

**MANISTEE CITY COUNCIL  
SPECIAL MEETING AGENDA**

**TUESDAY, AUGUST 11, 2015 – 8:30 A.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:**

9:00 a.m.	Mr. Timothy Wolff
10:30 a.m.	Mr. Anton Graff
Noon	Lunch Break
12:30 p.m.	Mr. Ryan Heise
2:00 p.m.	Mr. Patrick Jordan
3:30 p.m.	Mr. Kevin Bookout

- 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



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**TIMOTHY R. WOLFF**

1070 BUNDY DRIVE – LAKE ISABELLA, MI 48893  
trwolff@gmail.com ~ (989) 714.2780

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July 2, 2015

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

**CONFIDENTIALLY REQUESTED**

Dear Manistee City Council,

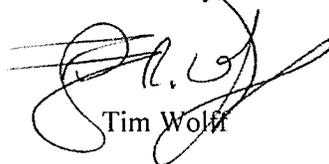
After much thought and deliberation, I would like to submit the enclosed résumé, references, and salary history for your consideration for the open position of City Manager. As you will see from the résumé, I have a proven track record in a growing community as a Village Manager for more than a decade. During my time with the Village of Lake Isabella we have seen our tax base continually expand. While we are largely a “bedroom community,” we have seen continued growth in our business community and are continually working towards a diversified tax base.

In addition to my duties as Village Manager, I also serve as our Zoning Administrator and Chief Code Enforcement Officer. I am accredited by Michigan State University Extension as a Certified Zoning Administrator and Master Citizen Planner. My role is not simply limited to just the administrative duties that accompany these positions, I also take an active part in planning. I wrote the Village of Lake Isabella’s 2013 Master Plan. This plan was recognized by the Small Town and Rural Planning Division of the American Planning Association (APA) as the co-recipient of the National Small Town Plan of the Year in 2014.

Personally, I am a graduate of Alma College, and I am currently working towards my Master’s Degree at Central Michigan University. Working and living in Lake Isabella has provided me with a strong background in building citizen teams from diverse interests. I have been able to build an organization that is not only able to function, but thrive during all seasons of the year. We are unique in that a several members of our Council spend a significant amount of their time outside of the community in the winter. This dynamic has afforded me a solid foundation in how to effectively communicate with elected officials, and resolve issues internally.

I have led our organization by expanding the services we offer our community through forging partnerships with public, private, and tribal entities. I believe strongly in transparency, our organization has been a leader in terms of making data available on our website. These are practices I fully plan to bring to Manistee if hired. I fully expect you will have many strong candidates to fill this position. An opportunity to work in a community as exceptional as Manistee does not come along frequently. I wish you the best in your search, and the very best in moving forward.

Sincerely,



Tim Wolff



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## TIMOTHY R. WOLFF

1070 BUNDY DRIVE, LAKE ISABELLA, MI 48893  
trwolff@gmail.com (989) 714.2780

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### SUMMARY

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More than ten years of local government experience with expertise in the following areas:

- ◆ Budgeting and Capital Planning
- ◆ Media Relation
- ◆ Contract Negotiation
- ◆ Planning, Land Use, and Zoning
- ◆ Project Management
- ◆ Establishing Organizational Culture
- ◆ Customer Service
- ◆ Human Resource Management
- ◆ Policy Development and Implementation
- ◆ Fundraising
- ◆ Strategic Planning and Analysis
- ◆ Team Building and Coaching

A proven professional record which demonstrates an innovative and adaptive leader with strong communication and analytical skills. Results oriented team player who seeks win-win solutions to common problems. A leader who places value in each staff member by coaching and empowering staff to act in a manner consistent with the values and mission of the organization. A leader who seeks accountability and who places the organization and residents it serves first.

### PROFESSIONAL EXPERIENCE

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**2004 - pres. Village of Lake Isabella, Lake Isabella, MI**  
Village Manager (2004 – pres.)

In addition to serving as the Village Manager, I also serve as Deputy Village Clerk, Street Administrator, Zoning Administrator, Director of Public Safety, Website Administrator, Chief Code Enforcement Officer, and as a Notary Public. Lake Isabella is a community with an official population of roughly 1,700. The community has an additional 500+ seasonal residents and roughly 1,000 homes. Geographically it is the second largest incorporated village in the state of Michigan at nearly 5 square miles. The community has a taxable value of nearly \$75,000,000.

#### Duties and Responsibilities:

- Preparation and administration of the Village's operating budget and multi-year capital improvement plan.
- Advise and assist the Village Council in its deliberations, as well as develop and recommend policy to the Village Council.
- Provide technical advice and recommendations to the Planning Commission and Zoning Board of Appeals.
- Administration of the Village's day-to-day operations.
- Represent the Village before state and federal agencies and officials.
- Hire, train, supervise, and terminate Village staff.
- Analysis of operational practices.
- Act as the official media contact for all Village affairs.
- Oversee and manage the second largest village street network in Michigan with over 26 miles of streets.
- Ensure compliance with state and federal laws and regulations.
- Meet with citizens to address complaints, concerns, and receive suggestions on the affairs of the Village.

Achievements:

- Designed and oversaw the construction of our Village Hall and Road Salt Barn, as well as the acquisition of the Village's DPW building and property.
- Personally codified our adopted ordinances and drafted nearly all ordinances adopted during my tenure, saving the Village thousands of dollars in legal costs.
- Authored both the 2005 and 2013 LakeIsabella Master Plans.
- Led the Village through a debt refinancing project resulting in significant savings.
- As the Zoning Administrator I also served as the Planner for the community. This includes administratively handling site plan submissions, special use permits, authoring numerous ordinances to update the Village's zoning code, and preparing staff reports for both the Planning Commission and Zoning Board of Appeals.
- Secured nearly four million dollars of funding from the USDA, including nearly one million dollars of grant funding for a partial community sewer system.
- Worked with the private sector to bring multiple high speed internet providers to the community. I also worked with both Consumers Energy and DTE/MichCon to bring a nearly full build-out of natural gas service mains to the community.
- Managed the maintenance, planning, and finances of the second largest village street network in the State of Michigan. Including the construction, or reconstruction of over 60% of our 26 miles of streets.
- Developed a multi-platform community engagement plan using social media, traditional media, and in-person settings to increase public participation in developing policies, as well as increasing the transparency of the organization.
- Lead efforts to lobby Charter Communications for a full system upgrade. This upgrade was completed in 2014 and now provides high speed internet and digital television service to the community.
- Responsible for obtaining and complying with various grants through the Michigan Department of Transportation for improvements to our municipal airport.
- Implemented a multi-year Capital Improvement Plan and migrated our budget to a two-year performance based budget.
- Administered the Village's General Election in 2011, 2009, and 2007.
- Successfully negotiated service contracts with both private sector businesses and other units of government. These agreements have saved the Village thousands of dollars by allowing us to provide expanded services in an economical manner by keeping our "in-house" staff to a minimum.
- Testified before various committees of the Michigan Legislature.
- Participated on behalf of the MML as an expert in local zoning on the Senate work groups that consolidated both the planning and zoning enabling statutes.
- Drafted nearly all of the currently policies and procedures used by the Village. This includes our Fund Balance Policy, Investment Policy, Credit Card Policy, Social Media Policy, Asset Management Plan, and Code Enforcement procedures.

