, information technology, program evaluations, employee recruitment, economic development, and cost benefits analysis.

Village Administrator, *Village of Riverdale, IL - Pop: 15,055, (March 1999 – May 2001)*

Salary Total: \$91,000

Reported to President and Village Board. Responsible for the carrying out policies adopted by the Village Board and providing overall direction for the day to day administration and operational activities of Village departments and offices. Provided professional and technical leadership for strategic planning, new program development, formulation and implementation of public policy. Developed, administered and provided oversight over a \$21 million dollar all funds budget and 120 +/- employees.

- Responsible for employee recruitment and management of the human resources activities (i.e., fringe benefits and salary compensation)
- Served as Village's Civil Service Officer and established and administered testing materials, and managed all hiring lists for Civil Service positions within City while reporting to Civil Service Commission
- Restructured the organization, hired qualified personnel and established 3 new departments and 6 new programs enhancing and improving service delivery to residents.
- Coordinated efforts with governmental agency and development consultants to address a major neighborhood redevelopment initiative.
- Successfully managed and developed a cooperative partnership with a local health care organization to provide health care services to a under-served community.
- Served as lead member of the Village's collective bargaining team and negotiated various contracts and provided overall contract administration for all contracts within the community
- Identified a significant regional concern regarding public safety communications and was successful in convincing 22 communities to join together as a consortium and fund a feasibility study to establish a regional dispatch agency.
- Served as project manager over a public safety building project and addressed a \$1.5 million dollar funding gap to complete the funding of the \$6 million dollar project through the renegotiating use of available TIF funds and by establishing a successful governmental partnership with other governmental agencies.
- Established the department of youth and community services and successfully secured over \$300,000 in State and federal grant funds to provide year-round programming for a disadvantaged youth population of over 7,000
- Served as budget manager and responsible for the preparation and oversight of the Village's \$21M all funds budget (\$7M general fund)
- Successfully designed and implemented a GIS system at significant cost savings to the community
- Serve as public relations officer and spokesman for the community and interfaced with major media personalities on issues of diversity, housing and a variety of other issues and topics.

City Administrator, *City of North Chicago, IL - Pop: 42,435, (September 1997 – December 1998)*

Salary Total: \$78,500

Reported to Mayor and City Council. Managed and coordinated overall city activities in the following departments: administration/human resources, finance, planning and community development, building and zoning, public works/engineering, police and fire. Developed, administered and provided oversight over a \$18 million all funds budget and 160 +/- employees.

- Established the office of city administrator, as the City's first administrator, and combined the department of human resources while assuming the duties of H.R. and budget director.
- Conducted various program evaluations that successfully uncovered serious operational deficiencies, which resulted in the restructuring of several departments and programs.
- Served as budget manager and responsible for the preparation and oversight of the City's \$18M all funds budget (\$10M general fund)
- Negotiated a partnership with a major employer within the community to implement a creative sales tax reallocation strategy. The result provided a 667% annual increase in sales tax revenue (\$500,000) to the City over the previous year's sales tax revenues.
- Nuclear power plant accident preparedness, planning, and training
- Served as the chief negotiator on the City's collective bargaining team and negotiated various contracts and provided overall contract administration for all contracts within the community
- Successfully implemented the realignment of the building department within the planning & community development department, and combined the street, water, and sewer departments under the management and supervision of the newly created department of public works.
- Provided historical analysis demonstrating poor performance of water enterprise operation and recommended a series of strategies to correct the operations, which resulted in the operation becoming fiscally sound while generating a 19% increase in surplus revenue.
- Reduced the cost of consultant fees of \$275,000 per year to \$150,000 per year by hiring and training qualified personnel resulting in a 45% decrease in operational cost.

- Reduced deficit spending through the successful introduction of budgeting as an effective fiscal tool for the community.
- Worked with City businesses to address needs and maintained close working relationship with all major businesses.
- Introduced the economic development tool of Tax Increment Financing to the City, which is currently underway in the City's downtown area.
- Successfully introduced the concept of capital budgeting and scheduling for equipment replacement.