**2006 - 2007**     **Crystal Lake Incorporation Committee, Crystal Lake, MI**  
 Consultant (2006 – 2007)

- Provided advice and analysis of local governmental issues such as planning, zoning, budgeting, state funding, and infrastructure to assist efforts for incorporation.
- Provided feedback and answered questions during a town hall meeting to discuss incorporation.

- 2000 - Village of Breckenridge, Breckenridge, MI**  
**2004** Village Council Member (2000 – 2004)
- Elected member of the Village Council.
  - Served on, and chaired the Finance Committee, Public Works Committee, Cemetery Committee, and Parliamentary Procedure Committee.
  - Developed a relationship between the Village and the Mid-Michigan Waste Authority through which we implemented a curbside recycling program.
- 1996 - The Ridge Golf Course, Breckenridge, MI**  
**2003** Greenskeeper (1996 – 1999), General Manager (2000 – 2003)
- Responsible for hiring, training, and scheduling of all staff.
  - Organized and planned numerous events, outings, and leagues.
  - Responsible for all purchasing of supplies and merchandise.
  - Responsible for providing a high quality experience for our guests and members

### **EDUCATION & CERTIFICATIONS/CREDENTIALS**

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- B.A. Political Science; Alma College, Alma, MI
- Currently enrolled at Central Michigan University, pursuing a Master of Science in Administration (MSA) Degree (Expected completion in May of 2016)
- International City/County Management Association (ICMA) Credentialed Manager
- Certified Public Manager (CPM); Saginaw Valley State University, University Center, MI
- Master Citizen Planner; Michigan State University Extension, East Lansing, MI
- Certified Zoning Administrator; Michigan State University Extension, East Lansing, MI
- Graduate of the Form Based Codes Institute; Chicago, IL
- Graduate of Dale Carnegie Training; Saginaw, MI

### **PROFESSIONAL AFFILIATIONS**

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- Michigan Municipal League (MML)
  - Land Use & Economic Development Committee (2006 – pres.) (Chair 2011 – pres.)
  - 2012 - Outstanding Service Award, Michigan Municipal League
  - 2007 - Special Award of Merit, Michigan Municipal League
- Michigan Association of Local Government Managers (MLGMA)
  - Ethics Committee (2006 – 2007, & 2013 – pres.) (Chair 2013 – pres.)
  - Advocacy Committee (2009 – 2013) (Chair 2012 – 2013)
- International City/County Managers Association (ICMA)
  - 2013 Esri-ICMA #LocalGov Technology Alliance White Boarding Participant
- Michigan Association of Planning (MAP)
- American Planning Association (APA)
  - 2014 – National Outstanding Small Town or Rural Plan, American Planning Association
- Emerging Local Government Leaders (ELGL)

### **COMMUNITY INVOLVEMENT**

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- Mount Pleasant Community Church Volunteer and Small Group Leader
- Former Member & Vice-Chair of the City of Mount Pleasant Planning Commission
- Former Deacon of Trinity Church, Alma, MI
- Former United Methodist Church Lay Speaker, Michigan Central District
- Graduate of the Mount Pleasant Chamber of Commerce Rollie Denison Leadership Institute

## **PUBLICATIONS & PRESENTATIONS**

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- Lake Isabella: Citizen Engagement through Technology. Michigan Municipal Review, Michigan Municipal League (March, 2014).
- Smartphone delivery: How US cities reaching out to citizens with hi-tech. The Guardian - UK (2013, October 1).
- Using Smartphone Apps to Connect With Your Community. Public Management Magazine (*PMPlus*), International City/County Management Association (2013, August).
- When Duty Calls. Public Management Magazine, International City/County Management Association (April, 2013).
- Rollie Denison Leadership Institute. Presentation on Lake Isabella for the 2012, 2010, and 2008 classes.
- Michigan Onsite Wastewater Recycling Association 2009 Annual Conference. Presentation on Lake Isabella's efforts to build a non-traditional sewer system.
- Geothermal Heating: Lake Isabella. Michigan Municipal Review, Michigan Municipal League (April, 2008).
- Lake Isabella Paving the Way for Growth. Michigan Municipal Review, Michigan Municipal League (July, 2006).
- Improved Services Through Incorporation. Michigan Municipal Review, Michigan Municipal League (May, 2005).

July 2, 2015

Kathie S. Grinzinger, Exe. Recruiter  
Michigan Municipal League  
TTN: Manistee Search, 1675 Green Road  
Ann Arbor, MI 48105

Dear Lead Executive Recruiter Grinzinger,

It is with great enthusiasm that I submit my resume for the position of City Manager for the City of Manistee, Michigan. I have twenty five plus years of public service and I am currently the City Administrator for the City of Wilmington, Illinois. I would welcome the opportunity to discuss my credentials with Mayor Colleen Kenny and the City Council Members.