Assistant to Village Manager, Village of Deerfield, IL - Pop: 18,420, (June 1991–September 1997)

Salary Total: \$50,000

Reported to Village Manager. Provided support to the manager's office in managing all departments and providing supervision to staff. In the manager's absence, assumed all responsibilities of that office; presented reports and recommendations to the Mayor, Village Board. Provided technical consultation to all departments regarding information systems and telecommunications technologies \$60 million dollars all funds budget and 175 employees.

EDUCATION & CREDENTIALS

- International City/County Managers Association Credentialed Manager (ICMA-CM)
- Northern Illinois University – Master of Public Administration
- Elmhurst College – Bachelors of Arts (double major) Urban History and Political Science

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- National Forum for Black Public Administrators (NFBPA)
- Chapter President of NFBPA Kansas/Missouri Chapter

PUBLICATIONS

- The Balancing Act. The Forum Magazine, Summer 2011
- Cable, Modems, and Phones, Oh My. ICMA Technology Journal and The Illinois Municipal League 1995 July
- Telecommunications Management. The Illinois Municipal League 1995 August

REFERENCES

- Wayne Cauthen, Former, City Manager Kansas City, MO, [REDACTED]
- Troy Schulte, Former, City Manager Kansas City, MO, [REDACTED]
- Gordon M. Criswell, Wyandotte County, Assistant County Administrator [REDACTED]
- Stan Harris, Former Public Works Director, Kansas City, MO, [REDACTED]
- Larry Hicks, Geary County Board Chairman (Junction City), [REDACTED]
- Norton Bonaparte, City Manager, City of Sanford, FL [REDACTED]
- Greg Baker, Former Assistant City Manager, Kansas City, MO [REDACTED]

ADDITIONAL REFERENCES AVAILABLE UPON REQUEST



michigan municipal league

MICHIGAN MUNICIPAL LEAGUE EXECUTIVE SEARCH REFERENCE INVESTIGATION CONSENT

I, Gerald C. Smith, authorize the Michigan Municipal League and/or its agents, on behalf of the City of Ypsilanti, as part of the application process to verify the information given by me in my application to make any investigation of my background deemed necessary. I authorize former employers and any other third party contacted by the Michigan Municipal League to release to the Michigan Municipal League any information they have regarding me without providing written notice to me.

I acknowledge in the event that an entity or record source requires an alternative release form or additional identifying characteristics in order to release the requested information, I agree to provide the additional information and sign any additional release authorizations, if so requested by the City of Ypsilanti.

The following is my true and complete legal name and all information is true and correct. I understand that omissions, and/or false information and representations may disqualify me from consideration for employment, or, if I am hired or already work for the City of Ypsilanti that I may be disciplined, up to and including termination.

Gerald C. Smith

Full Name

Maiden Name or Other Names Used

Present Address

11/10/2016

Signature

Date

Would you like the contents of your application to remain confidential unless an invitation to interview is extended?

Yes

Yes or No

**The above information is required for identification purposes only. The Michigan Municipal League is an Equal Opportunity Employer, and does not discriminate on the basis of sex, race, color, religion, creed, national origin, veteran status, age, disability or on the basis of any other classification protected by federal, state, or local law.

October 18, 2016

Ms. Kathie S. Grinzinger
MML Lead Executive Recruiter
Michigan Municipal League
1675 Green Road
Ann Arbor, MI 48105

Dear Ms. Grinzinger:

I am writing to you to express my interest as a qualified applicant for the position of City Manager for the City of Ypsilanti. If the City of Ypsilanti is seeking a proven public and private sector leader with executive experience known for breakthrough results, please consider my enclosed resume.

I am a results-oriented manager with over 20 years leadership experience in varying levels of local governments in Michigan. In my past roles in local government management, I have advanced municipal government services through innovative programs and grassroots collaborations in the community and surrounding areas. As my enclosed resume indicates, I possess strong experience in being a creative and adaptive administrator to meet priorities in an environment of lean resources.

My track record demonstrates my visionary thinking, high energy and ability to forge strong organizational relationships to accomplish important initiatives. Some of my accomplishments include:

- Acquisition of over \$4 million in private investment, and over \$200,000 in federal grants, for redevelopment districts while creating and enhancing an underutilized and environmentally contaminated property. **Facilitated this award winning private/public partnership**, garnering the recognition from a metropolitan planning commission.
- **Eliminated the unfunded liability** of an employee pension program and replaced it with a defined contribution retirement system for new employees, thus saving over \$3.2 million.
- **Proven leadership in environmental initiatives**, such as regional solid waste planning, local brownfield redevelopment and deployment of sustainable green technology.
- Significant infrastructure projects managed **on time and within budget**.

I am a well-balanced executive who succeeds by achieving results, while at the same time, building and maintaining positive relationships with everyone around me. Given the opportunity, I am confident in my ability to achieve similar financial and management results as the City Manager of the City of Ypsilanti.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,

A black rectangular box redacting the signature of Paul J. Brake.

Paul J. Brake, ICMA-CM, CEcD

Encl.

Paul J. Brake, ICMA-CM, CEcD

SUMMARY:

Executive-level administrator with advanced degree and experience in public and private sector leadership roles. Proven success in managing complex issues using tactful, patient and persuasive leadership and communication skills.

Highly experienced local government executive with the following traits:

- › Action oriented
- › Economic development focused
- › Strategic planning/organizational development strengths
- › Fiscal stewardship
- › Collaborative leadership
- › Relationship building

PROFESSIONAL EXPERIENCE

Director of State Operations – Michigan **SAFEbuilt, Inc.** **August 2015 to August 2016 (Salary \$130,000 per annum)**

Responsible for regional level delivery of community development solutions to 16 client communities throughout Michigan. Staff of 90+ and \$7 million P&L. Served as primary strategist and coordinator of government relations activities in Michigan, serving as corporate liaison to state and local governments and government authorities. Also, managed the day-to-day operations of LSL Planning (a SAFEbuilt company), who provides comprehensive community planning, transportation planning and on-going municipal services to agencies across the country. Accomplishments:

- ✓ Effectively managed strategic legal response to a lawsuit as an interested party.
- ✓ Oversaw strategic implementation and processes to establish new rental housing inspection services in partnership with the City of Detroit.
- ✓ Directed an office relocation in Southeast Michigan reducing monthly rental cost by \$100K over the period of the new seven year lease.

City Manager **City of Grand Blanc, Michigan** **July 2011 to August 2015 (Salary \$106,000 per annum)** **Population 8,276**

Chief administrative officer for a council-manager form of government located in an urban/suburban area of Southeast Michigan (near Flint, Michigan). Oversaw a \$9.5 million budget for 31 full-time and 10 part-time employees. To maximize effectiveness and efficiency, Grand Blanc contracts with vendors from both the private and public sector and these vendors are responsible to the City Manager. The City is part of a larger community that shares municipal services serving 44,000 residents. Accomplishments:

- ✓ Recruited and negotiated two commercial building redevelopment projects resulting in over \$4 million in property investments and creating approximately 170 new jobs.
- ✓ Secured one of the top honors for regionalism and collaboration through the 2014 Excellence in Economic Development Award from the International Economic Development Council.
- ✓ Provided executive leadership for regional initiatives, such as the chair of the I-69 International Trade Corridor Next Michigan Development Corporation and as the chair of the Genesee County Solid Waste Planning Committee.
- ✓ Gained recognition for entrepreneurship and economic growth through the Top Performing Community Award by the University of Michigan-Dearborn eCities Program (2012 and 2015).
- ✓ Eliminated the pension liability of the employee retirement program and replaced it with a 401K type of retirement system for new employees, thus saving over \$3.2 million.
- ✓ Improved efficiency of support functions through the increased use of technology, eliminated a department administrator position and consolidated existing resources.
- ✓ Managed over \$3.7 million of infrastructure projects ensuring key deliverables are done on time and within budget.