During my years of public service, I had the opportunity to work closely with the elected officials, city staff and community partners while developing long lasting relationships throughout northern Illinois. The skills, experience and education throughout my career have provided the ability to be successful in the following areas:

- Financial Management and Budgeting – \$10 million -\$20 Million dollar budgets
- Human Resource Management – Collective Bargaining, Personnel Manuals, Succession Planning, Risk Management, Benefits and Labor Relations;
- Collaboration Partnerships – Boundary Agreements, Consolidating 911 Operations, Municipal Insurance Pools, Economic Development Corporation, School/Community Projects, Historic Preservation and Restoration Project including Native American Heritage;
- Project Management – Water Facility expansion, Capital Project Planning & Implementation, Comprehensive Land Use Plans, Multi-Million Dollar Road and Utility Projects, City Facility Construction Projects, Environmental/Brownfield Projects;
- Economic Development Initiatives – Tourism/Hospitality RT 66 Corridor planning, 1500 Acre Business Logistic Park, Downtown TIF District, Industrial TIF District and Enterprise Zone.

Furthermore, I have a proven track record for obtaining grants and finding other revenue sources either in the public or private sector specifically working with regional partners and other governmental agencies.

I believe the Municipal Manager's position is an important connection between the policy work of the elected officials and the administration of municipal services while working closely with the department head along with local and regional partners.

During my public service career, I was accessible to residents, participated in community activities and developed successful partnerships with the other units of local government and the business community. I believe this experience and approach to municipal management is compatible with the expectations of the Manistee community.

Please let me know if I can provide you with additional information. I maybe reached by telephone at 630-688-9217 or email [graffmd@aol.com](mailto:graffmd@aol.com).

Sincerely,  
*Anton L. Graff*  
Anton L. Graff

## **Anton L. Graff**

1334 Walsh Drive, Yorkville, Illinois 60560 [graffmd@aol.com](mailto:graffmd@aol.com)  
(Daytime) 630-688-9217 / (Evening) 630-553-1838

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### **EDUCATION**

Masters of Arts, Organizational Leadership, Lewis University, 2014  
Graduate Coursework, Public Adm., Northern IL University, 2005  
Bachelor of Arts, Criminal/Social Justice, Lewis University, 1997  
Executive Management Certificate, FBI National Academy, Session 181, 1995  
Diploma Criminal Justice Management Program, Aurora University, 1990

### **PROFESSIONAL CAREER EXPERIENCE**

**City Administrator**, City of Wilmington, IL  
January 2010 – present (Salary \$75,000 – Current \$96,200)

Municipality of 6,000 people with 36 full time employees, 2 collective bargaining units, with a 8 million dollar budget and act as the liaison for the mayor and city council.

- Managed the annexation for the incoming 1500 acre logistic business park project which included a TIF district and zoning for 14 million sq ft of industrial buildings and 70 acre commercial site which was completed May 2010.
- Successfully won the site selection for 1.7 million sq. ft. facility for Michelin Tires Distribution Center a 70 Million Dollar Investment with 200 jobs
- Updated job descriptions personnel policies, financial policies and S & P bond rating review
- Route 66 Corridor Tourism Planning Project
- Received a \$150,000 grant for a new pedestrian bridge
- Received a \$1,250,000 Drug Free Grant
- Received a \$260,000 Open Space Acquisition Grant
- Received a \$60,000 Transportation Corridor Planning Grant
- Revaluated all insurance premiums and conducted a RFP solicitation which resulted in a 30% savings for the City
- Negotiated collective bargaining agreements with M.A.P. (4 yr. police contract) and AFSCME (4 yr. contract)

**Public Safety Security Supervisor**, Chicago Premium Outlets Center, Aurora, IL  
June 2009 – January 2010 (Salary \$25,000)

The supervisor duties consist of managing the security department for the shopping Center which has 435,000 sq ft, 120 retail stores with an annual customer count of 5 million people. I worked for the IPC International Corporation, Bannockburn, IL to oversee the security contract; budget, hiring, scheduling, site assessments, crime prevention, special events and traffic control.

**Interim Chief of Police**, Morrison Police Department, IL  
September 2008 – February 2009 (Salary \$6,300 monthly contract)

An interim Chief of Police fills, on a short term basis, the vacancy created by the unscheduled departure of a department's Chief Executive Officer. The objective of the appointment is to provide short term counsel, experience and support to manage a municipal police department until a permanent replacement can be found. City population is 4,600 people, annual budget of \$460,000 with 7 full time officers.

**Consultant/Real Estate Broker**, Brummel Realty, LLC Yorkville, IL  
June 2006 – January 2010 (Commission based)

Real Estate Broker & Management consulting services representing land owners, commercial developers and real estate investors to facilitate governmental approval for annexation, zoning and development projects

**City Manager**, City of Rochelle, Illinois (population 10,000)  
October 2005 – May 2006 (Salary \$105,000)

Working closely with the City Council, city staff, community organizations, the business community and citizens, to ensure quality services and programs are available to meet the growing needs of the City with an annual budget of \$20 million dollars and 130 full time employees.

- Managed union negotiations for renewal of 3 union contracts, Fire, Police and Utilities
- Presented 5 year financial plan adopted by City Council
- Prepared and coordinated City Landfill study for city council to approve moving forward with an application.
- Assisted with development of new mission and vision statements while working closely with the Greater Rochelle Economic Development Corporation and creating economic incentives with short and long term plans.
- Selection process to appoint Chief of Police to replace retiring Chief.

**United City of Yorkville, IL** (population 12,000)  
**City Administrator**, July 2001 – September 2005 (Salary \$85,000 - \$98,000)  
**Chief of Police**, January 1992 – June 2001 (Salary \$38,000 - \$78,000)

Responsible for managing overall operations of a City with 12,000 citizens located within 45 miles of the City of Chicago, with 70 full time employees, with an annual budget of 15 million dollars, supervising five department heads and coordinating all administrative services, along with preparing reports for the Mayor and City Council. Yorkville is a growth community transitioning from rural like to suburban like with a projected population 20,000 people by 2013.

- Updated Comprehensive Plans adopted and revised 2002 & 2005.
- Updated and expanded public infrastructure needs to prepare for a population of 35,000 people without any increase to property taxes or user fees, all developer driven funds.
- Approval of 20+ newly annexed developments which added 12,000 housing units to the inventory, 325 acre industrial park, and five commercial sites (200 acres).
- Coordination of 5 year capital and personnel plans for all departments.
- Completed a Master Facility Plan addressing space, costs and needs assessment for all future public facilities.