Assistant Township Manager
March 1998 to June 2011 (Salary \$90,370 per annum)

Meridian Township, Michigan
Population 39,668

As the Township's second highest ranking official, directed administrative work related to a wide range of municipal management issues impacting a \$35 million budget and 190 employees. Oversight of over \$2.5 million budget and direct supervision of eight employees. Accomplishments include:

- ✓ Directed entrepreneurship and economic growth efforts for the township, resulting in recognition as a 2010 top performing community by the University of Michigan-Dearborn eCities program.
- ✓ Envisioned and implemented downtown streetscape improvements, earning an environmental stewardship award for use of sustainable green technology.
- ✓ Collaborated with local business leaders and university administrators to implement a pilot program to stimulate and sustain entrepreneurial businesses in the community.
- ✓ Negotiated and successfully ratified 28 collective bargaining agreements limiting fringe benefit cost increases, increasing productivity and ensuring fairly compensated personnel.
- ✓ Participated in successful voter campaign strategy (68% approval) for a property tax proposal to fund human services program, parks and recreation and a community senior center.
- ✓ Developed and implemented a highly successful employee computer purchase/loan program (over 50% of workforce has participated) that enables Township staff to purchase personal computer equipment through an interest-free loan.

County Coordinator (Chief Administrative Officer)
May 1994 to March 1998 (Salary \$49,560 per annum)

Shiawassee County, Michigan
Population 70,648

A rural/suburban county located between Lansing and Flint, Michigan. Duties encompassed organizational and policy development for a \$15 million budget and 200 employees. Accomplishments included:

- ✓ Developed and initiated successful voter campaign strategies for two property tax proposals concerning general operating funds, a medical care facility, and a telephone surcharge proposal for 9-1-1 dispatch funding.
- ✓ Proposed and revamped a wage and classification system from 93 pay scales with twelve pay units to 14 pay scales in a single comprehensive system.

EDUCATION

Senior Executive Institute

University of Virginia, Charlottesville, VA

Master of Public Administration, Financial and Personnel Administration

Western Michigan University, Kalamazoo, MI

Bachelor of Science, Public Administration - emphasis in Labor Relations

Grand Valley State College, Allendale.

BOARD MEMBERSHIPS AND COMMUNITY LEADERSHIP

Michigan Municipal League Foundation – Board of Directors

Shiawassee County Zoning Board of Appeals

Sciota Township Planning Commission

PROFESSIONAL CERTIFICATIONS AND AFFILIATIONS

International City/County Management Association - Credentialed Manager (ICMA-CM)

Certified Economic Developer (CEcD) – International Economic Development Council

International City/County Management Association

International Economic Development Council

Michigan Municipal Executive Association

PROFESSIONAL REFERENCES

Steve Burns – Director of Business Integrations, SAFEbuilt

[REDACTED]
[REDACTED]

Susan Soderstrom – Mayor, City of Grand Blanc

[REDACTED]
[REDACTED]

Jim Bappert – former Councilmember, City of Grand Blanc

[REDACTED]
[REDACTED]

Gerald Richards – former Township Manager, Meridian Township

[REDACTED]
[REDACTED]

Margaret McAvoy – County Administrator, Isabella County

[REDACTED]
[REDACTED]

November 9, 2016

Dear Mayor Edmonds and Members of the Ypsilanti City Council:

As an experienced municipal administrator with 18 years of experience coordinating the services and budgets of similar sized cities and villages such as yours, I would embrace the new challenge of working with you and your citizens to build an inclusive vision for Ypsilanti.

On a recent visit to your community, I was impressed by both the diversity of the City and by the potential for growth in the downtown business districts. Your announcement also mentioned your Council's interest in developing more high tech businesses, perhaps through collaboration with Eastern Michigan and the University of Michigan faculty and graduate programs. Having worked in a suburb of Madison, Wisconsin, I have direct experience in establishing one of that State's first high tech business parks which contained an incubator for developing spin-off and start-up companies for young entrepreneurs.

My interest in Ypsilanti is spurred by other personal factors. My son is employed by Washtenaw International High School and Washtenaw International Middle Academy, now housed on the City's east side. He is a graduate assistant who is working to develop a Farm to School program that would promote healthier food choices and teaching in urban agriculture for WIHI and WIMA students. He and his wife recently purchased a new home just off Congress Avenue in the township. My spouse and I are eager to be closer to them.

I also want to highlight my background of growing up in another university town of similar size (Bowling Green, Ohio, home of BGSU), which provided me with an appreciation for the special "Town and Gown" challenges that I assume you face in Ypsi on a regular basis. I realize that communities with institutions of higher education have special policing, fire response and parking needs. In addition, my three years as an instructor through the University of Wisconsin-Madison Department of Continuing Education and one year as an adjunct instructor of Public Administration at the University of Wisconsin- Oshkosh have provided me a working knowledge of university administration.

During the last four years, I have served as the interim Village Administrator of Bellevue, a suburb of Green Bay, Wisconsin. Since September, 2013, I have served as the first Human Resources and Risk Manager for the northern Chicago suburb of Deerfield (population 19,454). In Bellevue I advised the Village Board on how to create its first incremental tax finance district to provide infrastructure foundation for a new commercial area anchored by the first Costco store in the Fox River Valley. In my current position, I do recruitment, training, performance evaluations, collective bargaining and benefit administration for a workforce of 120 FTE.

Other strengths that I would bring to the City Manager's position in Ypsilanti are:

- *15 years of overseeing the development of city and county budgets ranging from 7-75 million dollars.

- *Coordination of the process of creating five separate Five Year Capital Spending Plans and seven corresponding, staggered borrowing budgets to pay for new facilities, improvements and large equipment purchases.

Page Two

*Expertise in intergovernmental relations with neighboring municipalities, county and state governments. Specifically I have negotiated water, IT, wastewater treatment and bus contracts with Madison Metro systems in all three areas.

*Serving as the coordinator, appointed by the Mayors of both Chippewa Falls and Fitchburg, for a series of Community visioning hearings whereby elected and appointed officials met with residents of each community to prepare a series of goals based on a consensus model for building 5-10 year improvement plans.

*I also have been an integral part of both the 2000 and 2010 Census planning teams and could lend my expertise in assisting Ypsilanti in maximizing its Complete Count efforts starting in 2018-19 to capture more future State and Federal per capita aids for housing, transportation and roads' needs.

Meeting with you and key City department staff to discuss your visions for the City is an opportunity I would welcome.

Sincerely,

[REDACTED]

Daniel F. Elsass

60 Salem Lane
Evanston, Illinois 60203

[REDACTED]

[REDACTED]

[REDACTED]

DANIEL F. ELSASS

60 Salem Lane -- Evanston, Illinois 60203

<u>WORK EXPERIENCE</u>	<u>EXAMPLE OF DUTIES/OUTCOMES</u>	<u>YEARS/MONTHS</u>
HR Coordinator & Risk Manager Village of Deerfield, IL (Chicago Suburb)	Recruit, train, and evaluate personnel for work force of 170. Administer insurance plans for Village of 19,000. Created safety manuals & wellness plan.	9/13-Current
Municipal Consultant Public Admin. Associates	Consulted with cities & villages on executive recruitment wage compensation plans, & organizational restructuring	4.4
Interim Administrator Bellevue, WI	Acting CAO and HR Director of Village of 15,000 until new administrator was hired & trained by me. Assisted with TIF development which attracted first Costco store to the Fox Valley.	.7
City Administrator Chippewa Falls, WI	CAO of a city of 14,000, created annual budgets, conducted first citywide visioning process, and personnel director.	2.2
Local Government Specialist UW Extension/Cont. Ed.	Advised UW-Extension county agents & local officials on Best Practices in budgeting, personnel, & service delivery.	8.6
City Administrator Fitchburg, WI (Madison Area)	CAO of community of 22,000, I was the personnel director, budget director and comptroller. Created first employee handbook. Assisted in creating a 122 acre high tech industrial park with incubator.	6.1
City Administrator Baraboo, WI	Second CAO of a City of 11,000, I improved operations & capital budget process. Spearheaded intergovernmental relations with Sauk County, West Baraboo, and area towns on unified fire service	1.8
Assist. County Administrator Rock County, WI	Prepared annual budgets and monitored public safety depts., courts, & county jail expansion	4.2

SPECIAL AREAS OF EXPERTISE

- A. Local Government Process
- B. Economic Development and Tax Incentives
- C. Performance Based Budgeting
- D. Citizen Engagement and Community Visioning
- E. Employee Wage and Benefit Administration
- F. Public Works and Transportation Planning and Borrowing
- G. Public Employee Collective Bargaining

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelors of Arts – Wittenberg University, Springfield, Ohio

Masters of Public Administration – University of Tennessee, Knoxville, Tennessee

Rotary International Fellow in Public Policy—Victoria University, Wellington, New Zealand