Experienced and highly successful with developing community partnerships in the areas of economic development, intergovernmental cooperatives, and non-profit organizations, supporting and promoting community initiatives/events:

- Proven experience working with an Economic Development cooperative known as the Yorkville Economic Development Corporation and extremely strong with building relationships while being responsive to the needs of the business community.
- Strong leadership role in obtaining 400 acres of open space on the Fox River working cooperatively with the Kendall County Forest Preserve, Chicago Boy Scout Council, Corporation for Open Land Protection, Speaker J. Dennis Hastert and his staff and the Yorkville Park Board.
- Coordinated and facilitated, in addition to the comprehensive plan, the Bristol/Kendall Fire Protection District Facility Plan, Yorkville School District Facility Plan and Yorkville Bristol Sanitary District Facility Expansion Plan.
- Assisted with the planning for the City Library Building Referendum for 8.5 million dollars, which was successfully approved by the voters in 2005, and assisting with coordination on the design, financing, and construction.

Experienced and knowledgeable with labor relationships, staff development and selection/appointment of key personnel as demonstrated below:

- Updated the employee manual which was approved in 2004 to meet the new labor relations challenges while addressing career development policies, salary schedules, benefit analysis, retention and enhance recruitment opportunities.
- Experience and knowledgeable with negotiating collective bargaining agreements with the local FOP police union.
- Developed and created an internship program and manual.
- Assisted with the recruitment and selection process for these staff positions:
  - Police Chief (replacement for retirement in 2001).
  - Supt. of Public Works (replacement for retirement in 2001).
  - Finance Director (new position in 2002).

- Director of Recreation & Parks (new position in 2002).
- Human Resource Specialists (new position in 2004).
- City Attorney (replacement for retirement in 2004).
- Information Technician (new position in 2005).
- Community Relations Manager (new position in 2005).

**Chief of Police, United City of Yorkville, IL**

- Participated with the implementation of the Kendall County E-911 cooperative centralized dispatch center with in-car computer technology, computerized records management system, computer aided dispatch, E-911 center, shared resources and revenue.
- Involved with the creation and implementation of the Kendall County Chiefs of Police Association, served in the capacity of all executive officers position.
- Space assessment for new police/city hall facility, managed the design and construction of 16,000 sf facility with a costs of 3.2 million dollars.
- Participated with the implementation of the Kendall County Cooperative Police Assistance Team to share resource and manpower for major crime and drug investigations.
- The following initiatives are related to improving efficiency, accountability, delivery of services, career development and fiscal management.
  - Updated and revised employee manual
  - Implemented Employee Performance Based evaluation system
  - Implemented an internship program, Recruitment program
  - Developed 5 year budget forecasting
    - Personnel projections
    - Fleet maintenance and replacement
    - Professional career development program
    - Training mandates and certification
    - Technology updates/replacement costs
  - Implemented In-Car video
  - Implementation non-lethal to lethal force continuum use of force policy
  - Upgraded quality of uniform clothing to meet today's officer's work environment
- Comprehensive crime initiatives and community programs which engaged citizens, community stakeholders and police...building trust, accessibility, accountability and safe neighborhoods
  - Community Policing initiative 1993
  - Citizen Police Academy & Citizen Police Academy Alumni
  - Senior Citizen Police Academy
  - Youth prevention initiatives addressing alcohol, drugs and tobacco use
  - D.A.R.E program for K – 8
  - School Resource Officer K- 12 grades

- Character Counts community wide
  - Police/School collaborative anti-bullying initiative
  - Suicide Prevention & Awareness
  - Child restraint, safe installation
  - Safety town, Child safety identification program
  - Crime through Environmental Design Program
  - Community Citizen Surveys
  - Business Trick or Treat event
- Received the following grants & donations:
- \$450,000 for additional officers through the COPS Program
  - \$102,000 for School/Police Partnership, bullying in the schools, video surveillance, student violence/safe school survey, assessment of program implementation effectiveness. This project was recognized nationally and internationally with a presentation at the School Violence Symposium, Paris, France at UNESCO Center.
  - \$100,000 grants for equipment/training, i.e.: In-Car computers, In-Car video cameras, officer safety equipment.
  - \$80,000 for Neighborhood Resource center and Domestic Violence initiative.
  - \$10,000 for Canine Unit and equipment

**Chief of Police**, Village of Dixmoor, IL (population 4,000)  
 December 1985 – April 1991 (Chief) (Salary 36,000)  
 August 1982 – December 1985 (Detective)

**Police Officer**, City of Harvey, IL (population 30,000)  
 October 1978 – December 1981

Finally, throughout my public service career I have been recognized as an ethical and trustworthy leader who is community oriented, problem solver, promotes organizational pride, public policy advocate, with a high understanding of community engagement, history of low personnel turnover, excellent recruitment record while recognizing the high value related to career development as an asset to the municipality and builds organizational pride.

Furthermore, here is a list of my community and career related service to associations, task force, service organizations, and executive boards:

- Wilmington Rotary Club, Active Member
- Fox Valley YMCA, Executive Board member
- Yorkville Lion's Club Member
- Regional Institute of Public Safety, University of IL, Chicago, IL, Board member
- Northeast Multi-Regional Mobile Training Unit, Finance Committee member
- Kendall County Chief of Police Association, founding member & officer holder
- IL Assoc. of Chiefs of Police, Legislative committee member
- Suicide Prevention Services, Batavia, IL., Executive Board member
- IL Suicide Prevention Coalition to develop statewide protocol

- IL Suicide Prevention Strategic Planning Committee
- Kendall County C.A.S.A. (Court Appointed Special Advocate), board member
- IL School Violence/Prevention Joint Task Force to address reciprocal reporting

**MANAGEMENT STYLE:**

- People-oriented, walk around type of management style, (manage police operations such as budgets, facilities, fleet, training...), whereas leadership inspires and motivates people to perform. Here are my leadership characteristics I acquired or demonstrated throughout my career...lead by example, coach, be accessible to the citizens and employees, participatory, team building, encouraging feedback formal and informal, treat people as people not objects. With this type of style I have always been successful motivating employees and volunteers while forecasting problems early. Received high citizen ratings regarding police services and citizens feeling safe in their neighborhoods. Furthermore, employee recruitment, retention, and advancement were above average and the successful negotiations of numerous collective bargaining agreements while protecting management rights.
- Proactive risk management, reduce liability through training, equipment, on going evaluation of policies and procedures, critical incident briefing, providing resources to address officer health and stress, routine inspection of equipment and good/reliable documentation.
- Developed good working relationships with community partners while being active in civic and community affairs.