Member, International City-County Management Association –Since 1989

Member, National & State Employment and Labor Relations Associations (SHRM, IPELRA, & NPELRA) –Since 2005

COMMUNITY INVOLVEMENT

Member of Rotary International

Served three terms on Verona Area School Board, Finance Chair and Vice President

Youth Soccer and Basketball Coach

Volunteer Usher for Chicago Area Theater and Musical Events

Professional References for Daniel Elsass

1. Frances Huntley Cooper

Former Mayor and Personnel Chair, City of Fitchburg

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2. Barbara Little, Director of Public Works and Engineering

Village of Deerfield

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

3. Craig Beyl

Former Village President, Village of Bellevue, WI

[REDACTED]
[REDACTED]
[REDACTED]

4. Dr. Stephen Hintz

Co-Owner, Public Administration Associates and Professor Emeritus University of WI Oshkosh
Also former Executive Secretary, Wisconsin City-County Managers Association

[REDACTED]
[REDACTED]
[REDACTED]

5. Kent Street, Village Manager

Village of Deerfield

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Salary History

City Administrator in Chippewa Falls, Wisconsin from 2005-2007 -- \$81,000-84,000

Human Resources/Risk Manager in Deerfield, Illinois from 2013 to Present-- \$73,600-90,120

November 16, 2016

Michigan Municipal League
ATTN: Ypsilanti Search
1675 Green Road
Ann Arbor, MI. 48105

RE: Letter of Interest: City Manager- City of Ypsilanti

Dear Search Committee:

Please accept this letter, resume, and references as an application for this exciting opportunity. I am confident that I possess the energy, competency, and temperament to be a good fit. I've served in a variety of economic development roles over 14+ years: including overseeing the housing, code enforcement, building department, and planning development functions. My experiences include but are not limited to Brownfield redevelopment, HUD programs, and tax increment financing programs. Having worked with development organizations, educational entities, and the business community providing technical and financial assistance to entrepreneurs and existing businesses I understand business retention and expansion.

At the Detroit Land Bank, I was one of 3 executives who built the organization from the ground floor. Working under intense deadlines, in less than 2 years we successfully expended roughly \$23MM in NSP dollars including \$9 Million in tipping point neighborhoods whose property values increased ten-fold. We did this in local or national historic districts with a team of less than 9 individuals during great political uncertainty.

I've performed grant writing, program management and implementation duties for more than a decade. In collaboration with others, I've identified federal and state funding sources to fill gap-financing shortfalls for developers, defray site development and abatement costs, and recapture taxes. I've worked with small businesses, major developers like Rock Venture, and business parks.

More than 14+ years of broad experiences give me confidence in working all department heads, staff, and elected officials in tackling the multitude of topical matters relevant to the City's operations. My personal brand marries technical competence with emotional intelligence, political acumen, and resourcefulness with boundless energy. If you are looking for someone with unique people skills and vision, then I am that person. I am recognized for maturity, experience, and the temperament and skillsets to cultivate and mentor staff and retain and attract the best workers.

I am available for immediate relocation, and look forward to a personal meeting to discuss my qualifications in more detail. I am requesting that Confidentiality be retained as allowed by Michigan law until an invitation to interview is extended.

Sincerely,

Louis Starks
Enclosure-Resume and Professional References

LOUIS STARKS, J.D.; M.A.

SENIOR PROJECT MANAGEMENT EXECUTIVE

Affordable Housing/Urban Redevelopment/ Workforce Development

- Visionary senior operations executive seeks a position in city government offering new growth opportunities and professional challenges. Offering comprehensive background in community-based planning, project management, and program development. **Available for immediate relocation.**
- Expert in affordable housing, contract compliance, urban redevelopment, Tax Increment financing, and work force development with outstanding leadership, communication, strategic planning and analytical skills.
- Highly regarded specialist with an exceptional ability to cultivate consensus and relationship development among multiple patterns across industries and disciplines; and to develop and blend unique community redevelopment strategies to shape distressed neighborhood and employ historic preservation opportunities to achieve stabilization results.
- Senior-level executive with comprehensive knowledge and “hands-on” experience in all aspects of municipal planning and development, public involvement, intergovernmental relations, employee training and team building

Accomplishments:

- Recipient of the 2013 Governor’s Award (State of Michigan) for Historic Preservation: Outstanding Leadership of the NSP Rehabilitation Program in Historic Neighborhoods
- Minority Graduate Fellowship: University of Iowa, School of Urban and Regional Planning
- Participated in UCLA/Johnson & Johnson Health Care Executive Program in 2005 & 2008 as Chairman of the Board of a federally chartered health clinic: People’s Community Health Clinic

Skills:

- | | |
|---|--|
| ● Budgeting | Proposal Writing/Draft legal documents |
| ● Presentation software & Excel | Econ. & Comm. development |
| ● Operations Management | Process improvement techniques |
| ● Comprehensive & LT Planning | Site plan and building permit process |
| ● Code enforcement/nuisance abatement | Research and analysis |
| ● Law background, ARC GIS | Tax credits & incentives |
| ● Contract procurement | M/WBE Compliance & Certification |
| ● NEPA, SHPO & Sec. 106 | Workforce development |
| ● Grants Management | HUD and federal programs expertise |
| ● Prepare agendas/minutes and appear before Boards, Councils, Commissions & Public Hearings | |

Work Experiences

Consultant/CEO/Owner - General Services:

- Advise individuals, organizations, educational institutions, corporations, and developers on regulatory matters, organization process, contract procurement and compliance issues.
- Facilitate the purchase, lease, or development of real property and/or structures improved or unimproved. Structure financing mechanisms. Provide guidance on environmental issues, market analysis and project feasibility, pro forma development, zoning and permit processes.
- ***Michigan Real Estate License pending***, successfully completed pre-licensing course.

OTHER RELEVANT CONSULTING ASSIGNMENTS DURING THIS TIME FRAME:

Detroit Talent HUB Consultant for Regional Training Center-Wayne County Community College District, Detroit, MI:

May 2016 to Present

- The Detroit Talent HUB (DTH) is a unique labor market intermediary created to recruit, prepare, and match qualified Detroiters with in-demand, talent seeking employers while also addressing the need to develop today's entrepreneurs and contractors for economic opportunities in the metro Detroit area.
- DTH works with lead employers, education institutions, skilled trades, work force and community partners to assess and train as well as well as operate as an internet portal for job placement, monitoring and retention services. DTH focuses on delivering and coordinating demand-driven technical and credentialed training to get and keep a job.

Henry Ford Community College Dearborn, MI April 2016 to July 2016

- Math instructor for Industrial Readiness Certificate Program for Ford employees.
- City of Southfield, MI: April 2016**
- Member of Evaluation Committee for Market Based Design and Professional Development Team for Northland Mall (the nation's largest mall when constructed). Committee consisted of City Manager, Deputy City Manager, Downtown Development Authority Director and Planning and Purchasing Departments.

Human Resource Development, Inc. ("HRDI"). Lansing, Michigan;

February 2016 to April 2016

- HRDI is a 501(c)(3) organization focused on providing employment and training services to displaced workers, economically disadvantaged adults and youth and welfare recipients.

Math and Soft Skills Instructor for Access for All

- Access for All is a free nine weeks Apprenticeship Readiness Training Program. Taught two cohorts of curriculum designed to prepare students for successful entry into one of several trade Apprenticeships and consisting of 294 hours of programming addressing: Applied Math and Math Review, Blue print reading, Essential Employment Skills, First Aid/CPR/AED, Green Construction Awareness, and MIOSHA 30 Certification.
- Evaluate student performance, make individual assessments of students, and refer to additional resources if necessary. Developed student soft skills, refined teaching methodologies and curriculum.

City of Highland Park, Michigan Dir. of Community and Economic Development Nov. 2013-Dec. 2015

- Drafted grant resulting in City receiving \$5 Million in federal Hardest Hit Funds (“HHF”). Worked closely with the Michigan State Land Bank on implementing the HHF grant. Managed demolition, code enforcement/nuisance abatement activities utilizing HUD CDBG and EDI funds.
- Responsible for business attraction, retention and new development. Worked closely with State and County agencies and private parties to devise mezzanine funding strategies for projects.
- Managed CDBG/HOME Program project management, reporting and compliance. Managed the City’s initiatives relating to historic preservation and the rehabilitation of homes.
- Executive Secretary for the Planning Commission, Tax Increment Finance Authority, Historic District Ordinance Committee. City’s liaison with the Highland Park Business Association and the Woodward Avenue Action Committee non-profit development entity.