**PERSONAL TRAITS:**

- Honest, Trustworthy, Ethical
- Decision maker, Leader, Ethical, Accountable
- Caring, Understanding, Fair
- People person, Light hearted at times, Family person
- Hard worker, Dedicated, Patient, Team player
- Good public speaker, Community Advocate

**Professional Membership**

Illinois City/Management Association  
 International City Managers Association-ICMA-CM (candidate)  
 Illinois Association of Chief of Police  
 FBI National Academy Association  
 Kendall County Chiefs of Police Association

**Community Activities:**

Asst. Scoutmaster, Girls Softball Coach, Youth Football Coach, Church building committee, Hometown Days Committee/Officer

Dear Sir/Madam,

I am writing to apply for the position of City Manager for Manistee, Michigan. By way of introduction, my name is Ryan Heise, and I currently serve as the Director of Operations for Lakewood Ranch, a community located in Southwest Florida. Lakewood Ranch lays claim to being the largest green-certified community in the United States, comprised of over 7,000 homes to date. My current position is creating the foundation for attaining a professional life goal of engaging, inspiring, and leading citizens toward the betterment of the communities in which they reside. It is time however for the next step, and to this end I am applying for the position of City Manager for Manistee, Michigan. My undergraduate and graduate education has prepared me for professional dealings in urban planning, public administration and leadership. My work responsibilities offer me unique daily opportunities to engage citizens and the business community and effectively work jointly on enhancing the community. I am certain that my combination of education and professional experiences will add value to your beautiful city.

Over the last eight years I have developed a team of 21 employees which I have the honor of thanking daily for our successes. I not only manage my team but also numerous contracted employees and services including attorneys, sheriff patrols, engineers, and other key maintenance personnel. As the Director of Operations I am responsible for developing, proposing and implementing an operating budget of over \$10,000,000.00. It is incumbent upon me that I identify the most cost effective approach in the management of day to day operations, maintenance of infrastructure, and enhancing community assets. Lakewood Ranch is the ninth fastest growing community in the United States, therefore I operate within a fast paced environment working closely with developers, encouraging and accommodating new growth both commercial and residential.

I have been very fortunate to serve Lakewood Ranch, and the job has afforded me numerous opportunities through partnerships with other private and public agencies. These relationships are directed at enhancing the quality of life for our residents both at a local and state level. As an example; I've been working with the University of Florida to develop a social marketing campaign aimed at enhancing water quality. The results of this project are anticipated to be implemented with enthusiasm by the entire state.

Florida has proven to be extremely enjoyable on a personal level too, but my heart belongs to the Midwest. Moving from Michigan to Florida I relish the abundance of year-round sunshine, but desperately miss the seasons and family. Recently married, it's time for a return to the Midwest from which my wife and I both came. With family in Green Bay, WI; Rochester, MN; Galesburg, IL; and Jackson MI, Manistee is an ideal location for us to begin our family. Having visited Manistee on numerous river fishing trips, I know that it embodies the small town

Midwestern values that my wife and I desire. When not working, I am outside enjoying all things out-doors, but especially fishing and gardening.

I look forward to the opportunity to meet with you in order to discuss my qualifications for the position of City Manager of Manistee.

With all sincerity,

Ryan Heise

"Far and away the best prize that life offers is the chance to work hard at work worth doing."

– Theodore Roosevelt.

# Ryan Heise

1426 South Osprey Avenue • Sarasota, FL 34239 • (941) 526-8286 • r2heise@gmail.com

## OBJECTIVE

Play an integral role in advancing community infrastructure, operations and economic development goals for the city of Manistee, Michigan.

## PROFESSIONAL EXPERIENCE

### Lakewood Ranch, FL

#### **Director of Operations for Lakewood Ranch**

**2007-Present**

- Acquired over sixteen years of combined management and educational experience in community planning, development and maintenance.
- Accountable for the efficient construction, maintenance and operation of all publicly owned property and facilities. Infrastructure includes but is not limited to: Buildings, roadways, sidewalks, street lights, landscape/irrigation, reuse water system, potable water mainlines, sanitary systems, conservation lands, stormwater systems, park facilities, 150 miles of paved and nature trails, 685 acres conservation, 132 acres of nature parks including Dog Park, numerous park facilities, Town Hall and Operations Facility.
- Recognized for strengths in customer service and assures service levels to citizens are established and followed through policy implementation. Ensures that all available resources are optimized and leveraged for 7,000 homes and commercial areas.
- Develop, propose and implement operations budget of \$10,000,000.00. Identify the most cost effective approach in the management of day to day operations, maintenance and property management of the community.
- Identify and implement strategies that incorporate sustainable maintenance practices for Florida's largest green certified community.
- Directly manage staff of 21 and \$4,000,000.00 in contracted services.
- Develop and maintain positive productive partnerships with local public entities, developers, state agencies, universities and private business enterprises in order to achieve common regional goals.
- Conduct frequent public presentations at Town Hall meetings allowing for resident input and development of strategic planning.
- Provide interviews for all media inquiries related to Lakewood Ranch Operations.
- Project manager for recent completion of 2.2 million dollar Operational Facility constructed on time and under budget.
- Established capital improvement plan for Lakewood Ranch owned infrastructure.
- Represent Lakewood Ranch on the Emergency Management team for Manatee County, Florida (FEMA training in Emmitsburg, Maryland).

#### **Operations Manager of Lakewood Ranch Stewardship District**

**2006-2007**

- Responsible for the operations of Lakewood Ranch Stewardship District's public property contained within 23,000 acres.
- Incorporated new mapping technologies utilizing Geographical Information Systems (GIS), in order professionally maintain properties with high efficiencies.
- Established productive working relationships with community developer and recognized as liaison during transition from private to publically owned community.
- Effectively coordinated and accommodated commercial growth by ensuring appropriate infrastructure needs were established and met.

## EDUCATION AND AFFILIATIONS

<b>Masters Public Administration: EMPA University of South Dakota</b>	<b>2014</b>
<b>General Studies: B.S. Western Michigan University</b>	<b>2011</b>
<b>Urban Planning: Western Michigan University</b>	<b>2002-2005</b>
<b>Environmental Studies: Northern Michigan University</b>	<b>2000-2002</b>
<b>Lakewood Ranch Business Alliance</b>	

## Cindy Lokovich

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**From:** Ryan Heise <r2heise@gmail.com>  
**Sent:** Friday, July 17, 2015 4:15 PM  
**To:** Kathie Grinzinger  
**Subject:** Re: Kathie's email  
**Attachments:** Savings Lakewood Ranch.pdf

Dear Ms. Grinzinger,

Thank you very much for your time and the conversation yesterday. We started out by talking about "why Manistee?" I'm extremely proud of where I've come from, a small blue collar town in South Central Michigan. Son to a corrections officer and a substance abuse counselor, community service runs deep in my family. My professional life goal is simple, it's to help people. What greater opportunity then to work with Manistee to reinvent itself in Michigan? Also, I'm extremely passionate about the environment and love fishing (Manistee ranks among the best for trout and salmon fishing destinations in the U.S.), a self-taught fly fisherman at the age of 12. As an aside, this love and appreciation of nature provides a common platform for discussions with the local Ottawa tribe. There exists a quality of life in Manistee that my wife and I both desire. Community involvement is important to me as well, and I play a strong leadership role in Lakewood Ranch. As an example I'm currently in the midst of creating a large community garden with the help of the residents. I have embedded myself into the fabric of community, and will do the same in Manistee.

<http://www.youobserver.com/article/greenbrook-plots-community-garden-concept>

We spent a good amount of time discussing my experience in economic development. I hope that I was able to articulate my professional daily experiences with facilitating commercial development. I respectfully submit that industry is not dead, the employee base has changed to higher skilled work force, but it is not dead. According to the Enterprise Group, of all the planned facilities in the U.S., the Midwest raked in the most with 20% of the total in 2014 (includes Michigan, Indiana, Illinois, Ohio and Wisconsin). Manistee should be prepared with correct zoning, as companies will not wait for towns to get their act together, and the appropriate infrastructure needs to be in place. It takes strong leadership to make the necessary investments in industrial parks and commercial areas, the story of the necessity must be carefully expressed. To this end, my urban planning background and experience in large scale development, in addition to public speaking skills, will undoubtedly be a huge benefit to Manistee. With baby boomers in the process of retiring and educated younger demographics moving to more "livable" mixed use environments, there exist a shortage of skilled workers. Manistee must be attractive to this younger demographic (avoid brain drain), and this can be accomplished by redeveloping a livable town, being able to bike and walk to work, and to the local hangout can't be underemphasized. No longer are millennials flocking to the suburbs, they desire a vibrant urban core, with the ability to explore nature on the weekends. Leveraging the existing assets is equally important, furthering Manistee's position on the map of tourism destinations is critically important. Marketing is the key, and it's something I am continually involved with in Lakewood Ranch. Social marketing is one of my stronger attributes, I have a YouTube channel focused on explaining important community topics, and helped launch our Facebook site. <http://www.heraldtribune.com/article/20140716/ARCHIVES/407161070>

Not mentioned was my focus on saving communities money. I have been able to this for Lakewood Ranch many times over (also please see attached in addition to the following article):

<http://www.youobserver.com/article/trickle-down-economics>

Also, when making a hire, as you well know, it's not just the knowledge and potential of the individual that you are paying for, it's also the network and resources the individual brings along. So it's worth noting that my

father-in-law is an economist and a business and marketing professor at Knox College in Illinois. He has developed an incubator program for entrepreneurs with much success. I am able to bring this knowledge to Manistee: <http://www.galesburg.com/article/20150405/NEWS/150409876>

Again, thank you for your time and I really do hope you enjoy the warm weather this weekend.

Sincerely,

Ryan Heise

On Thu, Jul 16, 2015 at 5:25 PM, Kathie Grinzinger <[kgrinzinger@mml.org](mailto:kgrinzinger@mml.org)> wrote:

Here you go.

K

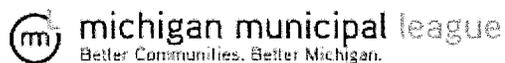
Kathie Grinzinger

Lead Executive Recruiter

Michigan Municipal League

Ph: [989.289.1084](tel:989.289.1084)

[www.mml.org](http://www.mml.org)



June 29, 2015

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

RE: Manistee City Manager  
NOTE: Confidentiality Requested

Dear Ms. Grinzinger and Council:

Please accept these application materials for the above position. I have a wealth of experience in city and county government and also possess an MPA. We wish to return to Michigan, because it's home, and to be near family. I am very familiar with the beauty of Manistee, having made many trips there with my grandparents from Ruby Creek when I was a child.

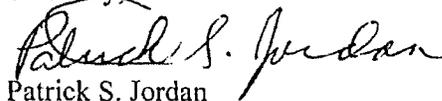
Currently, I serve as Assistant City Manager for the City of Unalaska, Alaska, commonly known as Dutch Harbor. I am the Director of the Administration Department and am directly responsible for ensuring that policies and directives of the Council are implemented. We are currently undergoing over \$60 million in public works projects, which I am directly involved in, and which are being done pursuant to a Consent Decree with the US DOJ. We are also pursuing grants through our state and federal legislators and make annual trips to Juneau and Washington, D.C. in attempts to gain the \$40 million needed to expand and improve the Port of Dutch Harbor.

I served as the Township Supervisor/Administrator of Muskegon Charter Township, a full-time elected position to which I was appointed in March 2004, and elected to during the 2004 election cycle. I was responsible for a \$13 million budget in addition to Water, Sewer and Sanitation enterprises. I was responsible for all media communications and intergovernmental cooperative issues and projects. I negotiated collective bargaining agreements with 3 employee groups.

I spent 9 years as Adjunct Faculty with Baker College, teaching in the areas of Management/Supervision, American Political Systems, International Relations and Regional Geography, and enjoyed that role very much.

I hope to hear from you soon. Thank you.

Sincerely,



Patrick S. Jordan

## **Patrick S. Jordan**

PO Box 581

Unalaska, AK 99685

907-359-5521

[patrick-jordan@live.com](mailto:patrick-jordan@live.com)

### **SUMMARY**

Seeking a challenging, rewarding position as City Manager with the City of Manistee, MI.

### **PROFESSIONAL EXPERIENCE**

**Assistant City Manager** **January 2013- Present**  
**City of Unalaska, AK** **\$116,600**

I am the Director of Administration for the City. My duties are management of all HR functions, Risk Management, Housing program and the Community Grants program. I serve as City Manager in his absence and therefore must stay current on all issues facing the city. We are currently undergoing over \$60 million in public works projects, the result of a Consent Decree with the EPA. I am directly involved in the oversight of these projects, which include a new wastewater treatment plant, water treatment facility and additional cells to the Unalaska Landfill. I travel annually to Juneau and Washington, D.C., lobbying for legislative support for our projects, especially our Port of Dutch Harbor expansion and improvements needed to continue to serve our fishing fleet and international shippers, but also oil exploration currently ramping up in the Arctic.

**Borough (County) Manager** **November 2011-January 2013**  
**Bristol Bay Borough, Alaska** **\$116,000**

I served as Borough Manager with Bristol Bay Borough. Bristol Bay Borough is made up of 3 villages; Naknek, South Naknek and King Salmon. Children in S. Naknek are flown to school every day. We have an established Port but were also accepted as part of a GO Bond by the State for 350 million dollars, of which we were \$7 million, for completion of the Port of Naknek expansion and upland improvements. My general fund budget was \$8 Million, with 40FT employees. I served at the pleasure of a 5 member Assembly.

**Vital Records Manager** **August 2008-November 2011**  
**Tarrant County Clerk** **\$70,000**

I served as Vital Records Manager for the Tarrant County Clerk's Office. I managed the operation of the main downtown office as well as the 6 Sub-courthouses throughout Tarrant County. Since joining the County Clerk's Office, Tarrant County agreed to assume Registrar duties for the City of Ft. Worth, and I was responsible for implementing organizational improvements to provide for a smooth transition. Under my leadership, we accomplished this and in the process won the 2008 5-Star Award from the Texas Bureau of Vital Statistics and a 2009 Exemplary Award, the first such awards since 2002.

**Township Supervisor** **June 2004- August 2008**  
**Muskegon, MI** **\$66,500**

Muskegon Township has a diverse population of 19,000. As a full-service Township, I supervised Department Heads over Sanitation, Highway, Police, Fire, Inspections, Utilities and Economic Development.

The Township has 50 employees and a \$13 million budget. In addition to budget development and management, I dealt directly with issues related to expansions of our water & sewer systems and related financing, sustainable growth, economic development, industry retention, personnel administration and

collective bargaining with 3 unions. I worked with the leaders from other communities on cooperative public works projects. I served on the Muskegon County Wastewater Management Committee as well as the System Policy Board.

**Adjunct Professor, Baker College**

**August 1998 –May 2008**

Muskegon, MI

Taught college level courses in American Government, International Relations and Regional Geography.

**Deputy Township Supervisor**

**March 2004- June 2004**

**Muskegon, MI**

Appointed by seven member Board of Trustees.

**Deputy County Clerk Supervisor**

**April 2000- March 2004**

**Muskegon, MI**

Served as Assistant County Clerk I supervised the daily operations of the County Clerk's office. Coordinated County Elections which included optical scan programming, training, and facilitation of elections throughout the county with a population of 170,000. Managed the Circuit Court jury system, and developed and implemented an enforcement system for "no-show" jurors.

**Friend of the Court Investigator**

**January 1998- April 2000**

Ottawa County Family Court

Grand Haven, MI

Managed a caseload of 1,400 domestic relation cases, enforced court orders, and investigated child support, parenting time, and custody matters. Facilitated agreements with parents concerning support and parenting issues. Served as the enforcement officer for hearings in open court.

**Corrections Officer**

**May 1994- January 1998**

Ottawa County Sheriff Dept

Grand Haven, MI

Supervised and performed intake, classification, administration and court commitments and dispositions of inmates. Coordinated LEIN operations. Maintained security of the 400 bed facility.

**EDUCATION**

Master of Public Administration, June 2000

Western Michigan University

Kalamazoo, MI

Bachelor of Science, Political Science, December 1995

Grand Valley State University

Allendale, MI

## **Professional Affiliations**

- Vice-President, SWAMC (Southwest Alaska Municipal Conference)
- Muskegon Area-Wide Plan-Smart Growth/Sustainable Development
- West Michigan Shoreline Regional Development Commission Board /MPO
- COPS (9-1-1) Board of Directors of Muskegon County
- Leadership West Michigan, Class of 2005
- Prison Liaison Committee, Brooks, MCF and Shoreline Correctional Facilities
- Silent Observer
- Muskegon Area First, Governmental Economic Development Agency Board of Directors

Kevin L. Bookout  
2521 Forest Leaf Parkway  
Wildwood, Missouri 63011  
(314) 799-3662

July 7, 2015

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

Dear Ms. Grinzinger,

It is with much interest that I submit my qualifications for the City Manager position with the City of Manistee. I have the experience, skills and knowledge that you require from your advertisement and have included my resume for your review.

For the past eight years, I worked for the City of Ellisville, Missouri as City Manager, managing seven department heads, implementing new city improvement plans, managing contracts and providing a budget surplus each year despite declining or flat revenues. In that time, I initiated and oversaw many public infrastructure projects including a new outdoor aquatic center, public works facility and over \$15M in street reconstruction. I also implemented a performance measurement program aimed at improving the efficiency of services to the public. Under my direction, the city's cultural summer concert series was improved and began experiencing record attendance, and the city's summer children's camp became one of the most emulated programs in the region. A few of the other areas in which I have excelled are strategic and long-term planning, budgeting and finance, contract management, as well as personnel administration.

I warmly welcome an opportunity to meet to discuss goals you have for your city manager position and the City of Manistee and how we can accomplish those goals together. Please contact me at (314)799-3662 or klbookout12@gmail.com to schedule a meeting. Thank you for your consideration and I look forward to your response.

Sincerely,

Kevin L. Bookout

**KEVIN L. BOOKOUT**  
2521 Forest Leaf Parkway  
Wildwood, Missouri 63011  
Phone: (314) 799-3662  
E-Mail: klbookout12@gmail.com

## **EXPERIENCE**

### ***Executive Vice President***

#### ***Interim Solutions***

#### ***St. Louis, MO***

***3/15 - Present***

Provide executive leadership and practical fieldwork to a company specializing in short-term municipal executive placements. Interim Solutions provides experienced executives to immediately fill appointed vacancies in city governments. This includes city managers, directors of public works, police chiefs and all other department heads. This service provides cities the time for quality searches for permanent replacements while at the same time helping in the immediate completion of important projects and daily administrative support.

### ***City Manager (11/05 - 10/13)***

#### ***City of Ellisville, Missouri***

***Population: 9,133 Annual Budget: \$12M***

***10/03 – 10/13***

- **Responsible** for all day-to-day administrative operations of the municipality.
- **Hired** personnel with input from various departmental interview panels.
- **Achieved** a high-level of employee retention.
- **Managed** all contractual responsibilities of the city.
- **Implemented** a service performance measurement program aimed at improving service delivery efficiency.
- **Formulated** the annual municipal budget.
- Instrumental in **securing** over \$5 Million in grants for capital projects during tenure.
- **Increased** fund reserves by approximately 8% despite a recession and flat or declining revenues.
- **Received** the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award every year as city manager.
- **Allocated** over \$15 Million for street infrastructure reconstruction in eight years.
- Instrumental in the **creation** of a comprehensive redevelopment plan for various locations within the city.
- **Guided** the parks and recreation department in improvements to the cultural summer concert series while also increasing business sponsorship donations.
- **Collaborated** closely with neighboring communities to initiate a \$1 Million long-term plan aimed at revitalizing a seven-mile corridor through five municipalities.
- Successfully **negotiated** annual health insurance premiums for employees while maintaining a superior level of coverage.

### ***Assistant City Manager (10/03 - 11/05)***

- **Oversaw** operations of the **Public Works** Department.
- Directly **handled** residents' concerns and complaints.
- Handled **hiring** process for full-time employees in administration and police. Achieved 100% acceptance rate of hiring recommendations to the City Manager.
- **Served** on the **budget formulation** team.
- Developed and implemented a new employee evaluation form, which was well received by city staff.
- Secured \$190,000 park **grant** to realign existing park trail.

- Served as *Investment Officer*; executed securities transactions.
- Served as *Safety Committee Chairman*; ran meetings; reviewed all work injuries and accidents; recommended improvements to work conditions.
- Worked with planning director on all phases of the city's annexation submittal.

*Manager of Special Projects*  
*St. Louis County Municipal League*  
*Clayton, Missouri*  
*1/01 – 10/03*

- **Managed grant programs** for the League aimed at **developing** a set of **recommendations** that municipalities can implement to establish or strengthen their **waste diversion** programs.
- Conducted **research** and provided information for League members relating to various municipal ordinances and state statutes.
- **Tracked legislation** in Jefferson City relating to municipal interests, i.e. proposed TIF legislation, transportation funding legislation, et cetera.
- **Oversaw Ad Hoc Committee** responsible for researching transfer facilities.
- **Handled** various **administrative** and **financial** matters for the St. Louis Area City Management Association (SLACMA).
- **Assisted** with **administrative** duties of the Municipal Park Grant Commission.

*Intern/Assistant to the City Administrator*  
*City of Fenton, Missouri*  
*Population: 4,500 Annual Budget: \$6M*  
*8/98 – 12/00*

- Worked closely with a planning firm and a resident core design team on the **planning** of the city's historic **Olde Towne**.
- Involved in the fruition of two major **Tax Increment Financing (TIF)** districts.
- Drafted **Requests For Proposals (RFP)** on various projects.
- Conducted a **purchasing policy survey** of over 20 municipalities, and drafted policy change recommendations, which were approved by the Board of Aldermen.
- Participated in year-end and mid-year **budget** processes.
- **Analyzed new policy** for the Board's use.
- Drafted a **legislative policy position** on the city's behalf for use in the Missouri State Legislature.
- Implemented all aspects of a new community-wide **solid waste and recycling collection program**, which included designing and implementing a youth education program, and developing all print information for residents pertaining to solid waste and recycling collection. This included meetings with and overseeing a resident committee, and working closely with the contractor to ensure quality service.
- Drafted a new **solid waste contract** for the City Administrator's review. Later adopted by the Board of Aldermen.
- **Negotiated price rates** for solid waste collection with the contractor.
- Took the lead on numerous projects during the vacancy of the City Administrator position.

**Personnel Administration**

- Assisted with the staffing process for a new multi-purpose recreation center, and the Planning and Zoning Department.
- **Drafted job descriptions** for various positions that included ranking and restructuring issues.

*English as a Second Language (ESL) Instructor*  
*Rio Grande University*  
*Tokyo, Japan Campus*  
*5/90 – 7/94*

- Taught English courses at a new, accredited American university in Japan.

- Designed effective course curricula.
- Formulated new testing material, which improved teaching and testing methods, and the accuracy of level placement.
- Participated in a peer evaluation program with fellow faculty members for the purpose of sharing ideas and improving professional skills.
- Conducted interviews of prospective new faculty on a three-person panel.
- Thrived professionally despite a language barrier and cultural differences.

## **EDUCATION**

Missouri Real Estate License, 2014

M.A. Public Policy, (Completed all coursework) 1997  
Regent University, Virginia Beach, Virginia

Bachelor of Science, 1989  
Evangel University, Springfield, Missouri  
Major: Public Administration      Minor: International Relations

Washington Studies Program, 1989  
Congressional Internship – Office of Senator Donald Riegle  
Washington DC

Japanese Language Program, 1989-90  
Madonna University, Livonia, Michigan

## **ORGANIZATIONS**

- Full Member - International City Management Association (ICMA)
- Full Member - Missouri City Management Association (MCMA)
- Former Treasurer - St. Louis Area City Management Association (SLACMA)
- ICMA Credentialed City Manager Candidate (Anticipated Credentialing - Fall 2015)

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

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**APPLY BY CLOSE OF BUSINESS JULY 3, 2015**

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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](mailto: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