Detroit Land Bank Authority Assistant Director for Administration June 2011- August 2013

A quasi-governmental corporate, body, governed under the 2003 Land Bank Fast Track Act that facilitates the return of vacant/abandoned properties to productive use within the City of Detroit.

Assistant Director for Administration

- Co-created organizational structure, program design, and hired and trained staff for start-up entrepreneurial entity. Implemented policies and procedures that govern DLBA operations.
- Co-directed implementation of \$23 MM Neighborhood Stabilization Program (NSP). Executed \$9MM, 30-unit, design-build, historic preservation rehabilitation program. Oversaw acquisition or property management of 157 properties, with most assets listed or eligible for the National and or Local Register of Historic Places. Completed 31 units of design-build, historic preservation (local and national) rehabilitation homes.
- NSP program efforts led to increasing property values from \$15,000 to \$150,000.
- Created a compliant and transparent procurement process for vendors and contractors.
- Developed NSP work-force/subcontracting practices that resulted in DLBA contracting over 80% of its activities with Section 3 businesses.

City of Waterloo, Iowa Community Development Dept. April, 2003 – May 2011

- Demolished over 100 dilapidated home in 3 years with aggressive and creative use of new statutes and leveraging of funding sources. Procured residential and commercial demolition/abatement for City Departments.
- Monitored compliance with NSP, HOME/ Demolished CDBG, Section 108/BEDI and subrecipients, grantees and contractors, helped prepare Consolidated Plans and CAPERS.
- Contact for all City Departments regarding M/WBE compliance federal, state, and local competitive bid processes, and RFP/Q’s. Reported on construction progress, and advised owner and contractors on applicable rules. Leadership resulted in City Meeting M/WBE contract participation goals since 2003 and clean audits.

- Performed SHPO reviews and procured Phase 1 and 2 ESAs per NEPA. Collaborated with CDC's and developers on affordable housing site selection, finance, and construction.
- Implemented grants and grant-related projects and supervised Federal wage (Davis-Bacon) compliance, compiled and submitted required reports to Federal agencies.

Associate Planner City of Waterloo, Iowa Waterloo, Iowa

August, 2002 – April, 2003

- Designated "Brownfield" Planner responsible for successful citizen participation in the grant application processes that leveraged over \$43 million in federal and state grants, including EPA, State Brownfield and State tourism grants. Grants involved Brownfield assessment, cleanup, redevelopment, and revolving loan fund administration.
- Co-drafted a competitive grant proposal for a Department of Labor Job Corps Site. One of four national finalists.

SPEAKING ENGAGEMENTS/COMMUNITY/PROFESSIONAL INVOLVEMENT

- Board Member: ReClaiming Detroit
- Detroit Regional Workforce Fund: Green Stakeholder Committee
- City of Detroit: Nuisance Abatement Working Group
- Detroit Economic Growth Commission: Public Land Working Group, Detroit Works Project
- Highland Park Business Association; Highland Park Economic Advisory Council
- Served 8 years on the Board of People's Community Health Clinic, a federally chartered clinic, 6 of those as President of the Board, 1 as Vice-President of the Board

CONFERENCES/SEMINARS

- *Panel Member:* Detroit Re-Nailed Symposium (topics included demolition, de-construction, workforce development), February 2012
- *What is the Goal of Your Minority Business Program: Compliance vs. Certification, and Economic Impact of M/WBE Programs: Who Benefits?* Lecture presentations at the Minority Public Administrators Conference, Tulsa, OK, 2004

EDUCATION

University of Iowa, Iowa City, Iowa (post-baccalaureate degrees):

J.D.: The College of Law

M.A. School of Urban and Regional Planning

Duke University, Durham, NC.

B.A.: History and Religion



Resolution No. 2016 - 280
December 17, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

That the City Council Meeting be adjourned, on call, by the Mayor or two (2) members of Council.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE: