

1. City Council Agenda

Documents:

[FINAL AGENDA 07-19-16.PDF](#)

2. City Council Packet

Documents:

[JULY 19TH CITY COUNCIL PACKET.PDF](#)



**CITY OF YPSILANTI
REGULAR COUNCIL MEETING
CITY COUNCIL CHAMBERS – ONE SOUTH HURON ST.
YPSILANTI, MI 48197
TUESDAY JULY 19, 2016
7:00 p.m.**

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Anne Brown	P A	Council Member Robb	P A
Council Member Nicole Brown	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Edmonds	P A
Mayor Pro-Tem 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. PRESENTATIONS –

Nation Outside – Aaron Suganuma, Coordinator

Coal Tar Presentation – Sally Lusk, Huron Watershed Council

Rail Platform Feasibility Presentation – OHM

Water Street Environmental Update – Beth Ernat, Economic Development Director

VIII. AUDIENCE PARTICIPATION –

IX. REMARKS BY THE MAYOR –

X. CONSENT AGENDA –

Resolution No. 2016-153

1. Resolution No. 2016-154, approving the minutes of July 5 and July 8, 2016.
2. Resolution No. 2016-155, approving appointment to Boards and Commissions (*Michael Davis to HDC*)

3. Resolution No. 2016-156, approving amendment to FY 2016-17 Budget to include the I-94 billboard proceeds to be used for the pay down of the un-refunded portion of the Water Street Debt.

XI. RESOLUTIONS/MOTIONS/DISCUSSIONS –

1. Resolution No. 2016-157, awarding contract to American Fence & Supply Co., Inc. to erect a fence around the Water Street Redevelopment Area in order to reopen the Border to Border Trail.
2. Resolution No. 2016-158, approving urgent Major Streets road repairs.
3. Resolution No. 2016-159, approving proposal for City Manager recruitment services.

XII. LIASON REPORTS –

- A. SEMCOG Update
- B. Washtenaw Area Transportation Study
- C. Urban County
- D. Freight House
- E. Parks and Recreation
- F. Ypsilanti Downtown Development Authority
- G. Eastern Washtenaw Safety Alliance
- H. Police-Community Relations/Black Lives Matter Joint Task Force
- I. Friends of Rutherford Pool – Resolution in support of August 2nd millage proposal

XIII. COUNCIL PROPOSED BUSINESS –

XIV. COMMUNICATIONS FROM THE MAYOR –

XV. COMMUNICATIONS FROM THE CITY MANAGER –

XVI. AUDIENCE PARTICIPATION –

XVII. REMARKS FROM THE MAYOR –

XVIII. ADJOURNMENT -

Resolution No. 2016-160, adjourning the City Council meeting.



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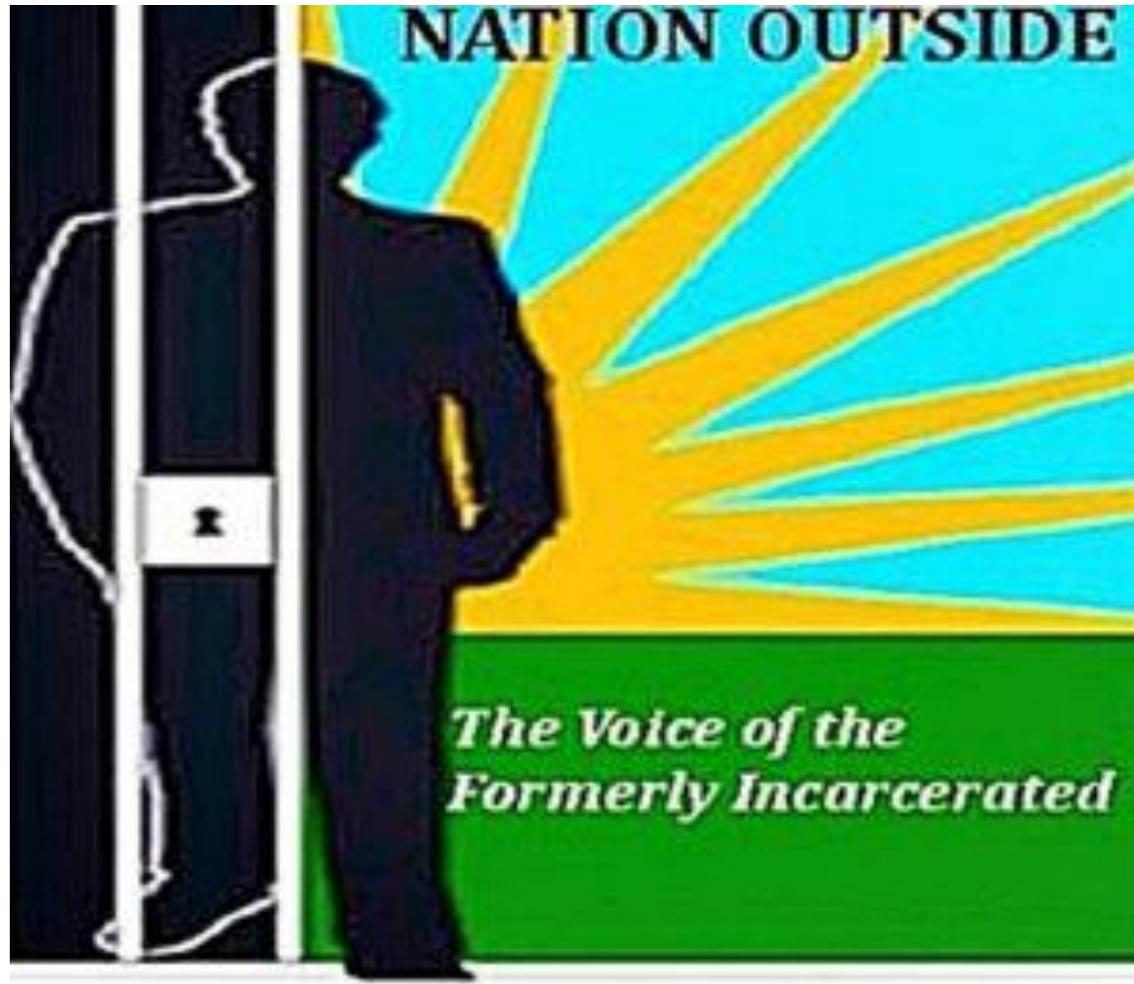
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**Presented by:
Aaron Suganuma &
Hazelette Crosby**

Nation Outside: The Voice of Formerly Incarcerated People

Vision: Our vision is to have the power to impact the political process so that our communities are safe and vibrant, with opportunities and support for people who have been incarcerated in prison to be fully restored.

Mission: To organize, mobilize, and support formerly incarcerated people and their families to advocate for political and social changes that will reduce racial profiling and incarceration, and to educate the community about the successes and contributions of the formerly incarcerated in order to enhance their capacity to thrive.

► **Goals:**

Support formerly incarcerated people by increasing successful integration to their communities by 50%

Reduce prison incarceration by 50%

Enroll 10,000 Nation Outside Members/Supporters

Official Launch: March 23, 2016 at Prison Creative Arts Project Opening Ceremony

Presentations/Exhibitions: PCAP, Jackson Area Civil Rights Awareness Association, University of Michigan School of Social Work Event, NASW Annual Conference

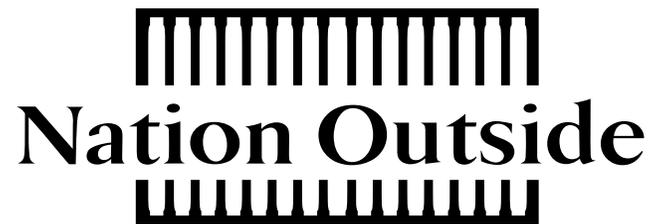
Committees: Public Education, Voter Activation, Membership

Current Activities

- ▶ Building membership
 - ▶ Event presence
 - ▶ Launching chapters
- ▶ Increasing impact
 - ▶ Cultivating partnerships
 - ▶ Extending reach through mixed media
 - ▶ Newsletter
- ▶ Action
 - ▶ Voter activation
 - ▶ Legislative advocacy

You Can Vote If You Have a Felony

- A person who has been released from jail or prison can vote!*
- People on probation, parole and tether can vote!*
- People in jail awaiting arraignment or trial can vote!*
- Only** people who have been convicted and are currently incarcerated in a prison or jail cannot vote - until they are released.*



www.miccd.org/nationoutside

Voter rights information provided by Nation Outside: The Voice of Formerly Incarcerated People. To check your status and register to vote visit:
www.vote.org

*Source: Michigan Secretary of State

Join us!

- ▶ Spread awareness of Nation Outside
- ▶ Invite Nation Outside to events
- ▶ Ask us for input

- ▶ **Membership:**
 - Formerly Incarcerated People: free!
 - Allies: Free!
 - Organizations: Minimum \$50



Photo by E. Riggs.

Runoff from freshly applied coal tar sealcoat caused death of fish and aquatic invertebrates weeks to months after application.

What to Avoid

Look at product label or request the Material Safety Data Sheet and avoid products labeled with any of these terms*:

CAS#65996-92-1, CAS#65996-93-2, CAS#65996-89-6, CAS#8007-45-2, Coal Tar, Coal Tar Pitch, Coal Tar Distillates, RT-12, CAS#64742-90-1, CAS#69013-21-4, Steam-cracked Petroleum Residues, Steam-cracked Asphalt, Pyrolysis oil, Heavy fuel oil (HFO)

*full list at hrwc.org/coalatar

Banning Toxic Sealcoats

Already, Minnesota, Washington, and the District of Columbia have statewide bans. Dozens of municipalities throughout the US have also banned the use of coal tar sealcoat. In 2015, Van Buren Township became the first to pass a comprehensive PAH ban in Michigan. Ask your legislators to do the same.

Hazardous levels of PAH's have been found in pond sediments in the Huron River watershed.

Learn More

HRWC's coal tar webpage

hrwc.org/coalatar

United States Geological Survey

tx.usgs.gov/sealcoat.html

Coal Tar Free America

coaltarfreeamerica.blogspot.com

Select References

International Agency for Research on Cancer, 1987. Coal-tar Pitches. IARC Monographs on the Evaluation of Carcinogenic Risks to Humans, Supplement 7, pp 174-175.

Mahler et al. 2015. Acute Toxicity of Runoff from Sealcoated Pavement to *Ceriodaphnia dubia* and *Pimephales promelas*. Environmental Science and Technology.

Mahler et al. 2012. Coal-Tar-Based Pavement Sealcoat and PAHs: Implications for the Environment, Human Health, and Stormwater Management. Environmental Science and Technology 46, 3039-3045

Van Metre et al, 2010. Contributions of PAHs from Coal Tar Pavement Sealcoat and Other Sources to 40 U.S. Lakes, Science of the Total Environment. Vol. 409, pg.334-344.



The Huron River Watershed Council protects and restores the river for healthy and vibrant communities.



Huron River Watershed Council

1100 N. Main Street, Suite 210 | Ann Arbor, MI 48104
Phone: 734-769-5123 | www.hrwc.org/coalatar

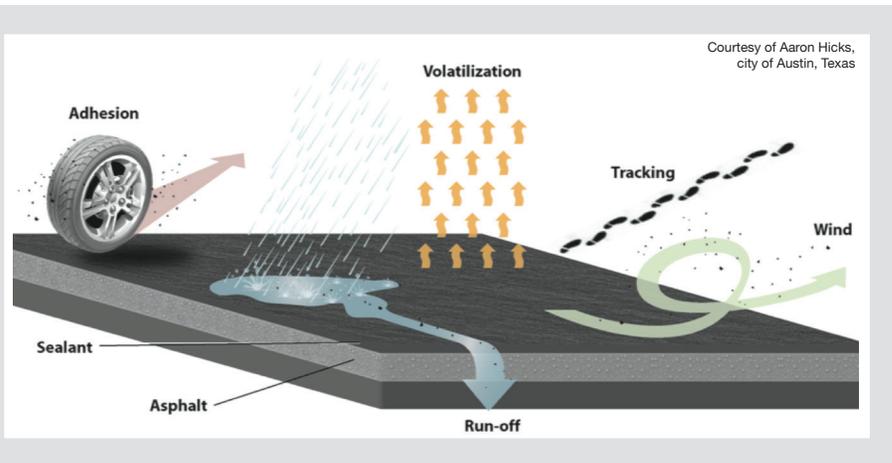


Risks of Coal Tar-Based Sealcoat

How to avoid common pavement sealants that pose threats to human health and the environment

What is Coal Tar Sealcoat?

Coal tar-based sealcoat is applied widely on driveways, parking lots, and even play-grounds as a maintenance practice. Coal tar sealcoats are hazardous. They are high in polycyclic aromatic hydrocarbons, or PAHs, many of which have been identified as toxic, mutagenic, teratogenic (cause birth defects) and/or carcinogenic (cause cancer). While there are many sources of PAHs, coal tar sealcoat contains significantly higher concentrations (~70,000 mg/kg) than other common sources such as gas emissions (370 mg/kg) and road dust (24 mg/kg).



Coal tar sealcoat can enter the environment when it is applied and as it wears down over time. Fumes and particles travel via air, water, and even on shoes and end up in our homes, rivers, and soils.

Available Alternatives

There are several alternatives that have significantly lower, or no, PAH content. Asphalt-based sealcoat has 1/1000th the PAH content of coal tar, and is readily available at similar cost. There are also safer acrylic and latex based options.

You can also choose not to seal your asphalt surfaces. University of Michigan found it more cost effective to repave occasionally than to sealcoat regularly. Be aware of alternative products that are still high in PAH content.

Human Health Risks of Coal Tar Sealcoat

For someone who spends their lifetime living adjacent to coal tar seal-coated pavement, the average excess cancer risk is estimated to be 38 times higher than those who don't. Much of the increased risk occurs during early childhood. Children play on and near these surfaces and

are, therefore, more likely to inhale or ingest PAHs associated with coal tar sealcoat. Particles also make it into homes on shoes and pets.

Effects of Coal Tar Sealcoat on Rivers and Lakes

In rivers and lakes, PAHs are found primarily in the sediments. Several recent studies have found that runoff from coal-tar-treated surfaces causes death, developmental issues,

and other adverse effects in fish and other aquatic organisms long after application.

Studies show 50-75% of all PAHs found in sediments within the Great Lakes region come from coal tar sealcoat.



An alternative sealcoat: If sealcoating cannot be avoided, asphalt-based sealcoats are an alternative with 1/1000th the PAH concentration of coal tar-based sealcoats.

What You Can Do

If You are a Homeowner or Manage Private Properties Such as Churches, Daycares, or Businesses:

- Do not seal your asphalt surfaces as often or at all
- Hire contractors that will apply asphalt-based sealcoat rather than coal tar or other high-PAH sealcoats
- See back panel to learn how to identify coal tar and other sealcoat products with high PAH content
- Urge your neighbors to do the same

If You are a Concerned Resident or Local Official:

- Encourage local officials to stop the use of coal tar and other high PAH sealcoats on all public properties
- Advocate for a local ordinance banning coal tar and other high PAH sealcoats within your municipality

Frequently Asked Questions: Coal Tar based Sealcoat

What is coal tar sealcoat and why is it a human and aquatic health threat?

- Coal tar sealcoat (CTS) is used as an asphalt maintenance practice on low traffic pavement (driveways, parking lots, playgrounds, trails) and it contains 20-35% coal tar
- Coal tar is a thick, black or brown liquid that is a byproduct of the carbonization of coal for the steel industry or the gasification of coal to make coal gas.
- Coal tar sealcoat contains very high concentrations (5-10%) of Polycyclic Aromatic Hydrocarbons (PAHs) which is a class of chemicals that contain known and suspected carcinogens, mutagens and/or teratogens (causing birth defects).
- PAHs are considered persistent bioaccumulative and toxic (PBT) chemicals.

What is the science behind the need for action?

- Aquatic health: Explicit link now between coal tar runoff and toxicity to aquatic organisms (mortality, cardiotoxicity, DNA damage). Runoff remains acutely toxic for weeks to months after CTS application.
- Human health: Cancer risk estimated at 38 times greater in people who spend their lifetime living near coal tar seal-coated surfaces, especially children because they interact more (play on/near) with the pavement.
- Human health: The International Agency for Research on Cancer lists coal tar pitch (a major component of CTS) as a Group 1 carcinogen, which means it is known to cause cancer in humans.
- Human health: PAHs are correlated with lower IQ, childhood asthma, low birth weight, premature delivery, heart malformations and developmental delays.
- Economic impact: Creating toxic sediments in stormwater systems requiring costly disposal (estimated cost exceeding \$1 billion for clean-up of MN catch basins where PAH testing is required to determine appropriate disposal)

Is there an alternative to Coal Tar?

- Yes. Asphalt-based sealcoat (ABS) is a readily available alternative. Asphalt-based sealcoats have 1/1000 the PAH content (~50 mg/kg) of coal tar sealcoats (~66,000 mg/kg).
- The price per gallon fluctuates with the cost of petroleum but currently ABS is selling for less than CTS according to SealMaster – a supplier of both types of sealcoat product based in Romulus, Michigan.
- There are a few local businesses that apply only ABS and have built a successful business doing so. Several businesses have been identified that are willing to apply ABS or CTS based on the needs of the customer.
- Another alternative is to avoid any sealcoating. University of Michigan does not use sealcoating to maintain their pavement.

What actions have others in the area taken?

- **Van Buren Township passed first township wide ban on coal tar and other high PAH sealcoats in Michigan in December 2015.**
- UM banned use on all University properties

- Washtenaw County no longer allows the use of coal tar sealcoat for county projects.
- A number of other municipalities in the area are developing ordinances to ban coal tar and other high PAH sealcoats.
- **Representative Kristy Pagan (D-Canton) introduced HB 5174 to the State of Michigan in December 2015.** Referred to the Natural Resource Committee.
- Several communities are using newsletters, websites, newspapers and/or direct mail to educate residents about the risks of coal tar sealcoats and how to avoid them.

What actions have been taken nationwide?

- Austin, TX was first municipal ban ten years ago
- MN, WA and District of Columbia have bans
- Also, dozens of counties, townships and villages throughout the US.
<https://www.pca.state.mn.us/sites/default/files/tdr-g1-12.pdf>
- Issue has been taken to the USEPA but no action has been taken yet to regulate this substance at the federal level.
- Most major hardware retailers voluntarily stopped stocking coal tar sealcoat products.

Do we have evidence that the problem exists here?

- HRWC sampled 3 detention basins in Ann Arbor and found high concentrations of many types of PAH compounds in all three basins. The concentrations often exceeded “probable effects concentrations” which indicate when a toxin is likely to negatively impact aquatic organisms.
 - More detail: Of the ten PAH compounds with scientifically identified “probable effects concentrations” (PEC, i.e. the concentration that results in health impacts or death in aquatic organisms), sediments from the Malletts Creek pond exceeded the PEC for eight PAH compounds! Some of those PAHs are known carcinogens. Sediments in the Traver and Fleming ponds exceeded the PEC for 6 and 4 of the PAH compounds, respectively. In the Malletts Creek sample, the PEC for one PAH was exceeded by more than 10-fold. The bottom line is these detention pond sediments are highly toxic. From an HRWC blog published 12-3-15 <http://www.hrwc.org/2015/12/effects-from-coal-tar-observed/>
- Samples of sediment from behind Peninsular Dam in Ypsi have PAH levels above Probably Effects Concentrations.
- Phone calls to a sampling of applicators in the area confirmed that the product primarily applied for asphalt maintenance is coal tar sealcoat.
- Published scientific studies have traced 50-75% of all PAHs found in Great Lakes sediments to originate from coal tar.

Is there opposition to banning CTS?

- The Pavement Coatings Technology Council opposes banning CTS products on the grounds that there is insufficient evidence that coal tar sealcoat is harmful. You can learn more about their position at www.pavementcouncil.org/

Are bans effective?

- Yes. 10 years after Austin, Texas implemented ban, 58% reduction in PAH levels in lake sediments.

Why regulate for “other high-PAH sealcoats?”

- Since the backlash against coal tar sealcoat has grown, alternative products have come to market with claims of being “coal tar free” or “environmentally friendly” while still containing high concentrations of PAHs.
- Nerya Force and Black Diamond are two examples. Use steam cracked asphalt or heavy pyrolysis oil (HPO) and is a byproduct of petroleum distillation. Technically it isn't coal tar.
- We recommend regulating any sealcoat product not exceed 0.1% PAH content, by weight. This allows the use of asphalt based sealcoat (which typically has 0.005 – 0.01% PAHs)

How does this change affect business? Pavement maintenance companies?

- Discussions with industry professionals showed that there are limited barriers to being able to apply asphalt-based sealcoat. The cost of materials is similar. ABS is available from the same location as CTS in most cases. The equipment is the same. Applicators do need to learn the differences to the application process between the two products. Also, applicators may lose some days that they can apply sealcoat as CTS is labeled for application at lower temperatures.
- Washtenaw County bid process was unaffected by requirement to use alternative sealcoat product. They received competitive bids for work using asphalt-based sealcoat.
- Anthony of Anthony’s asphalt, a Dexter based company, has seen business succeed and grow after switch. He is able to provide competitive bids and win jobs.

How do we enforce a ban?

- Educate residents and other private property owners
- Notify local pavement companies of ordinance and expectations
- Require a permit to work within the municipality including a signed agreement that company will not be using coal tar sealcoat or other high PAH sealcoat products.
- Set penalty high enough that it won’t be considered a business expense.
- Use field test to identify potential infractions. Locate a lab that can analyze sample if field test indicates coal tar.

What is HRWC advocating?

Homeowners and those who manage grounds for **private entities such as churches, daycares or businesses can help....**

- Eliminate sealcoating as a maintenance practice for asphalt surfaces.
- If sealcoating cannot be eliminated, use asphalt-based sealcoat rather than coal tar sealcoat.

Municipalities can change policies and practices....

- Pass an ordinance banning the use of coal tar and other high PAH sealcoat within the municipality.
- Adopt a resolution committing to the reduction or elimination of the use of coal tar sealcoat on city property.
- Adopt a resolution to encourage State legislators to support statewide legislation
- Educate residents and businesses about this issue
- We have sample ordinance language available

For additional information see:

- <http://hrwc.org/coaltar>
- <http://Tx.usgs.gov/sealcoat>
- <https://www.pca.state.mn.us/water/restriction-coal-tar-based-sealants>

Coal-Tar-Based Pavement Sealcoat—Potential Concerns for Human Health and Aquatic Life

Sealcoat is the black, viscous liquid sprayed or painted on many asphalt parking lots, driveways, and playgrounds to protect and enhance the appearance of the underlying asphalt. Studies by the U.S. Geological Survey (USGS), academic institutions, and State and local agencies have identified coal-tar-based pavement sealcoat as a major source of polycyclic aromatic hydrocarbon (PAH) contamination in urban and suburban areas and a potential concern for human health and aquatic life.¹

Key Findings:

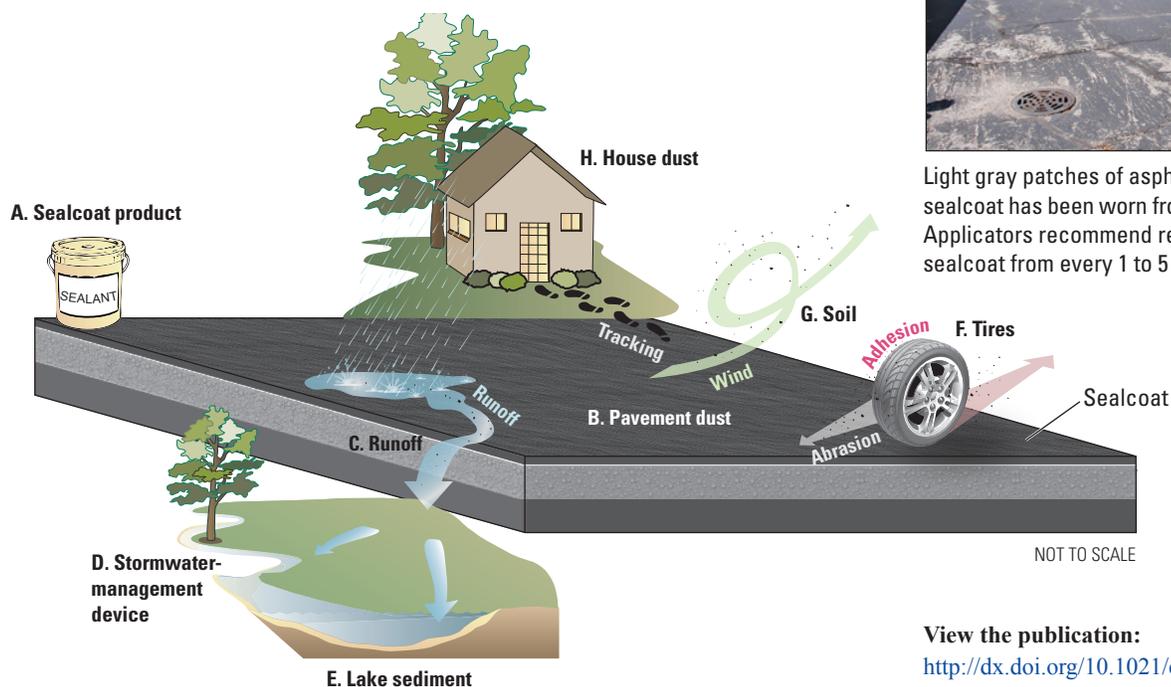
Human Health Concerns—As coal-tar-based sealcoat ages, it wears into small particles with high levels of PAHs that can be tracked into homes and incorporated into house dust. For people who live adjacent to coal-tar-sealcoated pavement, ingestion of PAH-contaminated house dust and soil results in an elevated potential cancer risk, particularly for young children. Exposure to PAHs, especially early in childhood, has been linked by health professionals to an increased risk of lung, skin, bladder, and respiratory cancers.²

Aquatic Life Concerns—Runoff from coal-tar-sealcoated pavement, even runoff collected more than 3 months after sealcoat application, is acutely toxic to fathead minnows and water fleas, two species commonly used to assess toxicity to aquatic life. Exposure to even highly diluted runoff from coal-tar-sealcoated pavement can cause DNA damage and impair DNA repair. These findings demonstrate that coal-tar-sealcoat runoff can remain a risk to aquatic life for months after application.

Coal-tar-sealcoat, which contains elevated levels of PAHs, is commonly applied to parking lots, driveways, and some recreational areas across the central and eastern parts of the United States. Friction from vehicle tires abrades sealcoat into small particles that can be tracked indoors or washed down storm drains and into streams, potentially harming human and aquatic life.



As Sealcoat Wears Off, Where Does It Go?



Light gray patches of asphalt show where sealcoat has been worn from the pavement. Applicators recommend reapplication of sealcoat from every 1 to 5 years.¹

View the publication:
<http://dx.doi.org/10.1021/es203699x>

Worn particles of coal-tar-based sealcoat containing high concentrations of PAHs and related chemicals are transported by rain, wind, tires, and even our feet from pavement to other environmental settings. Sealcoat product (A), after it dries, gradually abrades to a powder and becomes part of the dust on the pavement (B). Pavement dust is transported by rainfall runoff (C) to stormwater-management devices (D) or to receiving streams and lakes (E). Pavement dust also adheres to tires (F) that track it onto unsealed pavement, and wind and runoff transport the dust to nearby soils (G). Sealcoat particles tracked into residences can become incorporated into the house dust (H). Associated PAH concentrations for these settings, from studies by the USGS, other government agencies, and academic institutions, are given below.

Write From Karen, CC BY-NC-ND 2.0



Setting	PAH concentration* (milligrams per kilogram)	
	Coal-tar-sealcoat settings	Non-coal-tar-sealcoat settings
(A) Sealcoat products	66,000	50
(B) Pavement dust	2,200	11
(C) Runoff, particles	3,500	54
Runoff, unfiltered water	62	4
(D) Stormwater-management-device sediment	646	2
(E) Lake sediment	33	0.4
(F) Particles adhered to tires	1,380	3
(G) Soil	105	2
(H) House dust	129	5

*Concentrations are means or medians. References and additional information are provided in Mahler and others (2012).¹

PAH Levels in Asphalt-Based and Coal-Tar-Based Sealcoat

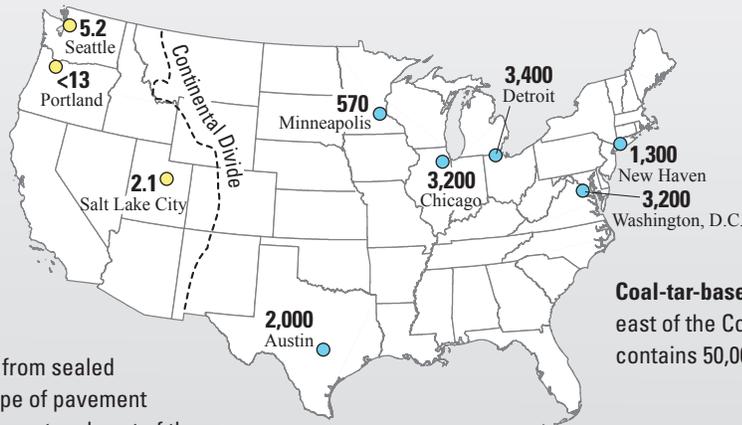
Pavement sealcoat is a commercial product that is applied to many asphalt parking lots, driveways, and playgrounds in North America in an effort to protect and beautify the underlying asphalt. It rarely is used on public roads.

Most sealcoat products are either coal-tar or asphalt emulsion, although some alternative products now are available.³ Coal tar and coal-tar pitch have extremely high concentrations of PAHs as do coal-tar-based sealcoat products, which typically are 20–35 percent coal tar or coal-tar pitch. Asphalt and asphalt-based sealcoat products have much lower concentrations of PAHs.

For historical and economic reasons, use of asphalt-based sealcoat in the United States is more common west of the Continental Divide and use of coal-tar-based sealcoat is more common east of the Continental Divide, except in States, counties, and municipalities where use of coal-tar-based sealcoat is prohibited.³



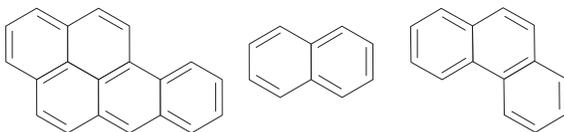
Asphalt-based sealcoat, primarily used west of the Continental Divide, typically contains about 50 mg/kg PAHs.⁴



Coal-tar-based sealcoat, primarily used east of the Continental Divide, typically contains 50,000 to 100,000 mg/kg PAHs.⁴

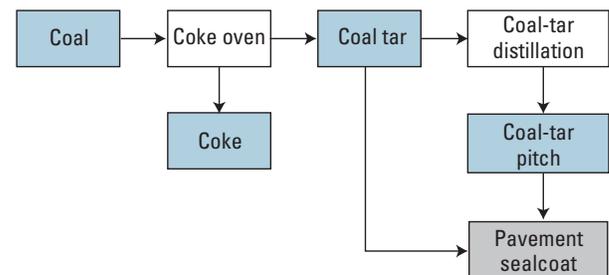
PAH levels in dust swept from sealed parking lots reflect the type of pavement sealcoat commonly used west and east of the Continental Divide.¹ Concentrations, in units of milligrams per kilogram (mg/kg), also referred to as “parts per million” (ppm), shown here are for the sum of the 16 PAHs listed by the U.S. Environmental Protection Agency as Priority Pollutants. Concentrations are for composite samples from multiple parking lots or a median of several individual samples.⁵

Polycyclic aromatic hydrocarbons (PAHs) are a group of chemicals created by heating or burning material that contains carbon. The many sources of PAHs to the urban environment span a wide range of PAH concentrations and include asphalt (2–9 mg/kg), tire particles (84 mg/kg), used motor oil (730 mg/kg), and coal-tar-based sealcoat (34,000–202,000 mg/kg).⁶ PAHs are an environmental concern because many cause cancer, mutations, birth defects, or death in fish, wildlife, and invertebrates.⁷ Exposure to sunlight greatly intensifies the adverse effects of several PAHs. The U.S. Environmental Protection Agency (EPA) has classified seven PAHs as probable human carcinogens (Class B2) and 16 PAHs as Priority Pollutants. Environmental and health effects depend on which PAHs are present and their concentrations.



PAHs are made up of various arrangements of benzene rings. PAHs commonly occur in the environment as mixtures, which typically include at least some of the PAHs that are classified as probable human carcinogens.

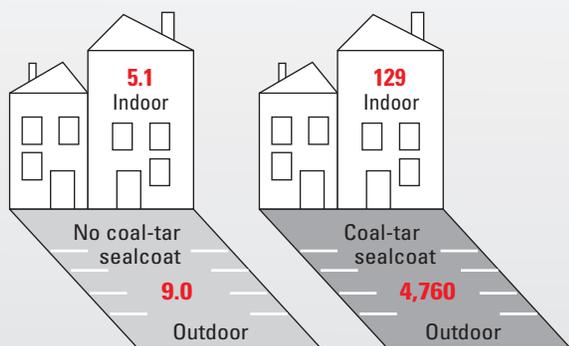
Coal tar is a byproduct of the coking, liquefaction, or gasification of coal and is a complex mixture composed primarily of aromatic hydrocarbons. Coal-tar pitch is the residue that remains after the distillation of coal tar; it is a complex mixture of high molecular weight aromatic hydrocarbons and black carbon solids. The primary use of coal-tar pitch is in electrode manufacturing for the aluminum industry.⁸ Coal-tar emulsion pavement sealants contain either crude coal tar (Chemical Abstracts Service [CAS] Registry Number 8007–45–2) or coal-tar pitch (CAS Registry Number 65996–93–2). Coal tar and coal-tar pitch are known human carcinogens.⁹



Potential Risks to Human Health

PAHs from coal-tar-based sealcoat contaminate house dust¹⁰

In a study of 23 ground-floor apartments in Austin, Texas, PAH levels in house dust in apartments with parking lots sealed with a coal-tar-based product were 25 times higher than in house dust in apartments with parking lots with other surface types (concrete, unsealed asphalt, and asphalt-based sealcoat). No relation was found between PAHs in house dust and other



PAH-contaminated dust on coal-tar-sealcoated pavement (right) is tracked indoors.¹⁰ Concentrations shown are median values for the sum of the 16 Priority Pollutant PAHs, in units of milligrams per kilogram, in house dust and parking lot dust.

View the publication:

<http://pubs.acs.org/doi/pdf/10.1021/es902533r>

Living adjacent to coal-tar-sealed pavement increases cancer risk¹²

The USGS partnered with a human-health-risk analyst to estimate the excess lifetime cancer risk associated with the ingestion of house dust and soil for people living adjacent to parking lots with and without coal-tar-based sealcoat. Excess cancer risk is the extra risk of developing cancer caused by exposure to a toxic substance. The excess cancer risk for people living adjacent to coal-tar-sealcoated pavement (1.1 cancer incidences for every 10,000 individuals exposed) was 38 times higher, on average (central tendency), than for people living adjacent to unsealed pavement. The central tendency excess cancer risk estimated for people living adjacent to coal-tar-sealcoated pavement exceeds the threshold generally considered by the EPA as making remediation advisable.

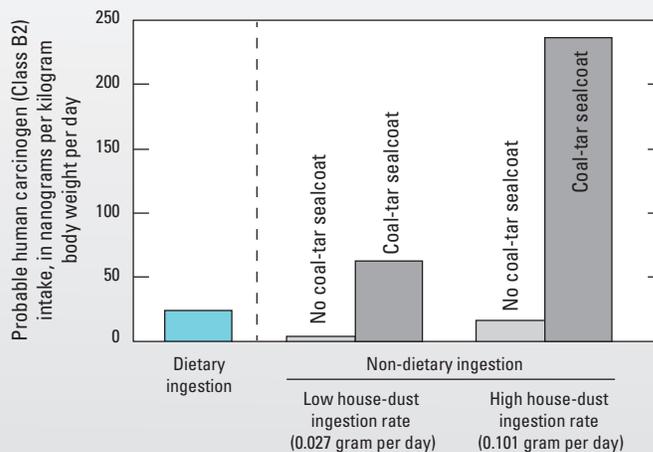
The assessment used measured concentrations of the B2 PAHs in house dust and soils adjacent to coal-tar-sealed pavement (adjusted for relative potency to the PAH benzo[a]pyrene), established house dust and soil ingestion rates, and the EPA-established slope factor to estimate the excess cancer risk. Much of the estimated excess risk comes from exposures to PAHs in early childhood (that is, 0–6 years of age). The study did not consider the excess cancer risk associated with exposure to the sealcoated pavement itself, which has PAH concentrations 10 or more times greater than in adjacent residence house dust or soils.^{5, 10}

View the publication:

<http://pubs.acs.org/doi/pdf/10.1021/es303371t>

possible indoor PAH sources such as tobacco smoking and fireplace use.

House dust is an important pathway for human exposure to many contaminants, including PAHs. This is particularly true for small children, who spend time on the floor and put their hands and objects into their mouths.



The preschooler living in a residence adjacent to coal-tar-sealed pavement who has relatively low hand-to-mouth activity consumes about 2.5 times more PAHs from house dust than from their diet.¹¹ For the more active preschooler, whose hand-to-mouth activity is higher, the PAH intake from house dust is nearly 10 times more than the PAH intake from their diet.



Children ingest house dust and soil when they put their hands or objects into their mouth. Much of the estimated excess cancer risk associated with the ingestion of PAH-contaminated soil and house dust is incurred during early childhood.

Potential Risks to Aquatic Life

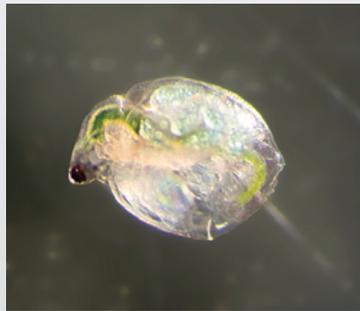
Runoff from coal-tar-sealcoated pavement is acutely toxic to aquatic biota¹³

Exposure to runoff from coal-tar-sealed pavement collected as much as 42 days after sealcoat application resulted in 100 percent mortality to two commonly tested laboratory organisms: day-old fathead minnows (*Pimephales promelas*) and water fleas (*Ceriodaphnia dubia*). In contrast, minnows and water fleas exposed to runoff from unsealed pavement experienced no more than 10 percent mortality. When the minnows and water fleas were also exposed to simulated sunlight, which intensifies the toxicity of some PAHs, runoff collected 111 days (more than 3 months) after sealcoat application caused 100 percent mortality to both species, and caused 100 percent mortality to water fleas even when diluted to 10 percent of its original strength.

The USGS collected samples of runoff from 5 hours to 111 days following sealcoat application to pavement by a

professional applicator. Total PAH concentrations varied relatively little, as rapid decreases in concentrations of low molecular weight and nitrogen-substituted PAHs were offset by increases in high molecular weight PAHs.¹⁴ These results demonstrate that runoff from coal-tar-sealcoated pavement continues to contain elevated concentrations of PAHs and related compounds long after a 24-hour curing time.

A subsequent study by researchers at the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Fish and Wildlife Service found that coal-tar-sealcoat runoff is acutely lethal to juvenile coho salmon (*Oncorhynchus kisutch*) and causes a wide spectrum of abnormalities to zebrafish (*Danio rerio*) embryos.¹⁵ They also reported that filtration of the runoff through a biovention system substantially reduced toxicity.



Runoff from coal-tar-sealcoated pavement is acutely toxic to fathead minnows (*Pimephales promelas*; left) and water fleas (*Ceriodaphnia dubia*; right).

View the publication:

<http://pubs.acs.org/doi/abs/10.1021/acs.est.5b00933>



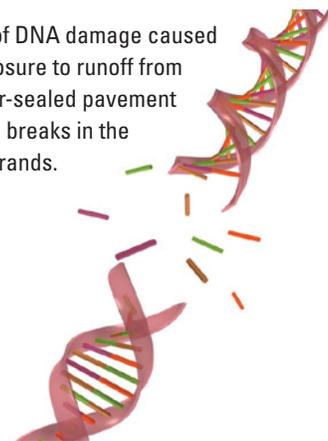
Runoff from coal-tar-sealcoated pavement goes down storm drains to receiving water bodies. The runoff contains high concentrations of PAHs and related chemicals that can harm aquatic life.¹⁶

Runoff from coal-tar-sealcoated pavement damages DNA and impairs DNA repair¹⁷

Simultaneous exposure to runoff from coal-tar-sealed pavement and simulated sunlight damaged DNA in rainbow trout liver cells, even when the runoff was diluted to 1 percent of its initial concentration. The cells were from a cell line developed to assess the effects of PAHs on DNA. The test assessed two types of DNA damage: strand breaks and alkylated bases.

Although cells can repair some DNA damage, a second experiment demonstrated that cells exposed to the coal-tar-sealcoat runoff had an impaired capacity to perform at least one type of DNA repair. The combination of DNA damage and impaired repair capacity intensifies the potential for long-term damage to cell health. DNA damage has many possible consequences, including aging, cell death, and mutations. Mutations can affect the function of genes and can potentially lead to cancer.

Types of DNA damage caused by exposure to runoff from coal-tar-sealed pavement include breaks in the DNA strands.

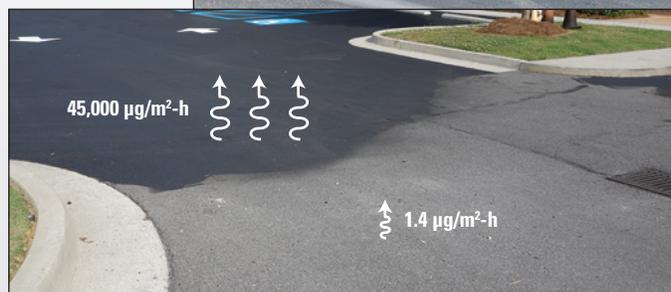


(Image from Genetic Science Learning Center, <http://learn.genetics.utah.edu>.)

Air-Quality Concerns^{18, 19}

Although unseen, releases of PAHs to the atmosphere (volatilization) from freshly coal-tar-sealed pavement are tens of thousands of times higher than from unsealed pavement. Volatilization is a potential human-health concern because inhalation is an important pathway for human exposure to PAHs. Although volatilization decreases rapidly over the weeks following application, it nonetheless continues long after application—PAH releases to the atmosphere from parking lots sealed from 3 to 8 years prior to sampling were on average 60 times higher than PAH releases from unsealed pavement.

Nationwide, the combined PAH releases each year from newly applied coal-tar-based sealcoat are estimated to exceed annual vehicle emissions of PAHs.¹⁸ PAH releases shown here are in units of micrograms per meter squared per hour ($\mu\text{g}/\text{m}^2\text{-h}$).



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By Barbara J. Mahler,* Michael D. Woodside, and Peter C. Van Metre

For more information

Access publications and learn more about PAHs and coal-tar-based pavement sealcoat at <http://tx.usgs.gov/sealcoat.html>.

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16-_____. TITLE.

This chapter shall be known as the "Pavement Sealant Ordinance" of the City of Ann Arbor.

SECTION 16-321. INTENT AND PURPOSE.

- (1) The Ann Arbor City Council finds that lakes, rivers, streams and other bodies of water are natural assets which enhance the environmental, recreational, cultural and economic resources and contribute to the general health and welfare of the community.
- (2) The Ann Arbor City Council finds that the use of sealers on asphalt driveways is a common practice. However, scientific studies on the use of driveway sealers have demonstrated a relationship between the use of coal tar-based sealers and certain health and environmental concerns, including increased cancer risk to humans and impaired water quality in streams.
- (3) The purpose of this ordinance is to prohibit the use and sale of pavement sealant products containing >0.1% Polycyclic Aromatic Hydrocarbons (PAHs) by weight, including coal tar-based sealer in the City of Ann Arbor in order to protect, restore, and preserve the quality of its waters and protect the health of its residents.
- (4) It is the further purpose and intent of this chapter to regulate the use and application of coal tar sealant products, to require the registration of commercial and institutional applicators of coal tar sealant products within the city, and to require the distribution of informational literature to consumers about the use and effect of coal tar sealant products.

SECTION 16-322. DEFINITIONS.

Except as may otherwise be provided or clearly implied by context, all terms shall be given their commonly accepted definitions. For the purpose of this ordinance, the following definitions shall apply unless the context clearly indicates or requires a different meaning:

APPLICATOR means any person who applies pavement sealant product in the city including, but not limited to, homeowners, occupants of rental property, and property managers.

ASPHALT-BASED SEALANT PRODUCT. A surface applied, petroleum-based pavement sealing product that typically contains less than 0.1% PAHs, by weight.

COAL TAR. A byproduct of the process used to manufacture coke from coal.

COAL TAR SEALANT PRODUCT. A surface applied pavement sealing product containing coal tar, coal tar pitch, coal tar pitch volatiles, RT-12, Refined Tar or any variation assigned the Chemical Abstracts Service (CAS) numbers 65996-92-1, 65996-93-2, 65996-89-6, or 8007-45-2 or related substances containing more than 0.1% PAHs, by weight.

COMMERCIAL APPLICATOR means any person who applies pavement sealant product in the city in exchange for money, goods, services, or other valuable consideration.

COMMERCIAL SELLER means any person who sells or displays for sale any pavement sealant product in the city.

HIGH PAH CONTENT SEALANT PRODUCT. A surface-applied pavement sealing product containing steam cracked petroleum residues, steam-cracked asphalt, pyrolysis fuel oil, heavy fuel oil, ethylene tar, or any variation of those substances assigned the chemical abstracts service number 64742-90-1, 69013-21-4 or related substances containing more than 0.1% PAHs, by weight.

PAHs. Polycyclic Aromatic Hydrocarbons. A group of organic chemicals formed during the incomplete burning of coal, oil, gas, or other organic substances. Present in coal tar and known to be harmful to humans, fish, and other aquatic life.

PAVEMENT SEALANT is any surface-applied pavement sealing product used to maintain asphalt surfaces. This may include but is not limited to asphalt-based sealant products and coal tar sealant products

SEALANT PROGRAM ADMINISTRATOR means the Water Quality Manager, or other person designated to administer this chapter by the City Administrator.

SECTION 16-323. PROHIBITIONS.

A. No person shall apply a coal tar or other high PAH content pavement sealant product on surfaces within the City of Ann Arbor.

B. No person shall sell a coal tar or other high PAH content sealant product that is formulated or marketed for application on surfaces within the City of Ann Arbor.

C. No person shall allow a coal tar or other high PAH content sealant product to be applied upon property that is under that person's ownership or control.

D. No person shall contract with any commercial applicator, residential or commercial developer, or any other person for the application of any coal tar or other high PAH content sealant product to any driveway, parking lot, or other surface within the City.

E. No commercial applicator, residential or commercial developer, or other similar individual or organization shall direct any employee, independent contractor, volunteer,

or other person to apply any coal tar or other high PAH content sealant product to any driveway, parking lot, or other surface within the City.

SECTION 16-324. REGISTRATION AND REPORTING REQUIREMENTS AND PROCEDURES FOR COMMERCIAL APPLICATORS.

- (1) All commercial applicators shall register with the city prior to applying pavement sealant in the city in any calendar year.
- (2) Registration under this chapter shall be valid until expiration. Registration shall begin on January 1 and shall expire on December 31 of each calendar year.
- (3) Commercial applicators shall submit a complete registration application to the Pavement Sealant Program Administrator on forms furnished by the City Clerk, along with the registration fee according to the schedule established by resolution of City Council. The fee shall be calculated to include the cost of registration application review and periodic field inspection.
- (4) The following information shall be included in a complete application for registration:
 - a. The legal name of the commercial applicator, any other names used, the address, telephone number and contact person for the applicant.
 - b. The product name, type of use, and PAH content including CAS numbers.
 - c. A notarized, sworn statement signed by an owner or duly authorized representative of a commercial applicator indicating that the applicator will comply with the requirements of the Pavement Sealant Ordinance of the city throughout the registration period
 - d. All other information requested on the application.
- (5) The Pavement Sealant Program Administrator shall approve a registration if the application is complete, the applicator has complied with the previous year's reporting requirement, and the use of pavement sealant complies with this chapter.
- (6) The application for registration shall be approved or denied within 21 days by the Pavement Sealant Program Administrator.
- (7) The Pavement Sealant Program Administrator shall maintain a current list of all registered commercial applicators.
- (8) A registered applicator shall notify the Pavement Sealant Program Administrator in writing of any change in the information in the application for registration within 7 days of any such change.

SECTION 16-324. ASPHALT-BASED SEALANT PRODUCTS.

The provisions of this ordinance shall only apply to coal tar or other high PAH content sealant products in the City and shall not affect the use of asphalt-based sealer products within the City as long as those products contain less than 0.1% PAHs, by weight.

SECTION 16-325. PENALTY.

A violation of any provision of this chapter shall be a civil infraction punishable by a civil fine of not more than \$10,000.00.

SECTION 16-326. SEVERABILITY.

If any provision of this ordinance is found to be invalid for any reason by a court of competent jurisdiction, the validity of the remaining provisions shall not be affected.

SECTION 16-327. EFFECTIVE DATE.

This ordinance becomes effective on the date of its publication.

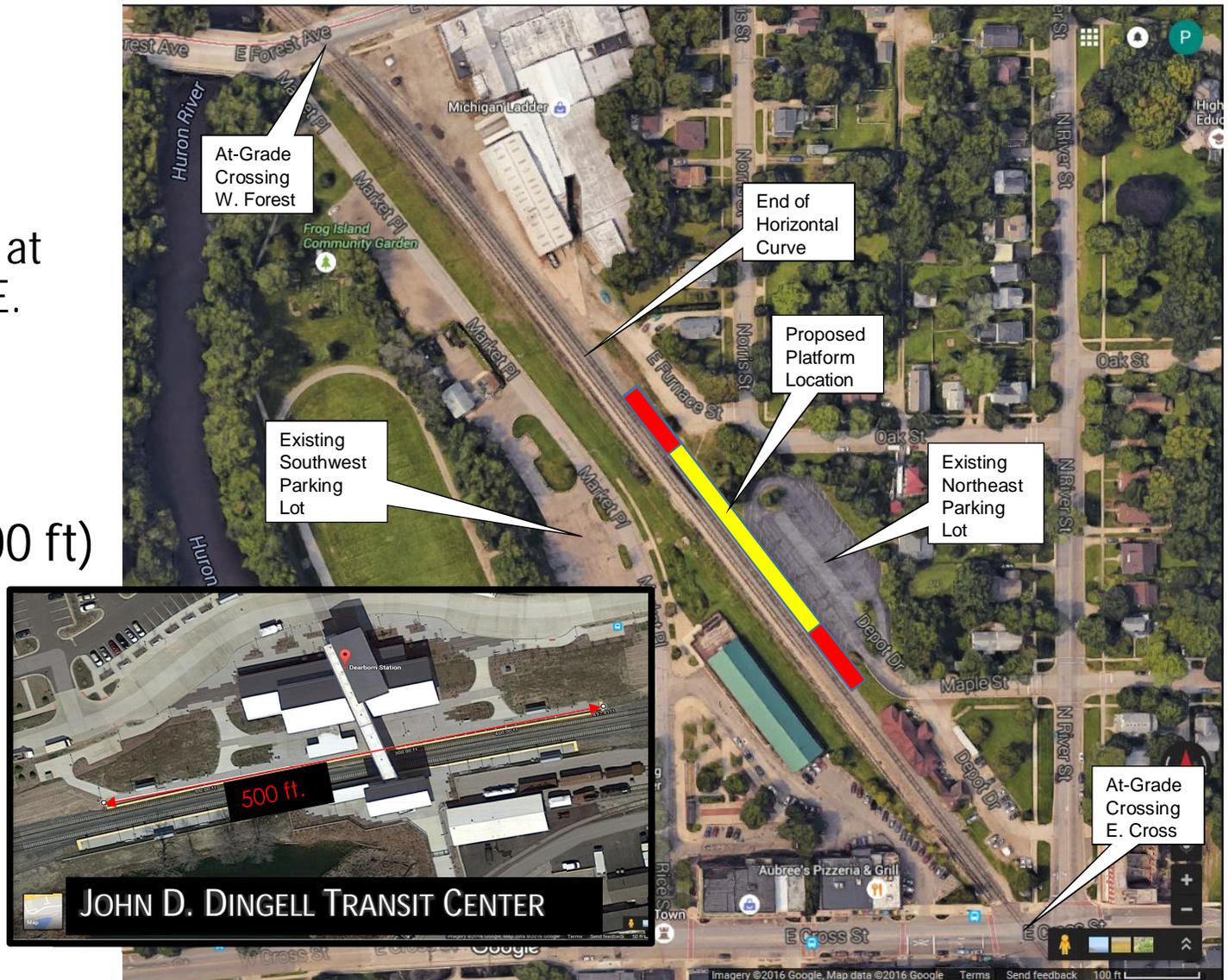
Feasibility study – Ypsilanti Amtrak platform

Prepared by Bergmann Associates and O.H.M. Advisors
For the City of Ypsilanti



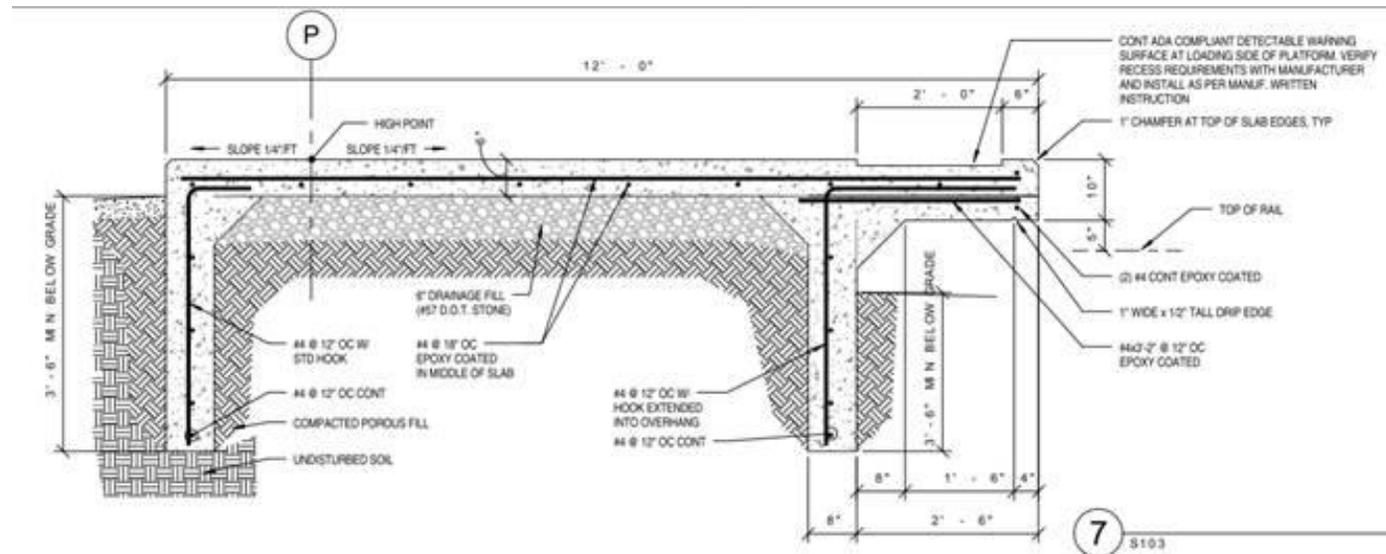
Option 1A

- Pedestrian Access
 - At-Grade Crossings at W. Forest Ave and E. Cross St. (1,500 ft distance)
- Platform Location
- Platform Length (500 ft)
 - John D. Dingell Transit Center



Option 1A

- Amtrak Platform
 - Cast-In-Place Concrete
 - Precast Option
 - Level Boarding (15" platform height from Top of Rail (TOR))



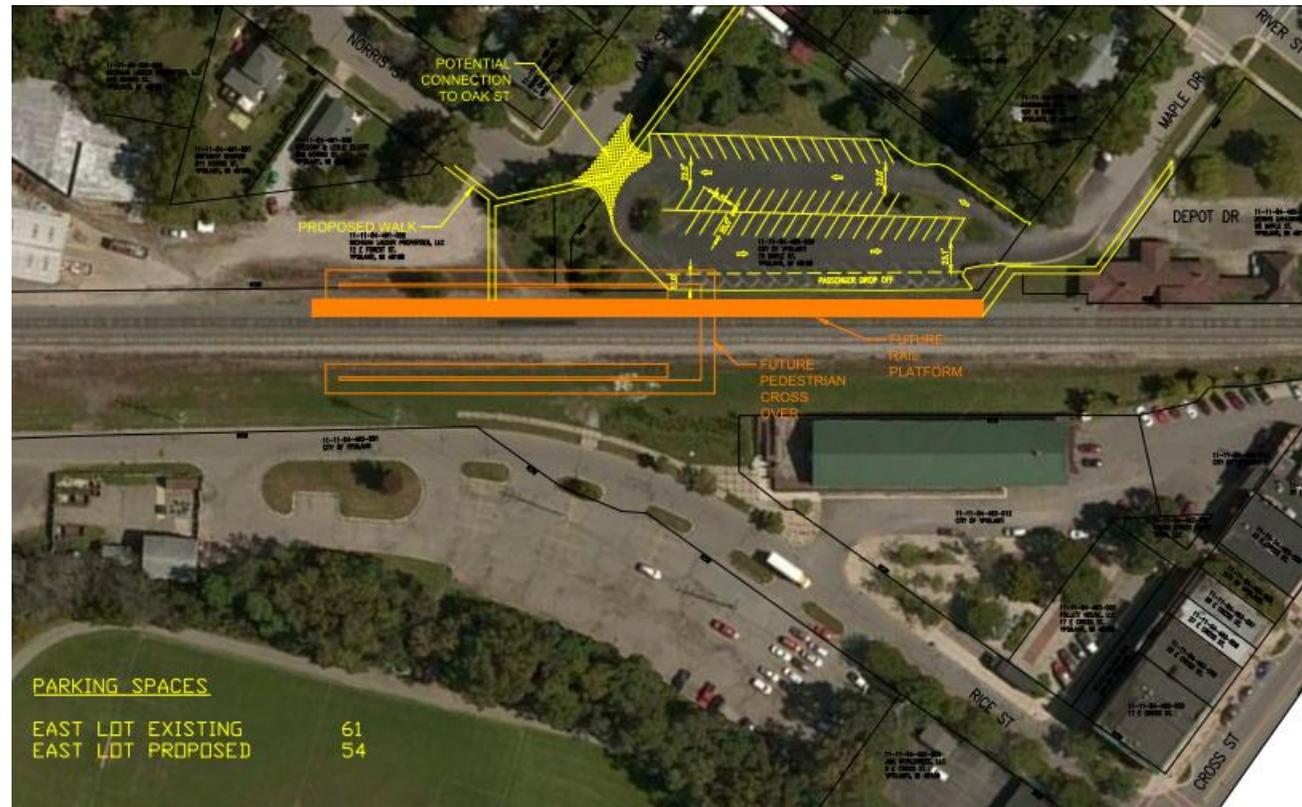
Option 1A

- Moveable Platform Edge
 - Moveable (Manual Lift) Edge (ConnDOT – Engineered Plastics)
 - Moveable (Manual Lift) Edge (Dearborn, MI – Engineered Plastics)
 - Shuttle Platform (Ann Arbor, MI – RLE Prototype)



Option 1A

- Parking Improvements
 - East Lot



Option 1A

- Funding Sources

Sources

\$150,000 in un-allocated WATS funding (2017-2018)
\$760,000 in reprogrammed WATS dollars controlled by the city (2017)

\$125,000 of CDBG (2017)

\$500,000 TAP Grant

\$1,535,000 Sub-total Grant Dollars

\$ 65,000 local streets

\$150,000 local partners' contributions

\$250,000 DDA bond issue

\$100,000 from the city's General Fund

\$565,000 Sub-total Match Dollars

\$2,100,000 Grand Total

- PRELIMINARY ESTIMATE = **\$2,100,000**

- CONSTRUCTION (RAIL FLAGGING)
- RAIL SIGNAL WORK
- FENCING

*From Memorandum Dated June 15, 2016





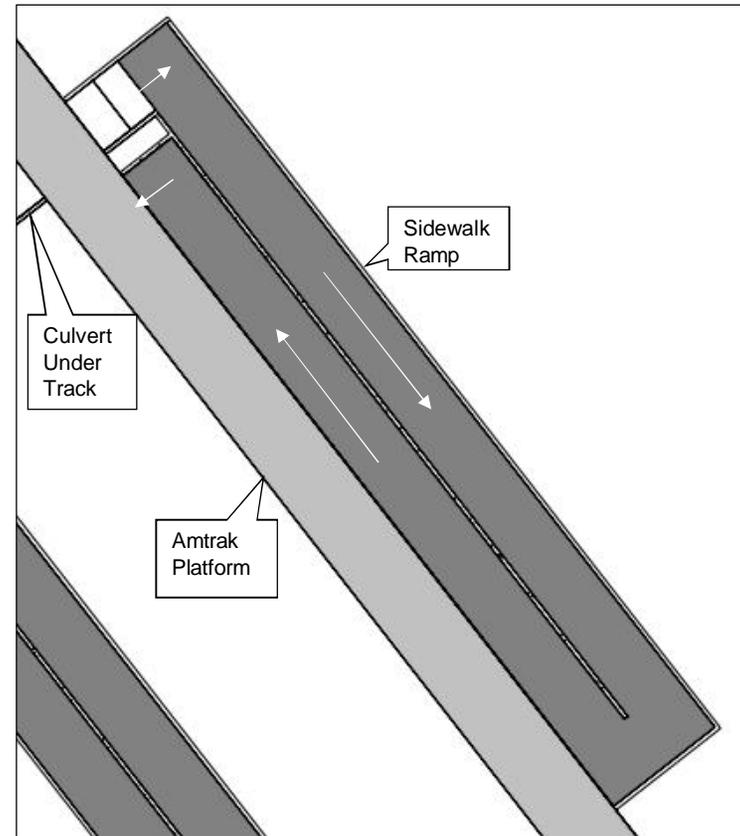
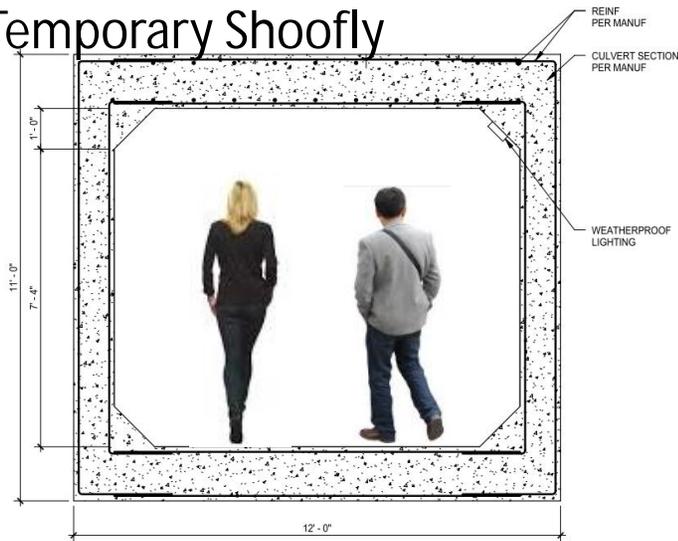
Option 1B

- Additional Platform on West Side of Track
 - Future Commuter Rail (Regional Transit Authority (RTA) of Southeast Michigan)
- Pedestrian Access
 - At-Grade Crossing – E. Cross St. or E. Forest Ave.
- Preliminary Estimate = \$2,100,000
 - Excludes Cost for Future RTA Commuter Rail



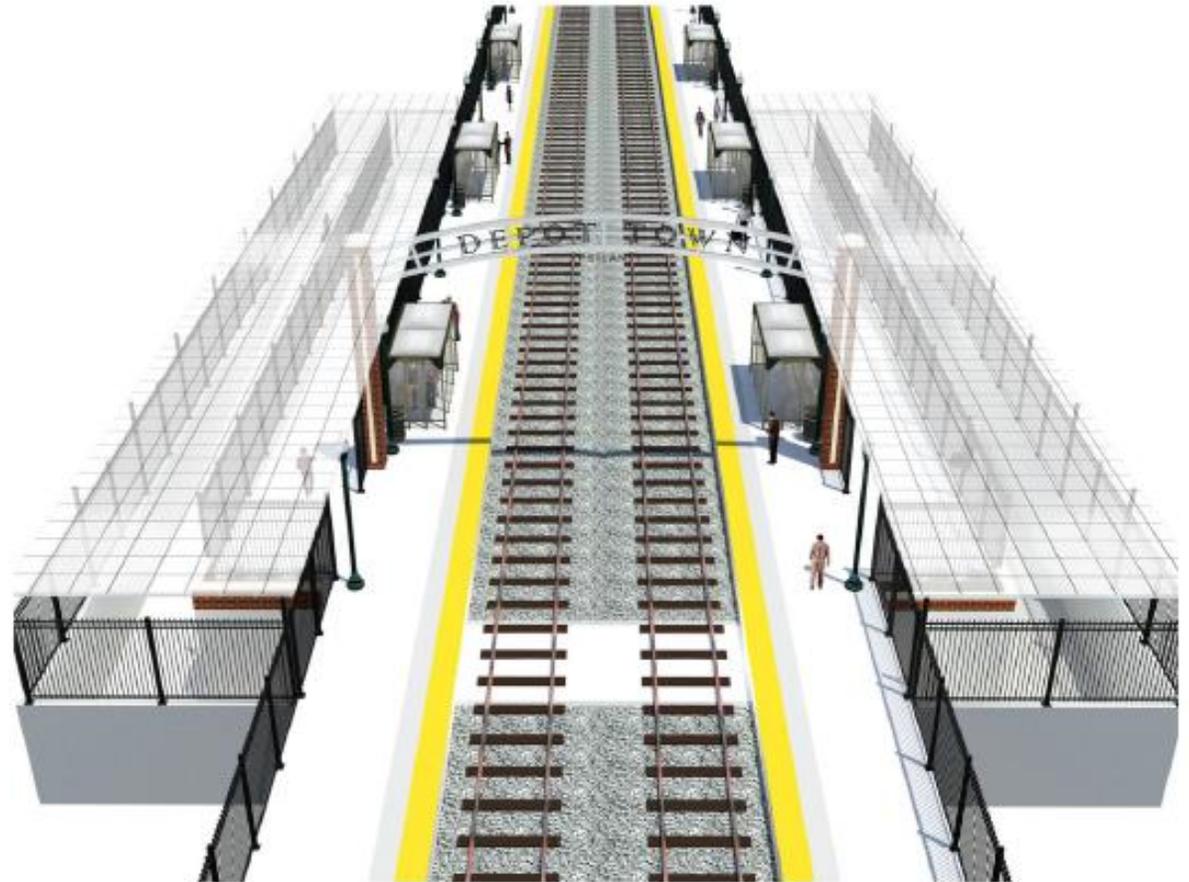
Option 2

- Pedestrian Access
 - Underground Culvert
 - Sidewalk Ramps
- Construction
 - Temporary Shoofly



Option 2

- Preliminary Estimate = \$4,000,000
 - Excludes Cost for Future RTA Commuter Rail





Option 3A

- Pedestrian Access
 - Pedestrian Bridge
 - Sidewalk Ramps
- Brick Veneer
- Solar Panels
- Preliminary Estimate = \$4,250,000
 - Excludes Cost for Future RTA Commuter Rail



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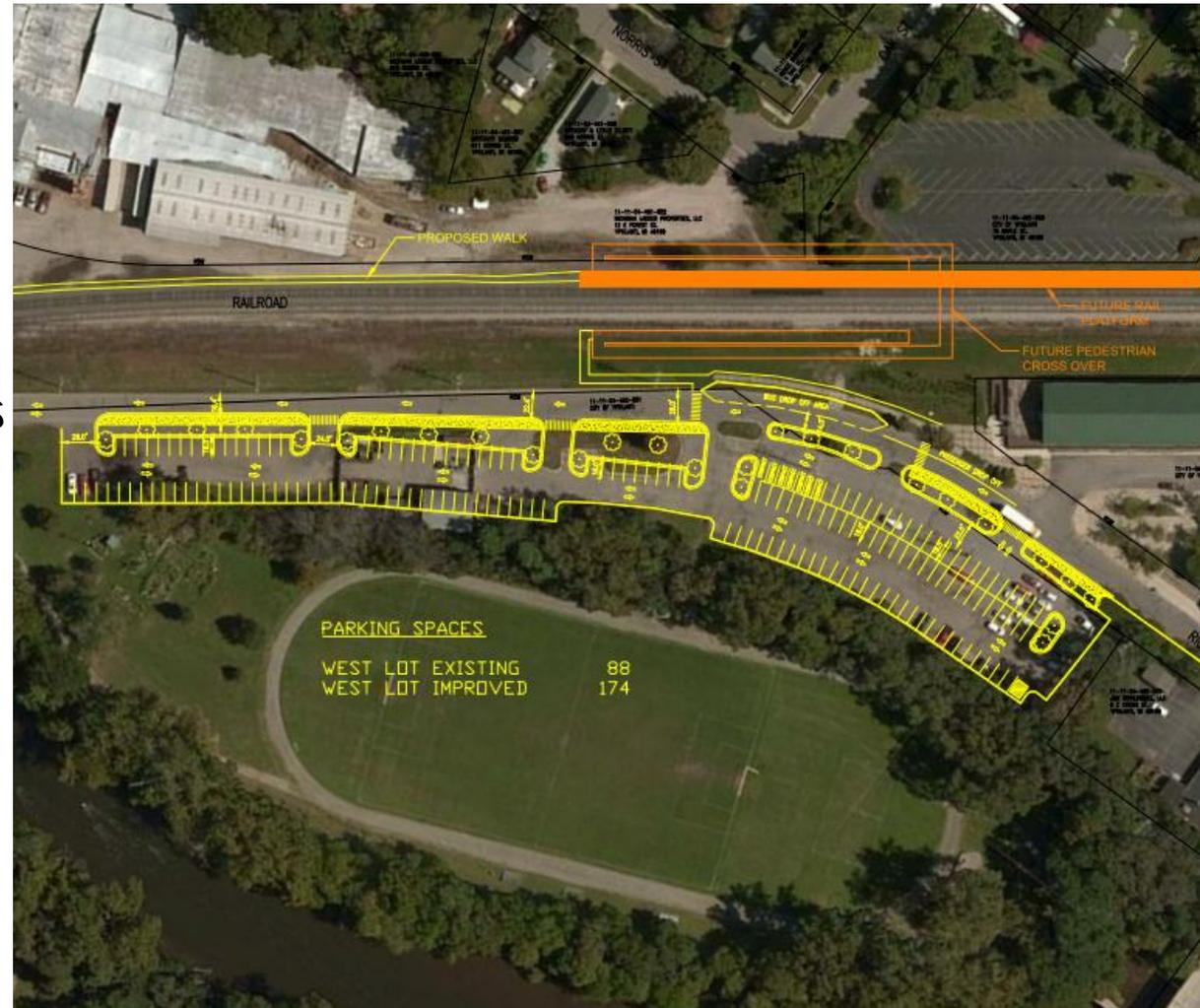
Option 3B

- Pedestrian Access
 - Pedestrian Bridge
 - Elevators
- Brick Veneer
- Solar Panels
- Preliminary Estimate = \$4,400,000
 - Excludes Cost for Future RTA Commuter Rail



Future Work

- Parking Improvements
 - West Lot
 - Parking Lot Improvements Preliminary Estimate = \$1,500,000
 - Site Lighting = \$500,000



Questions?





MEMORANDUM
July 19, 2016

To: Mayor, and Council

From: Beth Ernat, Director of Community and Economic Development

Subject: Water Street Environmental Updates

SUMMARY & BACKGROUND: Over the past 10 years, the City of Ypsilanti has maintained the goal to wait and have future developers finish the remediation of the Water Street site. This goal was supported by the creation of the brownfield TIF, Water Street TIF and actively searching for development. The City hired AKT Peerless in June, 2014, through a competitive bid proposal for Brownfield Plan implementation, review, and creation of new work plans. The contract continues to be in effect and AKT was also hired to prepare a Draft Documentation of Due Care Compliance (DDCC) in August of 2015. In November of 2015, the City entered into a "not to exceed contract" for soil testing, document reviews and Brownfield services. Lastly, in May of 2016, AKT's contract was extended for further testing and a final DDCC plan to be approved by DEQ. Over the past 9 months the City has been able to identify the remaining environmental issues on the site.

The Phase II sampling results, reported in April 2016, exceed the residential exposure standards of TSCA for both lead and PCB and also require mitigation responses. Failure to respond may result in sanctions and penalties. Due to these results, AKT recommended the following:

- fencing the area,
- removing all access to the site,
- additional study,
- delineation of the PCB area to determine the depths and size of the contamination spill areas, and
- Additional study nearer the trail.

The City has followed all of the recommendations. (Fence bids will be considered by Council on July 19th)

Herman and Kittle/Riverwalk Commons:

In April, the City worked with HK and determined the original site was too complicated and discussed options based on MSHDA's concerns, such as, the lack of recent testing, exposure to undeveloped areas and the type of contamination present. Following much discussion, it was decided by HK and the City, to move forward with a new site located on Michigan Avenue. MSHDA was very supportive of this plan as it was known there was less contamination at the new site. The site could be separated from known contaminant areas, the site would have less exposure to other future development and would include commercial to meet City goals. The

process for approval with MSHDA includes financial review and approval, site and environmental approval, and final project approval. HK was encouraged by MSHDA to move forward with this path. The City approved a new Purchase Agreement and PILOT in May for the development at the new site, with all approvals being contingent on site plan approval and MSHDA approval. HK proceeded with the creation of site plans and has been actively working with MSHDA on site planning.

In late April, HK, AKT, and Saulius Mikalonis, City Special Environmental Counsel met with MSHDA environmental officials and special counsel to MSHDA, to discuss the requirements to move forward. It was understood that the City would need to allow MSHDA to comment on the DDCC plan prior to approval from MDEQ and would need to complete required TSCA standard mitigations, as previously outlined by AKT. Since this was a very achievable goal, both HK and the City moved forward.

After completing the further sampling, AKT has crafted additional recommendations, updated the DDCC to reflect the new sampling and best practice standards for brownfield development. A meeting was set with MSHDA for July 8th to present the draft DDCC. Attending the meeting were; AKT, City Attorney Dan DuChene, Saulius Mikalonis, and MSHDA environmental staff, special counsel to MSHDA and an Assistant Attorney General.

Takeaways from the MSHDA review are: additional broad level sampling throughout the site and in specific areas, permanent site restrictions, and additional mitigation efforts before a sign-off on the DDCC. This was not the expected result based on previous conversations.

At this point, the City has a draft DDCC that has been discussed with MDEQ and is expected to meet their standards for approval, and the City has an adequate amount of samples (sampling plan was approved by EPA) to create a mitigation and remediation plan consistent with TSCA and EPA standards. An approved DDCC plan is necessary to fully utilize the Brownfield TIF and pursue other development.

As a result of the discussion with MSHDA, the Council goals of opening the B2B Trail, the desire to pursue other developments, and the cost of additional testing not related to EPA, TSCA, MDEQ, or Brownfield standards, staff could no longer recommend additional testing as requested by MSHDA. Not pursuing additional testing will not allow HK to move forward in their process with MSHDA. Although that is not the goal of the staff suggestion, it is a by-product. Staff does not feel this is the appropriate time to work with MSHDA on a project with additional standards that create barriers for future developments.

B2B Water Street Trail:

On the heels of the HK project at the river location, and pressed with expiring grants from the Department of Natural Resources Trust Fund, the City moved forward with the installation of the Border-to-Border Trail. Further investigations required by MSHDA for the HK site led to the grid pattern testing of the PCB area in the southwestern quadrant. These areas had previously been tested in the 90s, however, the sampling conclusions were not all recorded to the DEQ. It appears by timeline that the testing occurred prior to the changes in Toxic Substances Control Act (TSCA).

The second part of the latest sampling round included delineation of the PCB area and additional sampling of the areas immediately adjacent to the trail. The delineation of the PCB area shown on the contaminant map defines the areas necessary for removal. Approximate

yardage and costs for removal are being created by AKT. This area will be temporarily mitigated with the fence to be installed.

Findings for the area directly adjacent to the trail include; levels of metals, arsenic, lead, and PNA's above direct contact standards in several areas. These areas need to be remediated before the access to the trail can be granted. Remediation would consist of excavating contamination, installing a barrier, and applying clean fill. A conservative estimate for this work has been estimated around \$130,000.

Resources for Consideration:

Staff has been working with AKT and Brownfield staff from the County to create some resources to move forward with clean-up activity. At this point, staff is seeking to apply for funds from the Brownfield Authority's LSSRF fund for the remediation of the trail.

Other options for clean-up funds include the MDEQ revolving loan fund with loans available up to \$1 million and generous payback terms, Economic Development Administration funds (may not be available for Water Street), and EPA revolving funds.

Next Steps:

- Install fencing
- Pursue funding from Brownfield Redevelopment Authority
- Submit DDCC to MEDQ for approval
- Discuss with Council and community options for development of Water Street
 - New RFP with guidelines
 - Reduction of infrastructure
 - Entertainment/cultural venues
 - Cost structure

Water Street Presentation

AKT Peerless Report;

Documentation of Due Care Compliance

To access the report follow the link
below.

<https://aktpeerless.sharefile.com/d-s4ac2e4971024f0a9>



Resolution No. 2016-153
July 19, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

That the following items be approved:

1. Resolution No. 2016-154, approving the minutes of July 5 and July 8, 2016.
2. Resolution No. 2016-155, approving appointment to Boards and Commissions (*Michael Davis to HDC*)
3. Resolution No. 2016-156, approving amendment to FY 2016-17 Budget to include the I-94 billboard proceeds to be used for the pay down of the un-refunded portion of the Water Street Debt.

OFFERED BY: _____

SUPPORTED BY: _____

YES:

NO:

ABSENT:

VOTE:



Resolution No. 2016 – 154
July 19, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT the minutes of July 5 and July 8, 2016 be approved.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:



**CITY OF YPSILANTI
REGULAR COUNCIL MEETING MINUTES
CITY COUNCIL CHAMBERS – ONE SOUTH HURON ST.
YPSILANTI, MI 48197
TUESDAY JULY 5, 2016
7:00 p.m.**

I. CALL TO ORDER –

The meeting was called to order at 7:02 p.m.

II. ROLL CALL –

Council Member Anne Brown (7:04)	Present	Council Member Robb	Present
Council Member Nicole Brown(7:04)	Present	Council Member Vogt	Present
Council Member Murdock (7:09)	Present	Mayor Edmonds	Present
Mayor Pro-Tem Richardson	Present		

III. INVOCATION –

Mayor Edmonds asked all to stand for a moment of silence.

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 –

Mayor Edmonds introduced the following; Police Chief Tony DeGiusti, Assistant to the City Manager Ericka Savage, Assistant City Attorney Dan DuChene, Deputy City Clerk Andrew Hellenga, and City Manager Lange.

VI. AGENDA APPROVAL –

Council Member Vogt moved, seconded by Mayor Pro-Tem Richardson to approve the agenda as submitted.

On a voice vote, the motion carried, and the agenda was approved.

VII. PRESENTATIONS –

Proclamation in recognition of National Pollinator Week

2016 Byrne Memorial Grant – Police Chief Tony DeGiusti

Police Chief DeGiusti stated the Department of Justice has added a couple of extra steps to qualify for the grant; one to let the local government aware the Department is going to apply and allow for citizen input for 30 days. Chief DeGiusti said the minutes from this meeting can serve as a public notice as well as post the application on the website and allow the public to provide input for 30 days. Chief DeGiusti stated the Department is eligible for \$13,405 which will be used for two projects; a traffic monitoring system and body cameras. Chief DeGiusti said there have been complaints regarding the trailer which is currently used to track speeding. Chief DeGiusti explained the complaint is when individuals see the trailer they immediately slow down. Chief DeGiusti said there is a mechanism that is more discrete that can be mounted to a tree and does not flash any signs. Chief DeGiusti said it is the Departments plan to purchase two of those devices with a cost of \$2,800 apiece. Chief DeGiusti said with the remainder of the grant the Department plans to extend its body camera program. Chief DeGiusti said currently the Department has 15 cameras and nearly 30 officers meaning they are used constantly, adding to wear and tear and it must be decided how they will be allotted. Chief DeGiusti said the remaining funds would purchase 20 additional cameras.

Mayor Edmonds asked what is eligible for the grant. Chief DeGiusti responded anything other than construction. Ms. Edmonds asked if it can be used for staff time. Chief DeGiusti responded in the affirmative. Ms. Edmonds asked what the grant has been used for in the past. Chief DeGiusti responded this past year the funds were used for upgrades to the property room and cameras.

Council Member Anne Brown asked when the Department expects to receive the grant. Chief DeGiusti responded in October and said the allotment follows the Federal Budget Cycle.

Mayor Edmonds asked if the grant was competitive. Chief DeGiusti responded it isn't necessarily competitive the Department would just need to fulfill the requirements.

VIII. AUDIENCE PARTICIPATION –

None

IX. REMARKS BY THE MAYOR –

None

X. RESOLUTIONS/MOTIONS/DISCUSSIONS –

1. Resolution No. 2016-151, approving the minutes of June 21, 2016.

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT the minutes of June 21, 2016 be approved.

OFFERED BY: Mayor Pro-Tem Richardson

SECONDED BY: Council Member Anne Brown

On a voice vote, the motion carried, and the minutes were approved.

2. Resolution No. 2016-121, approving Memorandum of Understanding between the City of Ypsilanti and John Barfield for Parkridge Center. ***(Tabled June 7, 2016)***

City Manager Lange stated he, Mr. Barfield, the City Attorney, and Mr. Barfield's attorney met to discuss the possibility of a closeout provision in the MOU which Mr. Barfield preferred to not include that item; however, if the City was unable to meet its \$40,000 commitment the contract could be nulled. Mr. Lange said Mr. Barfield conceded to allow the City to provide other revenues to satisfy its \$40,000 commitment. Mr. Lange said he has spoken with the president of Washtenaw Community College who agreed to make a monetary contribution which cannot be disclosed until after the results of its millage are known. Mr. Barfield said he will purchase the house near the center for demolition and as the center collects funds he will be reimbursed his \$35,000. Mr. Lange added that is above and beyond the contribution of \$200,000.

Council Member Robb moved, seconded by Council Member Vogt to remove Resolution No. 2016-121 from the table.

IT IS RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI that:

The Memorandum of Understanding between the City of Ypsilanti and John Barfield for improvements and an endowment for Parkridge Center be approved and the Mayor and City Clerk are authorized to sign for and on behalf of the city, subject to the approval of the city attorney.

OFFERED BY: Council Member Robb

SECONDED BY: Council Member Nicole Brown

Council Member Robb asked if funding has been given to the Ann Arbor Community Foundation. Mr. Barfield replied no, and explained he is waiting for approval from Council. Mr. Robb said the MOU states the money is to be released to the foundation by June 11th and asked if the agreement needs to be corrected. Assistant City Attorney Dan DuChene responded if City Council approves the contract it would waive the obligation in the agreement. Mr. Robb asked the Mr. DuChene and Mr. Barfield to set a date that is satisfactory to both parties. Mr. DuChene and Mr. Barfield decided on July 15th.

Council Member Robb clarified the \$35,000 to purchase the home would not come out of the \$200,000. Mr. Barfield responded it would not.

Mayor Pro-Tem Richardson stated Parkridge would have been closed a long time ago if Mr. Barfield would not have provided much needed assistance. Ms. Richardson said Mr. Barfield's endowment was able to leverage WCC programming for the center. Ms. Richardson said the center not only has an effect on the immediate area but throughout the City and the region. Ms. Richardson said she learned while sitting on the Ypsilanti community foundation was an endowment is forever and she can see the center continuing forever. Ms. Richardson said there are many people from the community that have utilized the center and it has been a blessing and an asset to the community.

Council Member Vogt stated he would like this to be announced to the media and voiced great appreciation and praise for all Mr. Barfield has done for the center.

On a roll call, the vote to approve Resolution No. 2016-121 was as follows:

Council Member N. Brown	Yes	Council Member Robb	Yes
Council Member Murdock	Yes	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	Yes	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 7 NO: 0 ABSENT: 0 VOTE: Carried

Mr. Barfield stated he met his wife at the center 68 years ago and his children and grandchildren have enjoyed it. Mr. Barfield said he wants to make sure that the center is there for future generations. Mr. Barfield added it is his intention to start an entrepreneurs program from 9 to 12 years of age. Mr. Barfield said he wants to also teach the parents about part-time entrepreneurs as a way of increasing wealth.

3. Resolution No. 2016-141, approving fee schedule. ***(Tabled June 21, 2016)***

Council Member Vogt moved, seconded by Council Member Nicole Brown to remove Resolution No. 2016-141 from the table.

On a voice vote, the motion carried, and Resolution No. 2016-141 was removed.

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI that the FY 16-17 fee schedule amendments, highlighted below, are adopted pursuant to the Ypsilanti City Code, and all other fees relating to various sections of the City Code and activities of the City are hereby established and shall remain the same as the previous fiscal year, and the various City Departments are authorized to charge and collect such fees effective immediately.

OFFERED BY: Council Member Vogt
SECONDED BY: Council Member Nicole Brown

On a roll call, the vote to approve Resolution No. 2016-141 was as follows:

Council Member N. Brown	Yes	Council Member Robb	Yes
Council Member Murdock	Yes	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	Absent	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 6 NO: 0 ABSENT: 1 (Richardson) VOTE: Carried

XI. LIASON REPORTS –

- A. SEMCOG Update - None
- B. Washtenaw Area Transportation Study - None
- C. Urban County – Mayor Edmonds stated Brett Linerat is leaving to take a planning job in the City of Ann Arbor.

- D. Freight House – Council Member Robb stated the fire suppression system is almost complete.

Mr. Lange stated Associate Planner Cynthia Kochanek informed him that an updated punch list is being generated and staff is currently waiting on corrected cost estimates on changes in work.

- E. Parks and Recreation – Council Member Anne Brown stated one new application for Adopt 'a' Park has submitted by Friends of Candy Cane Park. She stated the sign has been complete for Edith Hefley Park. She said the gazebo, retaining wall, and steps still require repair. She asked who the staff liaison is for the Parks and Recreation Commission.

Mayor Edmonds added Bee City U.S.A. was supposed to liaison to staff through the Parks and Recreation Commission but there is no staff in which to do that.

Council Member Anne Brown stated the Trail Towns will not meet again until August.

Council Member Murdock stated work has been completed on the gazebo and the Tridge.

- F. Ypsilanti Downtown Development Authority - None
G. Eastern Washtenaw Safety Alliance – None

Mayor Edmonds asked if the Alliance had dissolved. Chief DeGiusti responded the departments are still working together and working in joint patrols it just has not met.

- H. Police-Community Relations/Black Lives Matter Joint Task Force – Meeting Monday, July 11th. Council Member Anne Brown stated a sub-committee will be meeting to discuss a police oversight board. Ms. Anne Brown stated Mayor Pro-Tem Richardson, HRC Commissioner John Shuler, and community activist D'Real Graham are members.

Mayor Edmonds asked for an update on the Police Department report regarding bench warrant arrests. Chief DeGiusti responded the data is still being compiled. Mayor Edmonds asked what the timeline is for recommendations to come back to Council. Council Member Nicole Brown responded recommendations have been sent to the Human Relations Commission for approval.

- I. Friends of Rutherford Pool - None

XII. COUNCIL PROPOSED BUSINESS –

Vogt

- Stated Council should reconsider whether an alternate budget should be passed before the August 2nd Election to provide what the City would do if the millage is not approved. He said he is fairly confident the millage will succeed but it is useful for the City to show it has a full plan and to define what a yes vote and no vote would mean. He said Council should discuss that in some detail and perhaps adopt at least an outline of an alternate budget.

Council Member Murdock responded there is only one meeting between now and the election and it seems very unlikely an alternate budget could be developed and approved by then. Council Member Vogt responded the budget does not need to be detailed. Mr. Murdock said the memo sent by the City Manager could be used as that outline which outlined four options. Mr. Murdock said it will only matter once the cuts are needed to be made and be them other opportunities could arise. Mr. Murdock added this should be discussed at the meeting following the election. Council Member Robb said voters should never be threatened and said an alternate budget is a losing option. Mr. Vogt responded it is not a threat it is providing information and said putting Mr. Lange's email on the website might be sufficient. Mr. Murdock said all cuts that would be made if the millage is not approved would be employees. Mr. Vogt agreed but many residents say they do not know what would happen and this would provide them information. Mayor Pro-Tem Richardson agreed with Council Member Robb that voters should not be threatened and asked Council Member Vogt vote to clarify what information he would like to provide. Ms. Richardson said voters are saying Council has said these cuts would happen when previous Water Street Debt financing initiatives were brought to the voters and when it did not pass these cuts were not needed. Ms. Richardson said voters that will take it as a reality are already going to vote yes and those that are on the fence might say the City was able to do it before and will find funding. Mr. Vogt said a simple version of Mr. Lange's memo is what could be sent and unless there is a plan people will not believe there will be cuts. Council Member Anne Brown said she agrees with Council Member Vogt but her concern is staff particularly DPS and Police, are already concerned about their jobs. Ms. Anne Brown said the message to staff should be Council is working to pass this millage and after August 2nd Council will need to examine the City's next steps. Mr. Vogt said he will look over what was sent by the City Manager and perhaps it can be discussed at the next meeting.

Council Member Robb asked what Council Member Vogt has been telling residents. Mr. Vogt responded he has been vague because he has not had a concrete proposal but he has been explaining various cuts have been made this year and previous years, paying down the debt, and now the City is running out of money. Mr. Murdock said in his discussion with residents he has been explaining if the millage does not pass the City will need to reduce the budget by \$700,000 to \$900,000 which could amount to seven to eleven layoffs. Mr. Murdock said when residents say after the last financing option failed at the polls the worst did not happen and the City should be proud that it was able to avoid that. Mr. Murdock added the reason the City was able to continue was because it had reserves but now those reserves are gone.

Mayor Edmonds said she is asked frequently by the media if the millage is passed what will residents get. Ms. Edmonds said she shows a bar graph to illustrate what will happen if the millage is passed or if it isn't. Ms. Edmonds said the millage will help stabilize the City so that it may begin investing in its future.

Council Member Vogt stated he appreciates Council's comments regarding how they have discussed the Water Street Millage with voters. Mr. Vogt stated the Millage Campaign Committee should incorporate those ideas into its strategy. Mayor Pro-Tem Richardson said Council needs to be mindful three is less than a month before the election and action needs to be taken.

Anne Brown

- Stated the Senior Center is having a jazz festival which will include Jonnie Lawrence. Ms. Anne Brown said Hobbs will be supplying a chicken dinner for a total of \$30 on July 10th beginning at 5:00 p.m.
- Said she received an email requesting that all parks other than Riverside be made smoke free.

Mayor Edmonds asked if the Parks and Recreation has discussed that possibility. Council Member Anne Brown responded the recommendation is coming from that commission.

Assistant to the City Manager Ericka Savage added tickets for only the music cost \$20.

Murdock

- Stated Council needs to have a discussion on roads. Mr. Murdock explained the City has County dollars and there was a plan to spend that money on specific projects. Mr. Murdock said Council has not seen one contract for any of the projects listed in that plan and time is running out. Mr. Murdock said the Council Information Letter stated there were urgent road repairs being completed and he assumes that is being funded by money received from the state.

Mr. Lange said the repairs made were minor and the big program is yet to come. Mr. Murdock asked if there are additional streets to be completed other than the ones the County is paying for. Mr. Lange responded the County money was around \$145,000 and the City somewhat matched it for a \$300,000 program. Mr. Murdock asked if there were any additional streets added to the program. Mr. Lange responded he believes the streets included in the program are within the same group and added one road became a mill and fill rather than a micro surfacing, which was \$250,000 to \$300,000 by itself. Mr. Lange said he has spoken with OHM and asked DPS Director Stan Kirton to stay on top of it. Mayor Edmonds asked Council Member Murdock asked if the City Manager is being asked for a schedule of road repairs. Mr. Murdock responded in the affirmative. Council Member Anne Brown asked if the City is running out of time. Council Member Robb responded construction season has already begun.

- Stated there has been a readjustment to the Federal Aid to Highways and the City Manager keeps sending memos that keep changing plans making it very confusing. Mr. Murdock said there was a lot of discussion about construction of Cornell and now Council is being told that money will be used for the rail stop.
- Asked for an update on a truck route ordinance.

Mr. DuChene responded a draft ordinance has been prepared and circulated to staff to get feedback and from that feedback he has made some changes. Council Member Murdock stated that ordinance will require a public hearing. Mr. DuChene responded in the affirmative.

- Said other communities have banned the use of coal tar and said it might be something the City should consider.

Richardson

- Stated if Council is going to be involved in activities such as the 4th of July Parade Council needs to improve coordination. Ms. Richardson said Council needs to make itself recognizable and in parades it should carry a banner. Ms. Richardson said in the past Council has used a car from the Hudson Museum but she was informed they no longer are street legal. Ms. Richardson said Council needs to be identifiable and suggested next year Council should consider that for the parade.

Mayor Edmonds said she will make sure Council is more identifiable in future events. Council Member Murdock stated the reason he was later than usual is because he was engaged in discussion with his constituency.

XIII. COMMUNICATIONS FROM THE MAYOR –

- Stated there was a ribbon cutting or reveal for the mural on the back of City Hall. She said the mural was completed by a young local artist and it was great to have representation and coverage for the City.

Council Member Anne Brown asked if any Council Member attended six month update of the Convention and Visitors Bureau. Mayor Pro-Tem Richardson responded she did and it was very well done and well attended. Ms. Anne Brown asked if many citizens attended. Ms. Richardson said it was mostly attended by agency officials. Ms. Richardson said the event included a virtual tour and said the building in downtown will be redone and the façade of the building will be all glass and a person will be able to see to the rear of the building from the front. Ms. Richardson said CVB staff will be working out of SPARK East and the Ann Arbor CVB office until construction is complete. Ms. Richardson said she believes the virtual tour can be seen at SPARK East. Ms. Richardson said there have been a lot of plans formed in the past six months. Ms. Richardson said a person brought individuals in to fish on the Huron River and were able to catch a very large bass. Council Member Vogt said he also attended and was very impressed with the tremendous view of Ford Lake from the golf course. Mr. Vogt said the tour Mayor Pro-Tem was referring to is by an individual from a national marketing firm who provides tours to writers of various magazines and on this occasion it was a bass magazine. Mr. Vogt said several other places in town were highlighted such as the Ypsi Ale House, Casablanca, and several others. Mr. Vogt said Council and City officials complained vigorously last year about the CVB merger and it seems like they listened. Mayor Edmonds agreed.

Mayor Pro-Tem Richardson said the tour writer said the river was perfect for canoeing and kayaking and said in the past a livery was going to be placed in Waterworks Park but the City Manager at the time refused. Mayor Edmonds said there has been discussion with the Huron Watershed Commission to construct a livery on the Huron. Ms. Richardson said one of her visions is to use the river as a recreation tool. Council Member Anne Brown stated that is a Trail Town initiative.

Nominations

Historic District Commission

Michael Davis Jr.
905 Grant St.
(exp. 2019)

Mayor Edmonds introduce Michael Davis Jr. her nomination for the Historic District Commission.

Michael Davis stated he is a recent graduate of the University of Michigan Planning Program and a resident of Ypsilanti for the past two years. Mr. Davis said he is excited to begin his work with the HDC to maintain the historical integrity of the City. Council Member Anne Brown asked what Mr. Davis does during the day. Mr. Davis responded he is currently trying to gain employment and working for the Planning Department in Ypsilanti Township.

Mayor Edmonds said there was a recent resignation from the Tax Assessment Board of Review. Ms. Edmonds said the Assessor informed her that the Board should be okay for July because two members is quorum but she would like recommendations from Council. Ms. Edmonds said the nomination will need to have daytime availability.

XIV. COMMUNICATIONS FROM THE CITY MANAGER –

- Stated during the Water Street Forum certain individuals made a lot of comments that were not based on facts on City staff has worked diligently to keep the City moving forward. Mr. Lange said he, Executive Secretary Nan Schuette, and Fiscal Services Director Marilou Uy developed a summary of everything accomplished by the City. Mr. Lange asked for Council to review his document and provide input. Mr. Lange said once he receives input he wants to get that out to the public.
- Thanked Council for the approval of the Parkridge MOU and staff is hoping for a contribution from WCC.
- Said the Friegthouse construction is moving forward.
- Stated the solar array construction is moving forward quickly. He said he would hope to have a ribbon cutting ceremony.

Council Member Murdock stated the solar array is going to be complete before the connection to Riverside Park. Mr. Lange responded in the affirmative.
- Stated the Park and Grove railroad crossings will be beginning soon and he will speak with OHM to ensure it is moving forward.
- Said the City should be updated on the progress of the rail this month. He said staff is trying to arrange Mayors of municipalities that have had rail projects to speak toward the positive impact of rail.

- Said the \$470,000 from the sign sale will not be able to be used to pay down the debt because it cannot be spent for 35 days. Mr. Lange stated that \$470,000 will create a reduction in P & I payments of \$700,000 over 15 years.
- Stated John Roe has retired after 30 years with the Fire Department.
- Said the rail platform will cost \$2.1 million and he sent Council an itemized list of costs and funding sources.
- Said the spur line track is starting to be installed.

Council Member Anne Brown stated the store World of Rocks will be expanding and are hiring new staff. Ms. Anne Brown said Betty Green Organics Salon is also hiring additional staff. Ms. Anne Brown said SEMCOG says 76% of new jobs come from existing businesses.

XV. AUDIENCE PARTICIPATION –

1. Michael Davis Jr., 905 Grant St., encouraged Council to release a press release of all the great things the City has accomplished. He said he believes the smoking ban should be applied to all parks and not exclude Riverside Parks.

XVI. REMARKS FROM THE MAYOR –

None

XVII. ADJOURNMENT -

Resolution No. 2016-152, adjourning the City Council meeting.

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: Council Member Nicole Brown

SECONDED BY: Council Member Vogt

On a voice vote, the motion carried, and the meeting adjourned at 8:15 p.m.



DRAFT

**CITY OF YPSILANTI
COUNCIL MEETING MINUTES
CITY COUNCIL CHAMBERS
ONE SOUTH HURON STREET, YPSILANTI, MI 48197
FRIDAY, JULY 8, 2016
7:00 A.M.**

I. CALL TO ORDER –

The meeting was called to order at 7:03 a.m.

II. ROLL CALL –

Council Member Anne Brown	Present	Council Member Robb	Present
Council Member Nicole Brown	Present	Council Member Vogt	Present
Council Member Murdock	Present	Mayor Edmonds	Present
Mayor Pro-Tem Richardson (7:15)	Present		

III. INVOCATION –

Mayor Edmonds asked all to stand for a moment of silence.

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. AGENDA APPROVAL –

Council Member Vogt moved, seconded by Council Member Nicole Brown to approve the agenda.

On a voice vote, the motion carried, and the agenda was approved as submitted.

VI. INTRODUCTIONS -

None

VII. AUDIENCE PARTICIPATION -

None

VIII. REMARKS BY THE MAYOR -

None

IX. CLOSED SESSION –

Closed Session to discuss attorney opinion. *OMA 15.268(h)*.

Council Member Robb moved, seconded by Council Member Vogt to adjourn to Closed Session.

On a roll call, the vote to adjourn the meeting to Closed Session was as follows:

Council Member N. Brown	Yes	Council Member Robb	Yes
Council Member Murdock	Yes	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	No	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 6 NO: 0 ABSENT: 1 (Richardson) VOTE: Carried

The meeting adjourned to Closed Session at 7:08 a.m.

The meeting reconvened at 7:50 a.m.

Council Member Murdock moved, seconded by Mayor Pro-Tem Richardson to approve the retirement release agreement for City Manager Ralph Lange.

On a roll call, the vote to approve the retirement release agreement was as follows:

Council Member N. Brown	Yes	Council Member Robb	Yes
Council Member Murdock	Yes	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	Yes	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 7 NO: 0 ABSENT: 0 VOTE: Carried

Mayor Pro-Tem Richardson moved, seconded by Council Member Murdock that starting August 5, 2016 the City Clerk will be appointed Interim City Manager per the City Charter.

On a roll call, the vote to appoint the City Clerk as Interim City Manager starting August 5, 2016 was as follows:

Council Member N. Brown	Yes	Council Member Robb	Yes
Council Member Murdock	Yes	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	Yes	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 7 NO: 0 ABSENT: 0 VOTE: Carried

Council Member Murdock moved, seconded by Council Member Vogt to accept the proposal from Michigan Municipal League for executive search services at a cost not to exceed \$15,000.

Council Member Anne Brown asked if there are other vendors that provide executive search services. Ms. Anne Brown said the City and the County have both used MML for executive services and suggested using a less expensive company because of budgetary concerns. Ms. Anne Brown asked how this would be perceived with the upcoming millage. Council Member Murdock responded he recalled using private agencies for executive searches but MML is more in tune with executive searches in the public realm. Ms. Anne Brown suggested soliciting quotes from other vendors to show Council is doing its due diligence. Mayor Pro-Tem Richardson agreed with soliciting quotes from other vendors even if the City uses MML for the search. Ms. Richardson asked if there are any other vendors that would provide this service in the state that focus on the public sector. City Attorney John Barr stated in the past the City has bid this service and the City has always decided on MML to complete the executive search. Mr. Barr added there are other agencies that could be asked to submit a bid. Mayor Edmonds asked if Mr. Barr would be able to provide a list of possible agencies. Mr. Murdock responded there are many agencies that could provide this service but they tend to focus more on the private sector. Ms. Edmonds asked for specific agencies that would focus on the public sector. Mr. Barr replied that could be determined.

Council Member Vogt stated he agrees with Council Member Murdock the City has looked at other agencies and have always picked MML to complete the search. Mr. Vogt said he shares the same concern as Council Member Anne Brown and solicit quotes to see what other prices are available. Council Member Murdock replied \$15,000 used to fund the search will not make any of the City's debt payments. Mr. Vogt said certain members of the community that feel the City mismanages funds. Council Member Robb said if the City is able to find a company that charges less will the savings change the minds of citizens who already feel the City mismanages money. Mr. Vogt responded probably not. Mr. Robb said by bidding this out it delays to hiring of a new City Manager and Council must ask if that delay is worth a small amount in savings.

Mayor Pro-Tem Richardson left at 8:00 a.m.

Council Member Anne Brown stated her position is the City does its own due diligence in this process. Mayor Edmonds said this process is a midlevel search, which is what is appropriate for a City the size of Ypsilanti. Ms. Edmonds said the search will include local candidates and beyond. Ms. Edmonds said staff, Council, and community partners will be interviewed in order to create a community profile. Ms. Edmonds said a screening of applicants will be completed in order to narrow the search. Ms. Edmonds said when the screened pool of applicants is complete it will be submitted to Council with all identifying characteristics removed. Ms. Edmonds said the timeline would begin after the August 2nd election.

Council Member Vogt stated the cost given by MML is up to \$15,000 and his recollection of the last search MML offered a variance of services. Mayor Edmonds responded this search is midlevel and has a midlevel price. Mr. Vogt asked for information on any other alternatives. Ms. Edmonds responded the midlevel search was the most appropriate for the scale and budget of the search. Ms. Edmonds asked if Mr. Vogt would like to know the prices and services from the other tiers. Mr. Vogt responded it might be wise to get those figures and make the final decision at the next regular meeting.

Council Member Murdock stated he does not believe Council will be able to do any better than MML and said the process can be modified as it moves forward but the search should start as soon as possible. Mr. Murdock said the last search took some time. Council Member Robb said his recollection was the last search took nine months.

Council Member Robb stated his concern is how rigged this process is. Mr. Robb explained for two months Council has been working on this and this is the first time Council has seen this proposal. Mr. Robb said initially an individual from the County was going to be the interim City Manager with the idea that person was going to become the permanent City Manager. Mr. Robb said the Mayor does many things without the input of Council. Mr. Robb said because the search is listed as a 120 days it leads him to think it is suspect and the City Manager has already been defined. Mr. Robb said Council should

approve the MML proposal and his concern is the transparency of the process. Mayor Edmonds said she has never been a part of this process and 120 days is what was quoted to her. Ms. Edmonds said if Council wants to examine this further she is willing to make inquiries. Council Member Anne Brown said it is her preference to table this until next meeting so Council does its due diligence. Council Member Vogt agreed.

Council Member Vogt removed his support from the motion.

Council Member Robb seconded the motion.

Council Member Vogt moved, seconded by Council Member Anne Brown to table the item.

On a roll call, the vote to table the approval of Michigan Municipal League’s executive search proposal was as follows:

Council Member N. Brown	Yes	Council Member Robb	No
Council Member Murdock	No	Mayor Edmonds	Yes
Mayor Pro-Tem Richardson	Absent	Council Member Vogt	Yes
Council Member A. Brown	Yes		

VOTE:

YES: 4 NO: 2 (Robb, Murdock) ABSENT: 1 (Richardson) VOTE: Carried

Council Member Robb asked who will be contacting other agencies that provide this service and what is Council’s expectations to vote on this at the next meeting. Mayor Edmonds said she will contact at least two other agencies that performed similar search recently and reach out to MML for additional information. Council Member Murdock stated time is money and delaying this process will have an impact. Council Member Anne Brown said Council already said the search would begin after August 2nd. Mr. Murdock said there is no reason to wait until after the millage.

X. ADJOURNMENT –

OFFERED BY: Council Member Anne Brown
 SECONDED BY: Council Member Nicole Brown

On a voice vote, the motion carried, and the meeting adjourned at 8:14 a.m.



Resolution No. 2016 – 155
July 19, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT, the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

<u>NAME</u>	<u>BOARD</u>	<u>TERM EXPIRATION</u>
Michael Davis (appointment) 905 Grant Ypsilanti, MI 48197	Historic District Commission	7/1/2019

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:

From: noreply@civicplus.com [<mailto:noreply@civicplus.com>]

Sent: Tuesday, June 14, 2016 5:08 PM

To: Frances McMullan; Andrew Hellenga

Subject: Online Form Submittal: Citizen Advisory Boards and Commissions Participation Resume

Citizen Advisory Boards and Commissions Participation Resume

The people of Ypsilanti are involved in their City government and are an important part of the community's achievements. Individuals interested in receiving more information in regards to serving on an advisory board or commission are invited to contact the City Clerk's Office at 734-483-1100. Alternatively, citizens who would like to participate can submit their information in the form below.

Name	Michael Davis Jr
Email Address	██████████
Address	905 grant st
City	ypsilanti
State	MI
Zip Code	48197
Phone Number	██████████
Fax Number	<i>Field not completed.</i>
Number of Years in the Community	3
Ward You Live In	2
Education	Master's of Urban Planning
Occupation	Student
Employer	N/A
I would like to be considered and could devote sufficient time to serve on the following board or commission:	Historic District Commission, Planning Commission

Why are you interested in serving on these boards/commissions? I believe that preserving historic structures and neighborhoods creates a better environment for us to live in. Working with property owners to preserve this history is beneficial to both them and the greater community. My education in urban planning allows me to understand historic preservation as well as the benefits to the community.

Work/volunteer experience related to the board or commission: Completed Master's of Urban Planning in 2016. Chaired committee for Old Town Lansing's Main Street program.

I understand that appointment to a City of Ypsilanti board or commission requires regular attendance at board meetings. Yes

I hereby certify that all of the information above is true. Yes

Email not displaying correctly? [View it in your browser.](#)



REQUEST FOR LEGISLATION
July 19, 2016

TO Mayor and City Council

FROM: Marilou Uy, Fiscal Services Director

SUBJECT: Amend FY 2016-17 Budget to include the I-94 billboard – Proceeds to be used for the pay down of the un-refunded portion of the Water Street Debt

SUMMARY & BACKGROUND:

On April 5, 2016, City Council approved Resolution # 2016-047 to sell the I-94 billboard easement to Adams Outdoor Advertising, LLC for \$470,000. The proceeds will be used to pay down the un-refunded portion of the 2006 General Obligation Limited Tax Capital Refunding Bonds (Water Street Debt) that was included in the budget for FY2015-2106 and Council adopted. On June 3, 2016, the city collected the \$470,000 and staff had been waiting for the amended budgets to be approved by City Council before taking action for the pay down.

On 6/27/2016, Staff contacted Bank of New York Mellon to arrange the debt pay down and we were told that notice of redemption to bond holders must be sent out on July 1 for an August 1 redemption date. Miller Canfield facilitated the needed documents to be signed and sent to the Bank of New York Mellon.

ATTACHMENTS: Proposed Resolution, Resolution # 2016-047, budget amendment worksheet, Outdoor Advertising payment, letter of intent to redeem \$470,000 of the bonds, Bond remaining balance, and estimated debt service payments

RECOMMENDED ACTION: Amend the FY 2016-17 Budget to include a pay down of \$470,000 on 8/1/2016 instead of 6/30/2016.

CITY MANAGER APPROVAL: _____

COUNCIL AGENDA DATE: July 19, 2016

CITY MANAGER COMMENTS: _____

FISCAL SERVICES DIRECTOR APPROVAL: _____



Resolution No. 2016-156
July 19, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

WHEREAS, the City of Ypsilanti Council approved Resolution # 2016-047 on April 5, 2016 to sell the I-94 billboard easement to Adams Outdoor Advertising, LLC for \$470,000; and

WHEREAS, the proceeds will be used to pay down the re-refunded portion of 2006 General Obligation Limited Tax Capital Refunding Bonds, leaving a balance of \$230,000; and

WHEREAS, the budget for FY 2015-16 that Council adopted included the \$470,000 additional pay down; and

WHEREAS, the actual pay down is scheduled August 1, 2016 instead of June 30, 2016 due to redemption requirements, and

NOW, THEREFORE, BE IT RESOLVED that the City Council approves the FY 2016-2017 budget amendments of the following accounts:

Pay down	\$470,000
Principal, interest & fees for the balance of \$230,000	<u>\$ 24,873</u>
Account # 101-7-9670-999-23	\$494,873
Account # 477-4-000-699-01	\$494,873
Account # 477-7-9000-991-00	\$485,333
Account # 477-7-9000-995-00	\$ 8,790
Account # 477-7-9000-997-00	<u> 750</u>
Total	\$494,873

OFFERED BY: _____

SUPPORTED BY: _____

YES:

NO:

ABSENT:

VOTE:



AS AMENDED
Resolution No. 2016-047
April 5, 2016

RESOLUTION AUTHORIZING GRANT OF EASEMENT
TO ADAMS OUTDOOR ADVERTISING, LLC

WHEREAS, the City and Adams Outdoor Advertising, LLC (“Adams”) entered into a 21-year lease agreement for the purposes of the construction, maintenance, and operation of an outdoor advertising structure on a City-owned parcel; and

WHEREAS, City Council has previously approved an agreement to terminate this lease and convey a permanent easement over a relocated area of this same parcel for the price of \$470,000; and

WHEREAS, subsequent to this approval, the agreement was not signed by the parties and the matter was stalled; and

WHEREAS, now Adams has provided a signed letter of intent to enter into a similar easement agreement, which is attached hereto

WHEREAS, the City is interested in moving forward with this arrangement;

NOW THEREFORE BE IT RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI that: the City Manager is authorized to execute the attached letter of intent on behalf of the City of Ypsilanti and is authorized to complete the sale with Adams and sign any and all documents to close the transaction, in conjunction with and subject to the review and approval of the City Attorney.

FURTHER RESOLVED, That the proceeds be used to pay down the existing Water Street debt.

OFFERED BY: Council Member Nicole Brown

SUPPORTED BY: Mayor Pro-Tem Richardson

YES: 5 NO: 1 (Robb) ABSENT: 1(Vogt) VOTE: Carried

**2006 GO LTD TAX CAPITAL REFUNDING BONDS (477)
BUDGET AMENDMENTS FOR COUNCIL MEETING 6/7/2016
FY 2015-16, FY 2016-17, & FY 2017-18
6/17/16 3:27 PM**

ACCOUNT NAME	FY	ACCOUNT #	FROM	TO	BUDGET INCREASE (DECREASE) FY 2015-16	NET CHANGES FY 2015-16 CA	NET CHANGES FY 2016-17 C1	NET CHANGES FY 2017-18 C2
UNADJUSTED FUND BALANCE APPROPRIATION		477-4-0000-699-91				177,825.00		
REDUCED PAY DOWN BY \$230,000 (\$700,000-\$470,000)	2015-16	477-4-0000-699-01	(3,912,289.00)	(3,682,289.00)	230,000.00	230,000.00		
GF TRANSFER FOR BOND PAYMENT-BALANCE OF UNREFUNDED	2016-17	477-4-0000-699-01	-	(13,563.00)	(13,563.00)		(13,563.00)	
GF TRANSFER FOR BOND PAYMENT-BALANCE OF UNREFUNDED	2017-18	477-4-0000-699-01		(13,239.00)	(13,239.00)			(13,239.00)
DECREASE PRINCIPAL FROM \$700,000 TO \$430,000	2015-16	477-7-9000-991-00	3,490,000.00	3,260,000.00	(230,000.00)	(230,000.00)		
BOND PAYMENT-BALANCE OF UNREFUNDED DEBT-PRORATED	2016-17	477-7-9000-991 TO 995-00	-	13,563.00			13,563.00	
BOND PAYMENT-BALANCE OF UNREFUNDED DEBT-PRORATED	2017-18	477-7-9000-991 TO 995-00		13,239.00				13,239.00
ADJUSTED FUND BALANCE APPROPRIATION		477-4-0000-699-91				177,825.00	(13,563.00)	(13,239.00)

Transaction Activity

Account: XXXXX7712 ▼
 Date: Custom ▼
 Date Range: 06/03/2016 To 06/03/2016
 Search For: All Activity ▼
 Transactions Per Page: 25 Per Page ▼
[Go to Advanced Search](#)
[Export Transactions](#)

[View Transactions](#) | [Report](#) | [Reset](#)

Pending Activity

Date	Description	Debit	Credit	Balance
07/13/2016	CREDIT DEP 5/3 BANKCARD SYS 5/3 BANKCARD CREDIT DEP 4445018586784 OPC		\$253.00	\$2,053,431.87

Transactions

Export	Date	Transaction Number	Description	Category	Debit	Credit
Select All						
<input type="checkbox"/>	06/03/2016		<u>Deposit</u>	Income : Deposit		\$153.00
<input type="checkbox"/>	06/03/2016		<u>Deposit</u>	Income : Deposit		\$176.25
<input type="checkbox"/>	06/03/2016		<u>Deposit</u>	Income : Deposit		\$207.00
<input type="checkbox"/>	06/03/2016		<u>Deposit</u>	Income : Deposit		\$521.00
<input type="checkbox"/>	06/03/2016		CREDIT DEP 5/3 BANKCARD SYS 5/3 BANKCARD CREDIT DEP 4445018586784 OPC Washtenaw County VENDOR 00947667 SOM MAIN FACS PAYMENTS V03000647014301 CUSTOMER REQUESTED TRANSFER Incoming Wire 19716723 ADAMS OUTDOOR ADVERTISING 000003957	Payments : Credit Card Payment		\$70.00
<input type="checkbox"/>	06/03/2016		County VENDOR 00947667 SOM MAIN FACS PAYMENTS V03000647014301 CUSTOMER REQUESTED TRANSFER Incoming Wire 19716723 ADAMS OUTDOOR ADVERTISING 000003957	Uncategorized		\$6,667.67
<input type="checkbox"/>	06/03/2016		PAYMENTS V03000647014301 CUSTOMER REQUESTED TRANSFER Incoming Wire 19716723 ADAMS OUTDOOR ADVERTISING 000003957	Payments		\$97,078.13
<input type="checkbox"/>	06/03/2016		REQUESTED TRANSFER Incoming Wire 19716723 ADAMS OUTDOOR ADVERTISING 000003957	Transfers		\$134.40
<input type="checkbox"/>	06/03/2016		OUTDOOR ADVERTISING 000003957	Transfers : Wire Transfer		\$470,000.00
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$19.14	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$1,600.00	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$5,188.44	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$33,871.86	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$49,625.52	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$150,606.53	
<input type="checkbox"/>	06/03/2016		<u>MM WITHDRAWAL</u>	Checks and Withdrawals : ATM/Cash Withdrawal	\$221,834.70	
Export Selected						



City of Ypsilanti

Office of the City Manager

June 29, 2016

Mr. Biddel Tekeste (biddel.tekeste@bnymellon.com)
Client Services Manager
The Bank of New York Mellon
Trust Company, N.A.
2001 Bryan Street, 10th Floor
Dallas, Texas 75201

Re: City of Ypsilanti General Obligation Capital Improvement Refunding Bonds,
Series 2006 (Taxable), dated June 8, 2006 (the "Bonds")

Dear Mr. Tekeste:

The City of Ypsilanti, County of Washtenaw, State of Michigan (the "City") intends to redeem a portion of the outstanding principal amount of the above-referenced Bonds previously issued by the City. The City intends to redeem \$470,000 of the Bonds in the years as shown on the attached schedule.

I hereby direct you, in your capacity as transfer agent for the Bonds, to take all actions necessary to (i) call for redemption the principal amount of \$470,000 of the Bonds on **August 1, 2016** as shown on the attached schedule and (ii) pay the principal and interest on such Bonds upon call for redemption on August 1, 2016.

CITY OF YPSILANTI



Ralph A. Lange

Its: City Manager

cc: Patrick F. McGow, Esq., Miller Canfield
Paul Stauder, Public Financial Management, Inc.

27013673.2\099368-00043

PUBLIC FINANCIAL MANAGEMENT, INC.

CITY OF YPSILANTI
 BONDS TO BE DEFEASED
 Scenario 2a: Defeasance of later maturities, part of 2017 -2031
 GENERAL OBLIGATION LIMITED TAX CAPITAL IMPROVEMENT REFUNDING BONDS, SERIES 2006
 Maturities >= 2017 Callable 5/1/16 @ 100

Fiscal Year	Interest		Principal		Call Price	Call Premium	Redemption	Bonds Remaining	Estimated
	Due	Rate	Due	Called					
2015	\$0	5.750%	\$0		100.0	\$0	\$0	\$1,000	
2016	14,373	5.800%	20,000				478,186	10,000	
2017	13,793	5.800%	20,000				0	10,000	
2018	13,213	6.000%	25,000				0	10,000	
2019	12,463	6.000%	25,000				0	10,000	
2020	11,713	6.000%	30,000				0	10,000	
2021	10,813	6.150%	25,000				0	15,000	
2022	10,044	6.150%	25,000				0	15,000	
2023	9,275	6.150%	30,000				0	15,000	
2024	8,353	6.150%	35,000				0	15,000	
2025	7,276	6.150%	35,000				0	15,000	
2026	6,200	6.200%	35,000				0	20,000	
2027	5,115	6.200%	35,000				0	20,000	
2028	4,030	6.200%	40,000				0	20,000	
2029	2,790	6.200%	45,000				0	20,000	
2030	1,395	6.200%	45,000				0	25,000	
2031	0	0.000%	0				0	0	
2032	0	0.000%	0				0	0	
	\$130,843		\$470,000	\$470,000	\$1,000	\$478,186		\$230,000	

WATER STREET DEBT

FY	SERIES A \$8.240 M			SERIES B \$2.200 M			BALANCE OF NON-REFUNDED PORTION OF 2006 GOLT			GRAND TOTAL	COMMITTED FUND BALANCE	NOTES
	Principal	Interests	Total	Principal	Interests	Total	Principal	Interests	Total			
2015-16							1,005,000	457,346	1,462,346	1,462,346		
2016-17	400,000	262,736	662,736	120,000	68,939	188,939	15,333	8,790	24,123	875,798		
2017-18	435,000	235,728	670,728	125,000	61,644	186,644	15,333	8,790	24,123	881,495	881,495	1 year
2018-19	445,000	228,942	673,942	130,000	59,694	189,694	15,333	8,790	24,123	887,759	887,759	2 years
2019-20	460,000	221,110	681,110	130,000	57,406	187,406	15,333	8,790	24,123	892,639	892,639	
2020-21	480,000	211,818	691,818	135,000	54,780	189,780	15,333	8,790	24,123	905,721	905,721	
2021-22	495,000	200,922	695,922	140,000	51,715	191,715	15,333	8,790	24,123	911,760	911,760	
2022-23	515,000	188,795	703,795	140,000	48,285	188,285	15,333	8,790	24,123	916,203	916,203	
2023-24	535,000	174,890	709,890	145,000	44,505	189,505	15,333	8,790	24,123	923,518	923,518	
2024-25	560,000	159,696	719,696	150,000	40,387	190,387	15,333	8,790	24,123	934,206	934,206	
2025-26	580,000	143,232	723,232	150,000	35,977	185,977	15,333	8,790	24,123	933,332	933,332	
2026-27	605,000	125,310	730,310	155,000	31,342	186,342	15,333	8,790	24,123	940,775	940,775	
2027-28	635,000	105,708	740,708	160,000	26,320	186,320	15,333	8,790	24,123	951,151	951,151	
2028-29	665,000	83,800	748,800	165,000	20,800	185,800	15,333	8,790	24,123	958,723	958,723	
2029-30	695,000	57,200	752,200	175,000	14,200	189,200	15,333	8,790	24,123	965,523	965,523	
2030-31	735,000	29,400	764,400	180,000	7,200	187,200	15,333	8,790	24,123	975,723	975,723	
2031-32												
TOTALS	8,240,000	2,429,284	10,669,284	2,200,000	623,192	2,823,192	1,234,995	589,196	1,824,192	15,316,668	15,316,668	

S:\BUDGET 2016-2017\100. Council Request 16-17\Fund Balance Components\[Committed Water Street Fund Balance.xlsx]20
6/21/16 11:48 AM



REQUEST FOR LEGISLATION
July 19, 2016

To: Mayor and Council
From: Beth Ernat, Director of Community and Economic Development
Subject: Water Street Redevelopment Area Fence Installation

SUMMARY & BACKGROUND: The City of Ypsilanti reviewed three bid proposals for installation of 3,000 linear feet of a chain linked fence around Water Street Development Area. Due to contamination, the area needs to be fenced off. The Border- to-Border Trail has been closed off because there are contaminants too close to the trail. Contaminants at Water Street Redevelopment Area includes, but is not limited to, high levels of lead, PCB's (polychlorinated biphenyl), PNA's (polynuclear aromatic hydrocarbons), and arsenic. The testing indicates these substances exist within four (4) feet of the surface and are regulated by TSCA (Toxic Substances Control Act, 1976) and MDEQ. The toxic exposure threshold is measured at a residential occupancy.

The lowest bid received was from Future Fence Company for \$28,000. Future Fence Company has the less expensive bid. There were only two expenses listed in the proposal; fencing and tension wire. The fencing material is listed as \$8.00 per unit totaling \$24,000.00. The tension wire is totaling \$4,000. However, there were many expenses that were not listed in the proposal. Some of the expenses that were not listed in the proposal are:

- Wage requirements
- Removals & debris
- Clearing & grubbing
- Environmental (e.g. insurance, equipment or protective gear not included)

The second lowest was from American Fence & Supply Co, Inc. The total expense for the project was \$35,000.00. Unlike the bid proposal from Future Fence Company, this proposal lists everything with pricing included. The fencing materials were listed as \$1.50 per unit totaling \$4,500.00.

The highest bid was from RMD Holding, Ltd. d/b/a Nationwide Construction Group for \$38,120.00. This bidder also listed all of the expenses as asked.

The City has budgeted \$80,000 within the Water Street fund.

RECOMMENDED ACTION: Staff recommends approval of the second lowest bidder from American Fence & Supply Co, Inc for \$35,000.00. Staff rejects lowest bidder Future Fence Company and highest bidder RMD Holding, Ltd. d/b/a Nationwide Construction Group. The lowest bid was missing key components from the expense's totaling cost, while the highest bidder expenses were much more than the lowest second bidder.

ATTACHMENTS: bid tabs and bids

CITY MANAGER APPROVAL: _____ COUNCIL AGENDA DATE: 7/19/16

CITY MANAGER COMMENTS: _____

FISCAL SERVICES DIRECTOR APPROVAL: _____



Resolution No. 2016 - 157
July 19, 2016

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

WHEREAS, The City of Ypsilanti seeks to erect a fence around a portion of the Water Street Redevelopment Area in order to reopen the Border to Border Trail; and

WHEREAS, The City of Ypsilanti let bids and received three qualified bids for the installation of a fence around a portion of Water Street Redevelopment Area and the bids are within the project budget; and

WHEREAS, The City seeks to reject the lowest bid by Future Fence Company and accept the second lowest bidder, American Fence & Supply Co, Inc for an amount not to exceed \$35,000.

NOW THEREFORE BE IT RESOLVED THAT the Ypsilanti City Council waives the lowest bidder and awards the Water Street Redevelopment Area Fence bid package to the second lowest bidder, American Fence & Supply Co., INC, and seeks to its Mayor and Clerk enter into a contract to be approved by City Attorney from the amount of \$35,000 and allow change orders to be signed by the City Manager.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:

CITY OF YPSILANTI

WATER STREET FENCE INSTALLATION

BID FORM

Items	Units	Per Unit Cost	Total
Mobilization/Demobilization		\$ 2,000.00	\$ 2,000.00
Fencing	Linear Feet: 3,000	\$ 3.00	\$ 9,000.00
Posts : Fence	Quantity: 300	\$ 20.00	\$ 6,000.00
Gate	Quantity: 4	\$ 80.00	\$ 320.00
Tension Wire	Linear Feet 3,000	\$ 0.20	\$ 600.00
Gates	Quantity: 2	\$ 1,100.00	\$ 2,200.00
Concrete	1 lump sum	\$ 500.00	\$ 500.00
Locks, clips, and bolts, ect	1 lump sum	\$ 500.00	\$ 500.00
Debris Disposal (e.g. shrubs, seedlings, bushes)	1 lump sum	\$ 1,000.00	\$ 1,000.00
Environmental (e.g. Insurance, equipment, protective gear)	1 lump sum	\$ 5,000.00	\$ 5,000.00
Labor	1 lump sum	\$ 11,000.00	\$ 11,000.00
TOTAL COST			\$ 38,120.00

Proposal Submitted by:

Bidding Company Name: RMD Holding, Ltd. d/b/a Nationwide Construction Group

Address: 53861 Gratiot, Chesterfield, MI 48051

Total Bid Price: \$ 38,120.00

In Words: Thirty Eight Thousand One Hundred Twenty & 00/100

Authorized Representative: Robert DeMil - President

Telephone: (586) 749-6900

Authorized Signature: 

Date: June 23, 2016

References and Phone and/or Email

CITY OF YPSILANTI
WATER STREET FENCE INSTALLATION
BID FORM

Items	Units	Per Unit Cost	Total
Mobilization/Demobilization	One	1500.00	\$1,500.00
Fencing	Linear Feet: 3000	1.50	\$4,500.00
Posts : Fence	Quantity: 301	15.00	\$4,515.00
Gate	Quantity: 4	75.00	\$300.00
Tension Wire	Linear Feet 3000	.75	\$2,250.00
Gates	Quantity: 2 (24' doubles)	750.00	\$1,500.00
Concrete	2 yards	200.00	\$200.00
Locks, clips, and bolts, ect	1 lump sum	250.00	\$250.00
Debris Disposal (e.g. shrubs, seedlings, bushes)	1 lump sum	2,500.00	\$2,180.00
Environmental (e.g. Insurance, equipment, protective gear)	1 lump sum	1,800.00	\$1,800.00
Labor	330 man hours	48.50	\$16,005.00
TOTAL COST			\$35,000.00

Proposal Submitted by: William Jones

Bidding Company Name: American Fence & Supply Co., Inc. _____

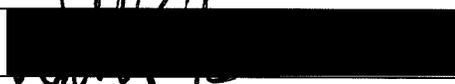
Address: 21200 Schoenherr Warren MI 48089 _____

Total Bid Price: \$35,000.00 _____

In Words: Thirty Five Thousand Dollars and Zero Cents _____

Authorized Representative: William Jones Estimating Manager _____

Telephone: 248-545-7070 _____

Authorized Signature:  _____

Date: June 22, 2016 _____

References and Phone and/or Email

CITY OF YPSILANTI

WATER STREET FENCE INSTALLATION

BID FORM * See attached proposal *

Items	Units	Per Unit Cost	Total
Mobilization/Demobilization		See attached	\$
Fencing	Linear Feet: 3,000	\$ 8.00	\$ 24,000.00
Posts : Fence	Quantity:		\$
Gate	Quantity:		\$
Tension Wire	Linear Feet	See attached	\$
Gates	Quantity: 2	\$ 2,000.00	\$ 4,000.00
Concrete		See attached	\$
Locks, clips, and bolts, ect		See attached	
Debris Disposal (e.g. shrubs, seedlings, bushes)		See attached	\$
Environmental (e.g. Insurance, equipment, protective gear)		See attached	\$
Labor		See attached	\$
TOTAL COST			\$ 28,000.00

Proposal Submitted by:

Bidding Company Name: Future Fence Company

Address: 23450 Agency Park Dr Warren, MI 48089

Total Bid Price: \$ 28,000.00

In Words: Twenty Eight Thousand Dollars and Zero Cents

Authorized Representative: Jason Gaultz

Telephone: 586-755-0900

Authorized Signature: 

Date: 6-22-16

References and Phone and/or Email

FF FUTURE FENCE COMPANY

PROPOSAL 16-0627

PROJECT: Water Street Fence Installation

LOCATION: Ypsilanti, MI

DATE: June 22, 2016

SCOPE OF WORK:

QTY	DESCRIPTION	COST
3000	Linear feet of 6 foot high galvanized chain link fence with top tension wire \$8.00 LN/FT	\$24,000.00
2	24 foot wide x 6 foot high galvanized chain link double swing gates (manual) \$2,000.00 EA	\$4,000.00
	<p>Material: \$16,543.44 Labor: \$11,456.56 Total: \$28,000.00</p> <p>Notes: 1% bond excluded. Quoted as per Note #7 Scope of Work from Page #3. No wage requirements are included, except that we will meet the Living Wage Ordinance. Cost for all material and labor are allocated appropriately within the LN/FT or EA pricing above. Removals and debris disposal by others or additional if required. Clearing and grubbing by others or additional if required. Environmental (e.g. insurance, equipment or protective gear) is not included. If testing of soils is to be performed then additional charges will apply. If additional items are to be performed as a result of soil testing then additional charges will apply. Pricing for Material and Labor above are for reference only.</p>	

We propose to furnish material and/or labor, complete in accordance with the plans and specifications, except as noted above, including tax if applicable, for the sum of:

Twenty Eight Thousand Dollars and Zero Cents

\$28,000.00

ESTIMATOR: Jason Gautz, Procurement Manager

NOTE: This proposal may be withdrawn by us if not accepted within 30 days.

CONDITIONS: Unforeseen digging conditions such as, but not limited to: old building foundations, excessive brick or rocks, unstable soil which collapses and hand digging more than 5 holes are subject to additional charges. Future Fence Company is not responsible for damage to private utilities. This includes site electric, irrigation, gas and other private utilities that may be present. Owner to locate private utilities or additional cost upon request.

ACCEPTANCE OF PROPOSAL: The prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment Terms: Net 30 days unless otherwise noted.

Signature: _____

Date: _____

23450 REGENCY PARK DRIVE WARREN, MICHIGAN 48089
 586-755-0900 PHONE / 586-755-7456 FAX
 fencer@futurefencecompany.com



REQUEST FOR LEGISLATION
July 19, 2016

From: Stan Kirton, Public Works Director

Subject: Urgent Major Street Repairs

SUMMARY & BACKGROUND:

During the fall of 2015, City staff, along with OHM, evaluated the conditions of all of the local and major streets using the PASER rating systems. We found that 96% of city streets are in fair to good condition. The FY 2016-2017 budget includes \$290,000 for construction and \$20,000 for engineering, for a total of \$310,000 in the major road fund to address the lowest rated roads in the city. A cost analysis was done on these roads using the industry's best practices to provide the most cost effective repair options. Attached is a list of streets recommended by staff and OHM in need of urgent repairs with the costs associated with the recommended treatments/repairs. The current repair needs exceeds the funding budgeted for these urgent road repairs. Staff is requesting that City Council review/prioritize the current needs and select road projects that fit within the budget constraints. If the Councils' recommendations exceed the budgeted amount, staff is requesting council to identify and appropriate additional funding that may be available in the major road.

RECOMMENDED ACTION: Approval

ATTACHMENTS: Resolution, Recommended Repair List

CITY MANAGER APPROVAL: _____ COUNCIL AGENDA DATE: July 19, 2016

CITY MANAGER COMMENTS: _____

FISCAL SERVICES DIRECTOR APPROVAL: _____



RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

WHEREAS, the condition of all the streets within the City limits were evaluated in the fall of 2015 using the PASER rating System; and

WHEREAS, City staff and OHM has identified several street segments in need of urgent repairs, and

WHEREAS, the 2016-2017 FY budget includes \$310,000 in the Major Road funds to make these urgent repairs, and

WHEREAS, the repairs needs far exceeds the \$310,000 budgeted, and

WHEREAS, City staff is requesting City Council prioritize and select the street segments council would like to bid out for repairs, and

WHEREAS, City staff is requesting City Council to consider appropriating additional funds if available to address additional street segments, and

Now therefore be it resolved that the City Council authorizes staff to issue a Request for Proposals (RFP) to make repairs the following street segments_____

_____ /
and

FURTHER, that City Council authorizes \$_____ be allocated to the Major Road Fund to fund these repairs.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:

ARCHITECTS. ENGINEERS. PLANNERS.



July 12, 2016

City of Ypsilanti
One South Huron Street
Ypsilanti, Michigan 48197

Attention: **Mr. Stan Kirton, Director DPS**

Regarding: **City of Ypsilanti**
2016 Road Program

Dear Mr. Kirton:

The attached list provides project cost estimates for potential road improvement projects for 2016. Please provide the list to Council for final project selection in order to have bid and constructed this season.

Sincerely,

OHM Advisors,
Marcus J McNamara



P:\0000_0100\0094150060_2016_Road_Program\Cover_Memo.docx

Potential Projects 2016

Prepared July 12, 2016

Submitted to WC previously	Road	From	To	Work	Estimated Total Project Cost
Y	First Ave	Harriet	Michigan	Spot repair work completed	
Y	Hamilton	Washtenaw	Forest	Mill and Overlay	\$300,000.00
Y	Ballard	Michigan	Forest	Ultra Thin Overlay	\$300,000.00
Y	River	Forest	1200' N. of Holmes	Ultra Thin Overlay	\$50,000.00
Y	Lowell	Huron River Drive	Forest	Ultra Thin Overlay	\$60,000.00
Y	Forest	Prospect	Osband (City Limit)	Ultra Thin Overlay	\$50,000.00
Y	Washtenaw	Hamilton	Huron	Ultra Thin Overlay	\$70,000.00
Y	Cornell	Washtenaw	Mayhew	Full depth spot repairs, wedge overlay	\$70,000.00
N	Huron River Drive	Cornell	LeForge	Full depth spot repairs, wedge overlay	\$100,000.00
N	High St Alley	Prospect	Miles	Pulverize and Overlay	\$30,000.00
N	Holmes	River	Dwight	Pulverize and Overlay	\$60,000.00
Total					\$1,090,000.00



Resolution No. 2016-159
July 19, 2016

THAT _____ is approved to perform
the Executive Search for the City of Ypsilanti City Manager position at an amount not to
exceed _____.

OFFERED BY: _____

SUPPORTED BY: _____

YES: NO: ABSENT: VOTE:

CITY OF YPSILANTI, MICHIGAN

Executive Search Proposal

City Manager

Prepared by Robert E. Slavin on July 8, 2016





July 8, 2016

Mayor Amanda Edmonds
and Members of the City Council
City of Ypsilanti
1 So. Huron Street
Ypsilanti, MI 48197

Via: email at mayor@cityofypsilanti.com

Re: Executive Search Services for City Manager

Dear Mayor Edmonds and Members of the City Council:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of the City of Ypsilanti. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 850 local government executives including many in Michigan.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Dave Krings and Mr. Paul Wenbert will assist with the project. Both are highly experienced human resources consultants. I have the authority to bind SMC to a contract with the City of Ypsilanti

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Ypsilanti on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS


Robert E. Slavin, President

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EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Client List
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Minority and Female Placements

STATEMENT OF QUALIFICATIONS

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ. Over the years SMC has placed more than 750 local government executives.

SMC provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of the City of Ypsilanti. It will honor the interests of candidates to the extent possible under Michigan law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.

- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

PROFESSIONAL BACKGROUND OF ASSIGNED STAFF

This important engagement will be personally conducted by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and non-profit agencies located in approximately forty states. Members of the proposed search team include Mr. Paul Wenbert and Mr. David Krings. Both are professional public human resources practitioners with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- American Society for Public Administration

- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM, SMC Mid West Regional Manager

Mr. Krings has 35 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

Organizations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda

- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing ***Keep Maytag In Newton Task Force***

Organizations

- ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- Iowa City/County Management Association (Past President)

METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the City Manager position — the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Ypsilanti to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Ypsilanti, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City Council's expectations relative to the components and scheduling of the final candidate interview process.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City Council has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct internet and criminal, civil and driving court records checks. At the Board's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in extra cost.

We will then meet with the City Council to present a group of well-qualified finalist candidates for interviews in Ypsilanti. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive

document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the City and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Ypsilanti and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

RECENT SMC CHIEF EXECUTIVE SEARCHES

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	09/2013	County Manager	Yes	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 Bostler@adcogov.org
Aiken, SC	30,000	03/2015	City Manager	Yes	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	01/2007	County Administrator	Yes	Slavin	Mr. John R. Strutner (540) 863-6600 jstrutner@co.alleghany.va.us
Archuleta County, CO	13,000	10/2008	County Administrator	Yes	Slavin/ Trager	Mr. Gregory (Greg) J. Schulte (970) 264-8300 gschulte@archuletacounty.org
Aurora, CO	314,000	07/2010	City Manager	Yes	Slavin/ Wenbert	Mr. Kin Shuman (303) 739-7225 Kshuman@auroragov.org
Bay City, MI	35,000	03/2014	City Manager	Yes	Slavin	Lori Dufresne Commission President Phone: (989) 245-6869 Email: ldufresne@baycitymi.org
Branson, MO	6,000	04/2013	City Administrator	Yes	Slavin	Mayor Raeanne Presley (417) 337-8548 Dkruihof@bransonmo.gov
Corpus Christi, TX	285,000	08/2011	City Manager	Yes	Slavin/ Wenbert	Mayor Joe Adame (361) 826-3100 ioea@cctexas.com
Cary, NC	95,000	01/2009	Town Manager	Yes	Slavin	Renee Poole Director - Human Resources (919) 469-4373 renee.poole@townofcary.org
Dunedin, FL	36,000	11/2007	City Manager	Yes	Slavin	Mayor Dave Eggers (727) 298-3001 deggers@dunedinfl.net
Dunwoody, GA	40,000	09/2008	City Manager	Yes	Slavin/ Trager	Mayor Ken Wright (678) 382-6700 ken.wrght@dunwoodyga.gov
Escambia County, FL	300,000	02/2008	County Administrator	No, left in 2010	Slavin	Ms. Barbara Keyser (850) 595-1479 barbara_murphy@co.escambia.fl.us
Fort Myers, FL	48,000	06/2007	City Manager	Yes	Slavin	Mr. Billy Mitchell (239) 332-6309 wmitchell@cityftmyers.com
Franklin, TN	59,000	10/2008	City Administrator	Yes	Slavin	Mayor Ken Moore (615) 791-3217 ken.moore@franklintn.gov

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Fridley, MN	27,800	06/2013	City Manager	Yes	Slavin/ Krigs	Mayor Scott Lund 763-572-3500
Georgetown, SC	10,000	02/2013	City Administrator	Yes	Slavin	Mayor Jack M., Scoville, Jr. (843) 545-4001
Glynn County, GA	78,000	06/2010	County Administrator	Yes	Slavin	Mr. Alan Ours (912) 554-7401 aours@glenncountyga.gov
Greenwood Village, CO	11,000	03/2006	City Manager	Yes	Slavin	Mayor Nancy Sharpe (303) 486-5741 nsharpe@greenwoodvillage.com
Greenville, NC	84,500	11/2012	City Manager	Yes	Slavin	Mayor Allen Thomas (252) 329-4419 amthomas@greenvillenc.gov
Gulf Shores, AL	9,000	06/2013	City Administrator	Yes	Slavin	Mayor Robert Craft (251) 968-1124 mayor@gulfshoresal.gov
Hardeeville, SC	5,000	Current	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: 843-784-2231
Independence, KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506 citymgr@comgen.com
Iowa City, IA	63,000	09/2010	City Manager	Yes	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 marian-karr@iowa-city.org
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 Email: mayorholland@wycokck.org
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 pmudd@townofaplata.org
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Bobby King, HR Dir (303) 651-8605 bobby.king@cilongmont.co.us
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin /Krigs	Mayor Linda Cox (513) 683-0150 lcox@LovelandOH.com
Mansfield, MA	23,500	10/2009	Town Manager	Yes	Slavin/ Frank	Mr. Kevin Moran (508) 261-7372 selectmen@mansfieldma.com
Miami Valley Reg Planning Commission Dayton, OH	N/A	01/12	Executive Director	Yes	Slavin/ Krigs	Tim Gilliland, Dir. Finance and Adm (937) 531-6525 tgilliland@mvrpc.org
Missouri Municipal League	N/A	06/2010	Executive Director	Yes	Slavin	Ms. Gerry Welsh (314) 963-5307 citycouncil@webstergroves.org

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Mount Dora, FL	12,500	04/15	City Manager	Yes	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsq@cityofmounddora.com
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Norwich, CT	36,000	10/2007	City Manager	Yes	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 ahbboss@yahoo.com
Novi, MI	53,000	05/2006	City Manager	No, Left in 2014	Slavin	Ms. Tia Grundlund-Fox (248) 347-0452 tgronfox@cityofnovi.org
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 cpavlicek@oak-park.us
Peoria County, IL	182,800	06/2011	County Administrator	Yes	Slavin/ Kings	Chair Tom O'Neill (309) 494-8886 toneill@peoriacounty.org
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Kings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Prince William County, VA	293,000	01/2010	County Executive	Yes	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 mpeacor@pwcgov.org
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 cbell@ci.rock-hill.sc.us
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	Yes	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 fmacdonald@seminolecountyfl.gov
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Kelly Kautz (770) 985-3500 kkautz@snellville.org
Saint Joseph, MO	76,107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 bfalkner@ci.st-joseph.mo.us
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 erogers@suwanee.com

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Tazewell County, IL	135,000	03/2012	County Administrator	No Left in 2014	Slavin/ Krigs	Chair David Zimmerman (309) 477-2272 dzimmerman@tazewell.com
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Krigs	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Topeka, KS	124,000	01/2006	City Manager	No	Slavin	Mayor Bill Bunten (785) 368-3895 bbunten@topeka.org
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 bandeweg@urbandale.org
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 abulloc@ci.venice.fl.us
Volusia County, FL	443,000	01/2006	County Manager	Yes	Slavin	Mr. James Dinneen (386) 636-5920 jdinneen@co.volusia.fl.us
Wichita, KS	360,000	11/2008	City Manager	Yes	Slavin/ Wenbert	Mayor Carl Brewer (316) 268-4331 Cbrewer@wichita.gov
Windham, CT	24,000	06/2009	Town Manager	Yes	Slavin/ Frank	Mayor Ernest Eldridge (860) 465-3000 eeldridge@windham.com
Winston-Salem, NC	186,000	07/2006	City Manager	Yes	Slavin	Mayor Allen Joines (336) 727-2058 allenj@cityofws.org

According to the International City/County Management Association, the average tenure of a city/county manager is approximately five years. The average tenure of local government chief executives placed by Slavin Management Consultants exceeds seven years.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

REFERENCES

Charlotte J. Nash

Chairman, Gwinnett County Board of Commissioners
Gwinnett County Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046
(770) 822-7009
County Attorney Search (2014)
Charlotte.Nash@gwinnettcounty.com

Mayor Linda Cox

City of Loveland
120 West Loveland Avenue
Loveland, OH 45140
(513) 683-0150
City Manager Search (2014)
lcx@LovelandOH.com

Lori Dufresne

Commission President
City of Bay City
301 Washington Ave
Bay City, MI 48708
Phone: (989) 245-6869
City Manager Search (2014)
Email: ldufresne@baycitymi.org

Rob Boulis

Director of Employee Development
City of Portage
7900 South Westnedge Avenue
Portage, MI 49002
Phone: (269) 329-4533
City Manager Search (2014)
Email: boulisr@portagemi.gov

Andrew Rand

Peoria County Board Chairman
Peoria County Courthouse
324 Main Street, Room 502
Peoria, Illinois 61602-1319
(309) 672-6056
County Administrator Search (2011)
arand@peoriacounty.org

Mayor John T. Rhodes

City of Myrtle Beach
5712 Springs Avenue, Myrtle Beach, SC 29577
(843) 918-1004
City Manager Search (2015)
jrhodes@cityofmyrtlebeach.com

Mayor Fred Cavanaugh

135 Laurens St. SW
Aiken, SC 29801
803-649-1583
City Manager Search (2015)
fcavanaugh@cityofaiken.gov

Mayor Diane Veltri Bendekovic

City of Plantation
City Hall
400 NW 73rd Avenue
Plantation, Florida 33317
(954) 797-2200
Chief Administrative Officer Search (2015)
dbendekovic@plantation.org

Ms. Gwen Johns

City Clerk
City of Mount Dora
510 N. Baker St.
Mount Dora, FL 32757
Ph: (352) 735-7126
City Manager Search (2015)
johnsg@cityofmounddora.com

PROPOSED TIME LINE

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR CITY COUNCIL APPROVAL	✓			
2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3. SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4. PROGRESS MEETING AND REPORT		✓		
5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

PRICING PROPOSAL

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	36		36	75	\$2,700
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	75	\$2,400
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	75	\$1,200
		4	4	35	\$140
4. Progress Report to City/Reduce Candidate Pool	8		8	75	\$600
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi- finalist candidates)	40		40	75	\$3,000
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	75	\$750
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	75	\$900
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	6		6	75	\$450
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	176	79	255		
TOTAL PROFESSIONAL FEE					\$15,215

Expenses (Not-to-Exceed)

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant

(and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal **will not exceed 55%** of the professional fee **(\$8,368.25)**. Therefore the total not-to-exceed cost the City will be **\$23,583.25**.

The costs for final candidates to travel to Ypsilanti for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates.

Should the City's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Michigan.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE:  _____

NAME: Robert E. Slavin _____

TITLE: President _____

DATE: July 8, 2016 _____

This proposal is accepted for the City of Ypsilanti, Michigan by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

EXHIBITS

The City of Portage, Michigan

Invites your interest in the position of



CITY MANAGER



THE CITY OF PORTAGE, MICHIGAN

Portage is located in Kalamazoo County in southwest Michigan approximately half way between Chicago and Detroit at the crossroads of Interstate 94 and US-131. The City encompasses approximately 35 square miles and has a growing population of about 50,000. Portage is rich with opportunities - a family-oriented area with a high quality of life, a strong economy and outstanding educational choices for lifelong learning. Four public school districts offer education to Portage students, with the majority of students living within the Portage Public School District.

Portage has bountiful natural resources including seven lakes, state game areas, significant open spaces and wetlands. The community provides 17 parks including three dedicated to nature preservation, and more than 57 miles of bikeways and multi-use trails, making the City of Portage a *Natural Place to Move*. Portage combines the convenience of an urban lifestyle with that of a close-knit, friendly community.

History: Long before the earliest settlers arrived in the early 1800s, Potawatami Indians inhabited the area. The Indians hunted, fished, grew corn, dwelt in conical shaped wigwams and greeted the early settlers in peace. Settlers discovered the rich soil made a perfect growing environment for celery. By the 1880s, Portage had earned the distinction of being the "Celery City" of the nation. The area remained prolific in celery production until the middle of the twentieth century. The City of Portage began its rapid transformation to its modern form

during the post World War II era. The first major employer, The Upjohn Company, opened a manufacturing plant in Portage in 1948 to produce antibiotics and adrenal cortex drugs. As a result of continued growth and prosperity, Portage was incorporated as a city in 1963.

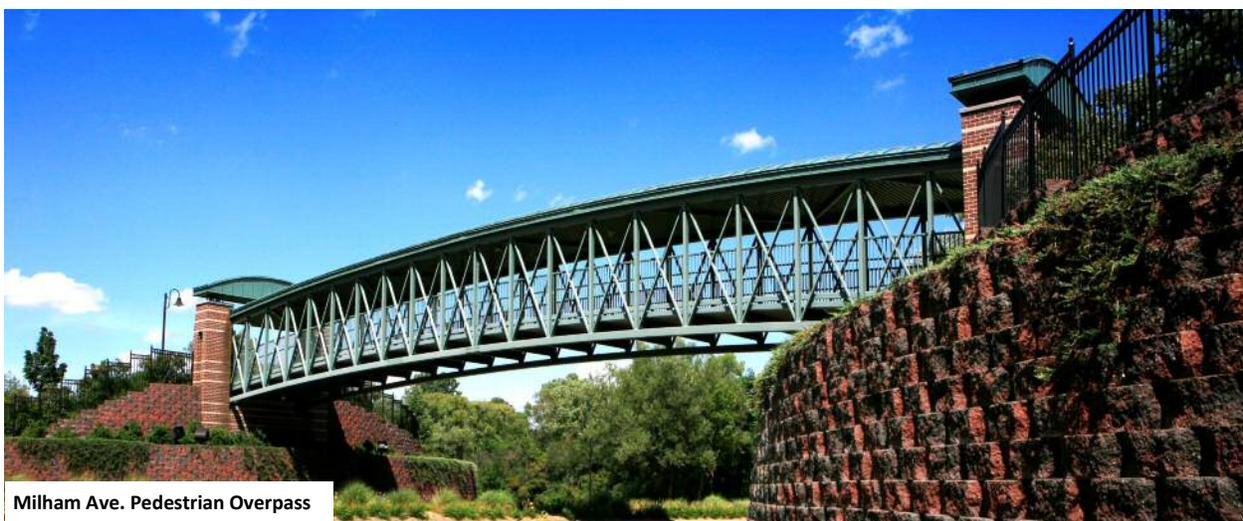
Manufacturing is the cornerstone of the City's economy. Major employers include the Stryker Corporation and Pfizer. Outdoorsy folk can explore the City's extensive network of hiking and bike trails while foodies will appreciate the eclectic mix of dining choices." Today, Portage remains a growing and thriving community offering distinctive advantages in living, working and learning that area residents and businesses have discovered make Portage a great place to live, work and play.

Year after year, the City of Portage is recognized for excellence in areas such as public safety, innovative use of technology, financial planning and budgeting, public works projects, parks and recreation programs, public communications and other areas of public service.

Recent Awards and Recognitions

- Promoting Active Communities - Gold Recognition
- Arbor Day Foundation - Tree City USA
- Bicycle Friendly Community - League of American Bicyclists
- Commission on Accreditation for Law Enforcement Agencies - Continued Accreditation
- National Association of School Resource Officers Exceptional Service Awards
- Award for Excellence in Traffic Safety - Office of Highway Safety & AAA Michigan
- National Weather Service - "StormReady" Community
- Government Finance Officers Association - Distinguished Budget Presentation
- Government Finance Officers Association - Certificate of Achievement for Excellence in Financial Reporting
- Project of the Year For Transportation Projects Less Than \$1 million - Romence Road/Moorsbridge Road Reconstruction Project
- 2013 Michigan Department of Transportation (MDOT) & Asphalt Pavement Association Award of Excellence for Forest Drive
- 2014 APEX Grand Award for Publication Excellence for the *Portager* newsletter
- Sunshine Review Transparency in Government Award
- 2014 "Best City to Live in Michigan" by the CreditDonkey website (Cities were ranked on five factors: Odds of being a violent crime victim; commute time; median income; percent of residents who have gone to college, and restaurants per capita.)

For more information about Portage, Michigan, visit the City's website at www.portagemi.gov.



Milham Ave. Pedestrian Overpass

Customer Service Mission Statement

We, the employees of the City of Portage, are committed to delivering superior customer service that meets the needs of the citizens, business owners and others in a consistent manner unsurpassed in professionalism, politeness and promptness.

Our Commitments:

***S*elfless:** We will be attentive to customer requests, regardless of other priorities. We will demonstrate our abilities through our appearance, conduct, conversation and results.

***E*thical:** We will act with integrity and a sense of duty and obligation to our customers and will always be accountable for our actions.

***R*espectful:** We will treat our customers as we wish to be treated and ensure that every interaction is conducted in a pleasant and professional manner

***V*ersatile:** We will be resourceful and capable of performing a variety of tasks in order to get the job done, regardless of our job description.

***I*nnovative:** We will identify ways to continuously improve our processes and policies to meet the ever-changing needs of the community and our customers. We will welcome customer feedback as a means to improve the services we provide.

***C*ommunication:** We will actively listen to our customers and respond in a clear and concise manner. We will communicate through available resources, providing accurate information in a manner that is easy to understand.

***E*ncouraging:** We will support employee creativity and teamwork to promote an open and collaborative work environment that encourages employees to excel in every aspect of their job – including customer service.

The City of Portage operates under a Council-Manager form of government. The Mayor and City Council members are the elected officials who preside over the City. The City Manager is appointed by the City Council to handle administrative duties at the City on a day-to-day basis. The City Manager makes recommendations to the City Council as a group and the Council acts on business at regularly scheduled meetings.

The Portage City Council consists of a Mayor and six Councilmembers. Councilmembers are elected to four-year terms, staggered every two years (three Councilmembers elected every two years). The Mayor is elected every two years and is the presiding officer of the Council. The Council is responsible for adopting and amending City ordinances, determining City policies and authorizing the annual City budget. The Council also determines the City tax millage and utility rates and approves contracts for the City.

THE PORTAGE CITY COUNCIL	
Mayor	Peter J. Strazdas
Mayor Pro Tem	Jim Pearson
Councilman	Nasim Ansari
Councilman	Richard Ford
Councilwoman	Patricia M. Randall
Councilwoman	Claudette Reid
Councilman	Terry R. Urban

The Council meets twice monthly (usually the 2nd and 4th Tuesday of each month) at 7:30 p.m. in the City Council Chambers at Portage City Hall. Meetings are broadcast live on cable access channel 190 (channel 99 on U-Verse). Meeting dates are published in the *Portager* newsletter and at www.portagemi.gov. Meeting agendas can be found on the City website, at City Hall and at the Portage District Library.

The City Manager is appointed by and serves at the pleasure of the City Council. He or she advises the Council and makes recommendations on matters related to the operation of the City including the responsibility for overseeing all departments and staff. The annual budget is prepared and presented to the City Council by the City Manager, as well as the Capital Improvement Program, which provides the City with direction for the future. The City Manager prepares the agenda for each City Council meeting and provides the City Council with all necessary documentation regarding each order of business.

As the administrative head of the government, the City Manager appoints all department heads. Portage provides a full array of municipal services including: police, fire, transportation, utilities, technology services, parks, recreation, public services, finance, purchasing, community development, employee development services, city clerk, city assessor and benefit services. The City has approximately 180 full-time employees and functions on a FY 2014 budget of approximately \$65.3 of which \$23.2 comprises the General Fund.



Trade Center



Joggers using a Portage Trail

ISSUES AND OPPORTUNITIES

The following is a list of thoughts, concerns and opportunities provided by Portage City Councilmembers concerning the status of the City of Portage at this point in time:

- The City is in sound financial condition with a fully funded retirement system, no “legacy” retirement or health system debt and an aggressive program in place to repay debt.
- The City Council is determined that the City’s budget and finances continue to be prudently managed to ensure current and future financial sustainability.
- Advance technology to provide more on-line access to municipal services and improved use of social media.
- Portage has received many awards and much recognition for its successes in a wide variety of endeavors. Just recently Portage was named “the Best City to Live in Michigan” by the *CreditDonkey* website.
- Expansion of the City’s already extensive trails system to improve the City’s walkability.
- Find ways to attract younger citizens to become involved in the community.
- Economic development focused on expanding and adding to the diversity of the City’s economic base - concern expressed about the impact of on-line shopping on the City’s large retail sector.
- The City needs to be more involved with and create a more business friendly environment for existing businesses.
- Upcoming determination if and how Portage will participate in the new Countywide consolidated emergency 911 dispatch center being advocated by the County.
- City staff members are rated excellent by most City Council members. However, many are approaching retirement eligibility and succession planning is an issue.
- Although the City Council sees the City as functioning well and not in need of massive change, the City Council expects the incoming City Manager to come with a fresh perspective and to be creative, open minded, not wedded to status quo and to seek opportunities to improve the organization - a continuous improvement rather than a “change for change sake” mentality is expected.
- State revenue has been reduced and will likely continue to be so.



ABOUT THE CITY MANAGER

Portage is seeking a forthright, open and transparent City Manager with excellent interpersonal skills and a commitment to assist the City Council in establishing clear policy and setting worthwhile community goals. The new City Manager will provide effective direction, leadership and resources to staff to ensure that Council policies are implemented and goals are achieved. The new manager must have a team-oriented and collaborative style which encourages creativity and values excellence. Must build and maintain effective working relationships with the Mayor and each Councilmember, department heads, employees and the community.

Minimum requirements include a Bachelor's degree (Master's preferred) in business or public administration combined with at least five (5) years of experience as a local government manager or full-range assistant in a community comparable to Portage. Critical skills include finance, budget, economic development, organizational analysis, written and verbal communications, visioning and strength of both character and conviction. The successful candidate must be a superior manager and leader.

Ideal candidates will be strong in the following areas and have the following interpersonal, management and leadership style characteristics:

Required Professional Strengths

- Finance and budget
- Economic development
- Labor relations
- Employee relations
- Verbal and written communications
- Staff recruitment and selection
- Track record of progression
- Intergovernmental relations
- Professionally knowledgeable and up-to-date
- Progressive - both outcome focused and aware of what is happening - focused on the future
- Ability to work effectively with the entire City Council

Required Interpersonal Characteristics

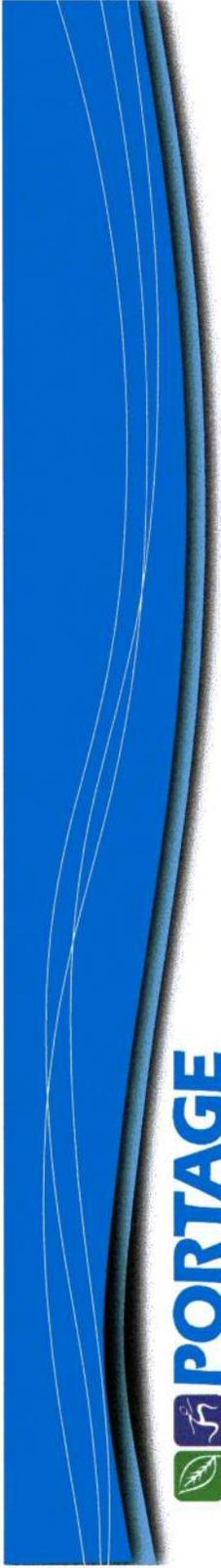
- A “people person” with excellent verbal and written communications skills
- Analytical, innovative and not wedded to status quo; creative, adaptable and receptive to change
- A team player, solicits ideas, empowering of others, consensus builder and collaborator — non divisive
- Balanced between strong nuts and bolts and personable manager
- Self-confident but non-intimidating
- Strength with courage to stand up for his/her convictions
- Sense of humor; doesn’t take things personally
- Common sense
- Strong customer service orientation
- Personally and professionally honest and ethical



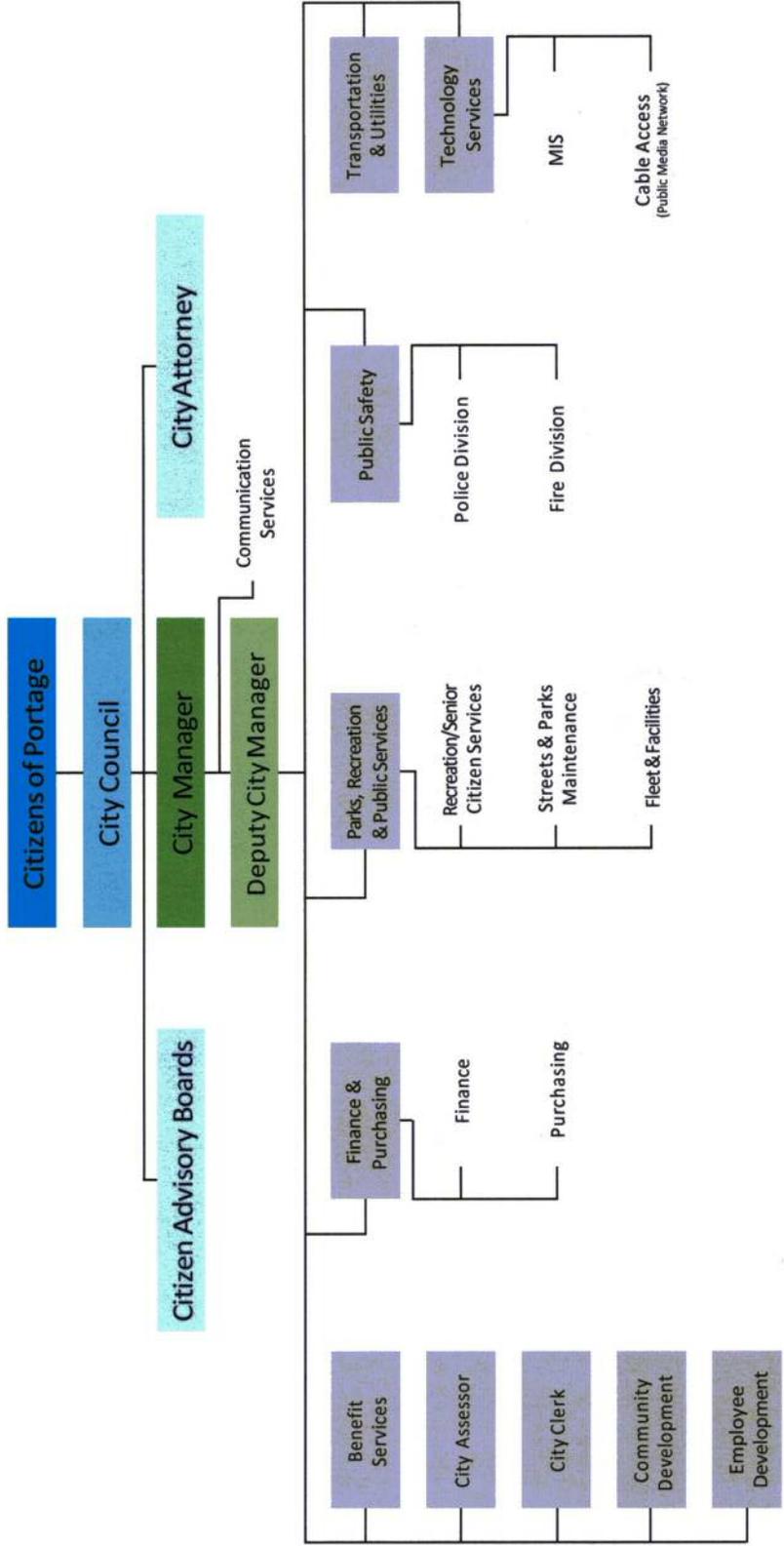
Celery Flats Historic Site



Liberty Park



Organizational Chart



COMPENSATION

The compensation for the City Manager position will be highly competitive. The starting compensation level is dependent upon the selected individual's qualifications and matched with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager.

TO APPLY

In order to be considered for this position, please send your resume and cover letter with current salary to slavin@bellsouth.net. The recruitment period will remain open until the position is filled.

For additional information about this job, please contact:

Mr. Robert Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
770-449-4656 (phone)
770-416-0848 (fax)
slavin@bellsouth.net
www.slavinweb.com



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

PRO FORMA INVOICE

INVOICE DATE: _____
CLIENT: _____
ADDRESS: _____
CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX
 Total Expenses	 \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Corta Madera, California
Albany, Georgia	Creedmoor, North Carolina
Alpharetta, Georgia	Culver City, California
Anaheim, California	Dallas, Texas
Ann Arbor, Michigan	Davenport, Iowa
Arlington, Texas	Davie, Florida
Arlington Heights, Illinois	Decatur, Georgia
Arvada, Colorado	Decatur, Illinois
Atlanta, Georgia	Delray Beach, Florida
Atlantic Beach, Florida	Del Rio, Texas
Asheville, North Carolina	Denton, Texas
Auburn, Maine	Destin, Florida
Aurora, Colorado	Dothan, Alabama
Austin, Texas	Dubuque, Iowa
Bartlesville, Oklahoma	Duluth, Georgia
Bay City, Michigan	Dunedin, Florida
Bentonville, Arkansas	Durham, North Carolina
Bergenfield, New Jersey	Eagle Pass, Texas
Berkeley, California	East Brunswick Township, New Jersey
Beverly Hills, California	Edmond, Oklahoma
Birmingham, Alabama	Elgin, Illinois
Bisbee, Arizona	Englewood, CO
Blacksburg, Virginia	Enfield, Connecticut
Bloomington, Illinois	Escondido, California
Boynton Beach, Florida	Evanston, Illinois
Branson, Missouri	Fort Collins, Colorado
Brea, California	Fort Lauderdale, Florida
Bridgeport, Connecticut	Fort Worth, Texas
Broken Arrow, Oklahoma	Franklin, Tennessee
Brownsville, Texas	Fridley, Minnesota
Bryan, Texas	Frisco, Colorado
Burbank, California	Gainesville, Florida
Camarillo, California	Gainesville, Georgia
Carson, California	Galesburg, Illinois
Cary, North Carolina	Garden City, New York
Casper, Wyoming	Georgetown, South Carolina
Chapel Hill, North Carolina	Glastonbury, Connecticut
Charlotte, North Carolina	Glendale, Arizona
Chesapeake, Virginia	Glen Ellyn, Illinois
Clearwater, Florida	Grand Rapids, Michigan
Cleveland, OH	Greensboro, North Carolina
Columbia, Missouri	Gulfport, Florida
Columbus, Georgia	Hardeeville, SC
Concord, New Hampshire	Hemet, California
Coral Springs, Florida	Hercules, California
Corpus Christi, Texas	Highland Park, Illinois

Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Mount Dora, Florida
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Plantation, Florida
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Unalaska, Alaska
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut

Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota

Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Loveland, CO
Loveland, OH
Martin County, Florida

McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Tipp City, OH
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
Minnesota
Columbia Development Corporation, South
Carolina
Fresno Economic Development Commission,
California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas

Lincoln Road Development Corporation, Miami
Beach, FL
Los Angeles, California, Community
Redevelopment Agency
Mid-American Regional Council, Kansas City,
Missouri
Seize The Future Development Corp, Aurora, IL
West Palm Beach Downtown Development
Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health
Los Angeles, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities

Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>ALACHUA COUNTY, FL</i>	County Administrator			X
<i>ALBANY, GA</i>	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
<i>ASPEN, CO</i>	City Manager		X	
<i>AUSTIN, TX</i>	City Auditor		X	
	City Manager		X	
	Police Chief			X
<i>BERKELEY, CA</i>	City Manager	X		
	Public Works Director			X
<i>BEVERLY HILLS, CA</i>	Sanitation Director	X		
	Library Director		X	
<i>BOCA RATON, FL</i>	City Manager		X	
	Asst. City Manager		X	
<i>BOISE, ID</i>	Chief Financial Officer	X		
<i>BROWARD COUNTY, FL</i>	Assistant Director of Equal Employment	X	X	
<i>BOISE, ID</i>	Chief Financial Officer		S	
<i>BRYAN, TX</i>	Municipal Court Judge		X	
	City Manager		X	
<i>CAMARILLO, CA</i>	City Clerk		X	
<i>CARSON, CA</i>	Planning Director		X	
<i>CHAPEL HILL, NC</i>	Transportation Director		X	
	Human Resources Director		X	
<i>CHARLOTTE COUNTY, FL</i>	County Attorney		X	
<i>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</i>	Director of Security	X		
<i>CHARLOTTE, NC</i>	Neighborhood Services Director	X		
<i>COLUMBIA, MO</i>	Police Chief	X		
<i>CORINTH, TX</i>	Economic Development Director	X		
<i>CULVER CITY, CA</i>	Finance Director			X
<i>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</i>	Chief Financial Officer	X	X	
<i>DALLAS, TX</i>	City Attorney		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FORT WORTH, TX	Police Chief	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLENDALE VILLAGE, OH	Village Manager		X	
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS	PMO Director		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL PLANNING COMMISSION	Executive Director	X		
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY DEVELOPMENTAL DISABILITIES BOARD	Executive Director		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA COUNTY, IL	County Administrator		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police		X	
PLANTATION, FL	Chief Administrative Officer	X		
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief		X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief Economic Development Director Assistant City Manager Director of Human Services	X X	 X X X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
	Police Chief	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager	X	X	
	Budget Director	X		
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OH	City Manager		X	
YPSILANTI, MI	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X



**SMART
SEARCH**

Proposal for Executive Recruitment Services

City Manager Position | Ypsilanti, Michigan

Presented to:
Mayor Amanda Edmonds
City of Ypsilanti
One South Huron Street
Ypsilanti, Michigan 48197



JD Gray
Group LLC

About Us

The JDGray Group is a local government consulting firm located in Frisco, Texas. With over 16 years experience as a City Manager, local government executive and consultant with some of the fastest growing and highest quality-of-life communities in America, our founder Jason Gray offers an outstanding track record of helping cities deliver on their visions of creating communities of choice. As a principle-driven firm, we focus on providing communities across the country with the tools, experience, resources and direction to achieve positive long-term results.

How We Work

We believe the best outcomes are delivered through genuine collaboration with our clients and partner communities. We intently listen to short-term and long-term needs, concerns, desires and vision of our clients and distill those into workable action plans. We then deliver solutions that meet those needs. Throughout the process, our firm responds quickly to new or changing requirements and will gladly work with you on redefining the scope of this proposal as needed.

Your Needs

Our understanding of your needs includes:

Executive Recruitment — City Manager. Professional assistance in advertising, recruiting, assessing, interviewing, hiring, and on-boarding of a well-qualified City Manager for the City of Ypsilanti.

Proposed Service

Full-Service National Recruitment for City Manager	\$26,500
	All-Inclusive Maximum Price
	Approximately 19 weeks

To effectively deliver a recruitment process that engages the community, the City Council, the City organization and the deepest pool of potential candidates, it is critical to clearly identify and communicate the consensus vision of the City's leadership for the position and to allow ample opportunity for us to use our national network to actively recruit talented candidates. This is best accomplished through a full-service recruitment.

The table below details the entire full-service national recruitment offering, but in summary it provides:

- Best-in-the-business assessments that gives structured insight into the behaviors, motivators, talents and abilities of the candidates

- Extensive front-end work to understand the community’s view of the ideal candidate
- Deepest knowledge of each qualified candidate
- Best community information to help recruit potential candidates
- Necessary time and resources to market the opportunity to candidates who might not otherwise apply
- Access to an employment network of over 100,000 local government professionals
- Solid alignment among the City Council, City organization, and the eventual City Manager

In reality, this is not only a recruitment. It is also a marketing strategy and an executive coaching tool that can be used to create a high probability of success through the transition.

“I firmly believe that without your assistance we would not have been as successful in attracting candidates of the caliber that were identified.”

*-Mayor Dennis Baade
Gun Barrel City, Texas*

Our Methodology

Our methodology goes well beyond the traditional advertise, organize candidates, review résumés and finally interview process that most firms offer. Our seven stage SmartSearch process gives you an incredible depth of insight on each viable candidate and allows you to hire with a high degree of confidence that the selected candidate will succeed in the position.

STAGE 1 - PROJECT LAUNCH

During the project launch we meet onsite with the key stakeholders and develop a master job profile that allows us to validate exactly what type of candidates we want to recruit. The master job profile goes well beyond a typical job description that is focused on tasks. We’ve found that when City Managers fail, very rarely is it because he or she did not have the capacity to accomplish the tasks in the job description. Far more often, the strengths and talents of the City Manager were not well suited to the needs and nuances of that particular community.

Our master job profile identifies and documents the key accountabilities and specific talents that it will take to succeed in the position. We believe that its best to know exactly what the target is before recruitment starts, so our first step is to set the specific target benchmark. We use this benchmark throughout the process as a comparison for the candidates. Traditional recruitment focuses on comparing candidates against one another. We focus on comparing candidates with what you actually need.

STAGE 2 - RECRUITMENT

Based on the master job profile, we produce a beautiful recruitment brochure and webpage that highlights the community and the position. We identify, coordinate and place all of the job postings and advertisements within our network of local government professionals and on the appropriate local, regional and national job boards. We commit to follow-up with potential candidates quickly and to keep them engaged with regular updates.

Finally, we identify specific individuals that we believe should apply based on an active recruitment model that considers your needs, geography and who we think ought to apply even though they may have not been looking for a new challenge. We contact these targeted candidates directly whether they have applied or not and recruit them actively.

STAGE 3 - INITIAL REVIEW

During the recruitment stage and extending shortly thereafter, we begin to review the candidates for a basic level of fit from an experience standpoint. For each minimally qualified candidate, we perform an opinion survey that helps us to understand whether the person may be a risk based on their attitudes on a variety of issues including how they value other people, honesty, customer focus and risk tolerance.

The opinion survey is not intended to be a screening tool, but rather helps us to better understand some basics about the person and provides us an opportunity to better focus our due diligence. In this process, we are happy to keep you informed on each candidate or to summarize our findings based on your needs.

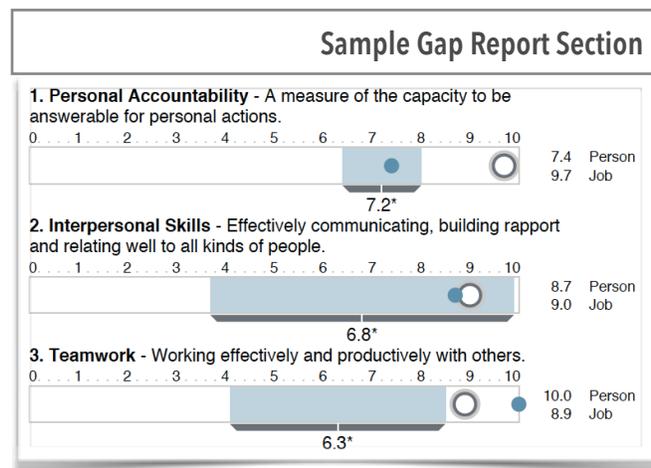
STAGE 4 - SEMI-FINALIST REVIEW

Stage 4 is where the City Council begins to fully re-engage in the process. Based on our initial review, we provide you a triage of the candidates - those that we don't think that you should consider further, those that we think you may want to consider further, and those that we believe you should certainly consider further. We invite those that you agree are reasonably strong candidates to participate in our TriMetrix HD Talent Assessment.

This is where we use the Job Benchmark (see Stage 1) and compare each remaining candidate’s talent profile to this pre-established talent profile target. Because the tool is highly validated and data-driven, it helps to remove the reviewer’s subjectivity and focuses the team back onto how successful the candidate could be in your organization. At the end of the semi-finalist review, we will generally have 10-20 candidates remaining that are well qualified and have the potential to be a good fit for the organization.

STAGE 5 - FINALIST REVIEW

We meet onsite with you to review each of the semi-finalists and to develop a list of 4-6 to invite to the community for finalist interviews. Our goal is to invite only candidates that we believe would be very successful in the position based on our comprehensive review, talent assessment, and professional experience. We don’t want to waste your time with candidates that may have a good résumé but that does not fit your needs.



During this stage we perform the bulk of our due diligence. We compile a media history report on each candidate with positive/neutral/negative values assigned to each media instance to help focus your review time. In addition, we perform a full criminal, civil, financial, and motor vehicle background check on each candidate and make our initial reference checks. Finally, we develop a set of customized interview questions per candidate that is based on their particular talent profile.

The finalist stage culminates in face-to-face interviews with each candidate that we participate in and help to facilitate.

STAGE 6 - NEGOTIATION AND HIRING

After you have selected the final candidate, we help to make sure that you get that candidate hired. We can provide a model employment agreement, expert guidance on any issues that may come up with the particular agreement terms and generally facilitate the process as needed.

“The J^DGray Group has done an exceptional job in the hiring process.”

*-Mayor Mark Nienhueser
City of Sidney, Nebraska*

STAGE 7 - ONBOARDING & COACHING

Most executive recruitment firms consider the hiring of the candidate the completion of their work. We know that transition is often difficult and stressful for the new employee, the City Council, the City staff and the new City Manager’s family. Our goal is to fast-track the success of the City Manager and to minimize the stress on the organization so we use the City Manager’s talent assessment to develop a customized on-boarding plan and then provide executive coaching for a full two years after the City Manager starts. We check in with the City Council at regular intervals to make sure that any concerns get addressed quickly and efficiently.

The full project plan, scope and estimated timing is included in the following table.

Full-Service National Recruitment for City Manager		
Task	Stage	Task/Service Detail
1	Project Launch	Approximately 3 weeks
1.1	Project Launch	Meet on-site with client stakeholders and consultant
1.2	Project Launch	Assess Organizational Culture
1.3	Project Launch	Present detailed project plan, including specific timing for each stage, desired recruitment outlets/marketing plan and scheduling of City Council/Selection Committee dates

Full-Service National Recruitment for City Manager		
Task	Stage	Task/Service Detail
1.4	Project Launch	Interview all identified stakeholders individually
1.5	Project Launch	Administer TriMetrix® HD Job Benchmarking Assessment to identify the specific multi-discipline talent profile sought by the City Council
1.6	Project Launch	Finalize City Council/Selection Committee approval of Detailed Project Plan, Job Benchmark and Marketing Plan
2	Recruitment	Approximately 4 weeks
2.1	Recruitment	Place targeted advertisements with national, regional, state and local job networks
2.2	Recruitment	Direct recruitment to identify potential candidates who might not otherwise apply
2.3	Recruitment	Provide status updates to all candidates to maintain engagement
2.4	Recruitment	Provide regular updates to the City Council/Selection Committee regarding the recruitment, progress on the project plan, and candidate engagement
3	Initial Review	Approximately 3 weeks
3.1	Initial Review	Complete screening of all candidates
3.2	Initial Review	Perform Smart Search Candidate Assessment on each candidate, with summary report
3.3	Initial Review	Provide opinion survey system profile for all minimally qualified candidates. This survey identifies a data-validated basic level of “fit” for the candidates and identifies follow-up questions and red flags
3.4	Initial Review	Brief City Council/Selection Committee on the selection of 10-20 semi-finalists (consultant on-site)
4	Semi-Finalist Stage	Approximately 3 weeks
4.1	Semi-Finalist Stage	Complete TriMetrix® HD Talent Assessment and provide summary report for each semi-finalist. This highly-validated assessment integrates the sciences of behaviors, motivators, and competencies for an in-depth view of each semi-finalist.
4.2	Semi-Finalist Stage	Interview of each semi-finalist candidate, incorporating individualized questions based on the Smart Search Gap Analysis (performed by consultant by phone)
4.3	Semi-Finalist Stage	Brief City Council/Selection Committee on selection of 4-6 finalists (facilitated by consultant on-site)

Full-Service National Recruitment for City Manager		
Task	Stage	Task/Service Detail
5	Finalist Stage	Approximately 3 weeks
5.1	Finalist Stage	Complete TriMetrix® HD Gap Analysis for each Finalist, identifying gaps between the candidate's Talent Profile and the Job Profile
5.2	Finalist Stage	Complete coaching report for each finalist to identify potential coaching needs of the candidates and set clear expectations among the City Council/Selection Committee
5.3	Finalist Stage	Review media history on each finalist
5.4	Finalist Stage	Perform FCRA-compliant criminal, DMV and SSN verification background check on the selected final candidate
5.5	Finalist Stage	Perform full reference check with previous employers and community stakeholders on all finalists and provide a summary reference and background report to City Council/Selection Committee
5.6	Finalist Stage	Provide individual summary report on each finalist
5.7	Finalist Stage	Conduct full-day on-site interviews with finalists and City Council/Selection Committee (facilitated by consultant on site)
5.8	Finalist Stage	Consider and rank finalist candidates and obtain City Council authorization to make a conditional job offer
6	Negotiation/ Hiring	Approximately 1 week
6.1	Negotiation/ Hiring	Analyze market and selected final candidate's current life/employment situation and recommend terms of conditional employment offer
6.2	Negotiation/ Hiring	Provide a model employment agreement for review and approval by City Council
6.3	Negotiation/ Hiring	Facilitate negotiation of employment terms
6.4	Negotiation/ Hiring	Facilitate internal and external communications strategy
7	Onboarding	Ongoing
7.1	Onboarding	Review of Job Benchmark, Talent Assessment, Gap Analysis and Coaching Report with new hire
7.2	Onboarding	Structured coaching follow-up with both new hire and City Council on or about days 30/60/90/180/365/520

Our Team



Jason Gray, Founder & Principal of the JD Gray Group LLC, oversees and actively participates in all recruitments. Jason is an experienced local government professional based in Texas. Prior to consulting, Jason led teams in the roles of City Manager and Assistant City Manager for over 16 years in both small and large cities. In his time as a City Manager, Jason performed and managed searches for a variety of executive level positions including: Deputy City Manager, Chief of Police, Fire Chief, Director of Financial Services, Director of Library Services, Director of Economic Development, Director of Human Resources, Director of Information Technology, Public Works Director, Director of Development Services and many other positions.

Jason founded the JD Gray Group LLC in 2014 and is dedicated to providing the highest quality consulting services to your community to help you maximize its potential. We specialize in Executive Recruitment, Economic Development Consulting, Data Analytics and Executive Dashboards, Public Policy Analysis, Strategic Management and optimizing Bond Ratings.



Joe Williams, Senior Vice President of the JD Gray Group LLC, has over 25 years in law enforcement specializing in policy development and building cohesive relationships with community leaders and citizens. He holds a Masters Degree in Criminal Justice Leadership and Management from Sam Houston State University and is a graduate of the FBI National Academy. He served as police chief for 7 years as well as Deputy City Manager for a large, growing North Texas city.

Joe has led numerous projects involving capital assets, infrastructure improvements and information technology upgrades for large organizations. His proven ability to get things done on time and within budget has earned him respect from peers and elected officials. A veteran of the U.S. Marine Corps, Joe is a problem solver and works diligently to make sure clients are satisfied with the services they receive.



Carl Nielson, Managing Principal Consultant of The Nielson Group, has over 20 years of experience in the field of strategic human capital management and organization development, including leadership development, team and professional development, coaching and talent acquisition. He successfully led a financial turnaround of a global nonprofit professional association and implemented human capital management best practices as Director of Human Resources for a large law firm that resulted in significant improvement in net

profit, employee morale and talent retention. He also managed an across-the-board re-engineering project for the HR function of a Fortune 100 company, resulting in millions of

dollars in HR operational savings and increased HR effectiveness. Carl is a Certified Professional Behaviors Analyst (CPBA) and certified TriMetrix® HD consultant.

Experience

While our partnership is relatively new, our team members have led dozens of searches over the past two decades. A sample of the positions that we have provided recruitment services for include:

City of Hutton, Texas (In process, City Manager)
City of Gun Barrel City, Texas (City Manager)
City of Sidney, Nebraska (City Manager)
City of Oak Point, Texas (City Manager)
City of Celina, Texas (City Manager, Police Chief, Planning Director, Library Director)

City of McKinney, Texas (Deputy City Manager, Police Chief, Fire Chief, Public Works Director, Chief Financial Officer)
City of Frisco, Texas (Library Director, IT Director, Finance Director, HR Director)
Medtronic Surgical Technologies (Multiple Positions)

EXECUTIVE RECRUITMENT REFERENCES

Former Mayor Dennis Baade
Gun Barrel City, Texas
903-887-4308
dbaade@earthlink.net

Mayor Mark Nienhueser
City of Sidney, Nebraska
308-254-5300
mn2010scc@gmail.com

Mayor Sean Terry
City of Celina, Texas
972-382-2682
sterry@celina-tx.gov

Basic Terms and Conditions

TOTAL PRICE PACKAGE

The scope and price indicated above is intended to be a total price package and includes the following:

- Consulting time
- Search and recruitment services
- Administration and analysis of all Job Benchmark and Candidate Assessments
- Reproduction expenses
- Advertising and job posting expenses
- Background check services
- Consultant travel and lodging*

**If the City Council determines that Consultant travel in addition to the four trips detailed in this proposal is advantageous to the City, the City will reimburse Consultant for all travel and lodging at his cost with no overhead markup.*

The pricing does not include costs associated with reimbursement of candidate expenses for travel to/from interviews. Candidate travel expenses will be handled directly between the candidates and the City of Ypsilanti.

TIMING

The complete project schedule is included within the proposed scope. We are prepared and available to commence the recruitment immediately and anticipate holding the project kickoff meeting within 21 days of acceptance of this proposal by the City of Ypsilanti.

PAYMENT TERMS

If approved, payment for services will be due as follows:

1. 60% of the total proposed fee at the acceptance of the proposal and
2. 40% of the total proposed fee at the conclusion of the services, evidenced by the hiring of a City Manager

GUARANTEE

If the City Council selects a candidate presented by our firm as a viable finalist and that employee leaves employment with the City for any reason within one (1) year, we will conduct another full-service recruitment at no cost to the City.

Next Steps

We are excited about the possibility of working with the City of Ypsilanti to provide a workable implementation path and the support you need to recruit and hire your next City Manager. Please contact me at your convenience with any questions you have about this proposal.

Acceptance

Sincerely,

Accepted:



Jason Gray
President & CEO
J^DGray Group LLC

The Honorable Amanda Edmonds
Mayor
City of Ypsilanti, Michigan

CITY OF YPSILANTI, MICHIGAN

A Proposal to Conduct An Executive Search for a CITY MANAGER

July 12, 2016

THE MERCER GROUP, INC.

Corporate Headquarters:
5579 B Chamblee-Dunwoody
Suite 511
Atlanta, GA 30338
Phone 770-551-0403

Raleigh Office:
Phillip Robertson
3443 Highway 39 North
Louisburg, North Carolina 27549
Phone 919.496.2080
Cell: 919.349.7239
MercerNC@aol.com



The Mercer Group, Inc.

Consultants to Management

3443 Highway 39 North
Louisburg, NC 27549
919-496-2080
FAX 919-496-7995
mercercnc@aol.com

Mayor Amanda M. Edmonds
One South Huron Street
Ypsilanti, Michigan 48197
Via Email

July 12, 2016

Dear Mayor Edmonds and Distinguished Members of Council:

The Mercer Group, Inc. is pleased to provide this proposal to the City to recruit nationally and to develop well-qualified candidates for City Manager. We are very interested in assisting the City with this critical project.

The purpose of engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. The Mercer Group, Inc. is exceptionally well-qualified to assist the City with this project; evidence of directly related experience over time is essential to success in choosing a search firm. As a member of the Mercer Group, I have conducted chief executive searches over the last 5 years as follow:

Petoskey	Michigan	City Manager	2015
Clinton County, Ohio, Port Authority		Executive Director	2015
Saint Clair Shores	Michigan	City Manager	2013
Troy	Michigan	City Manager	2012
Holland	Michigan	City Manager	2012
Yankton	South Dakota	City Manager	2012
Lee County	Georgia	County Administrator	2011

The other Mercer Group associates have conducted the following chief executive searches over the past 3 years:

Hartford	Vermont	Town Manager	2016
Coventry	Rhode Island	Town Manager	2016
Temple Terrace	Florida	City Manager	2016
Delta	Colorado	City Manager	2016
St. Cloud	Florida	City Manager	2016
Creedmoor	North Carolina	City Manager	2015
Kiawah Island	South Carolina	Town Administrator	2015
Lebanon	New Hampshire	City Manager	2015
Petoskey	Michigan	City Manager	2015
College Park	Maryland	City Manager	2015

Deltona	Florida	City Manager	2015
Cumberland County	North Carolina	County Manager	2014
Joplin	Missouri	City Manager	2014
Gaston County	North Carolina	County Manager	2014
Des Moines	Iowa	City Manager	2014
Bristol	Tennessee	City Manager	2014

We are well experienced in learning the expectations of an elected Mayor and City Council in order to tailor this recruitment to your criteria.

This document is offered to assist the City in assessing the qualifications of the Mercer Group to handle this critical work. I am attaching a description of our methods and a quotation of professional fees and direct expenses for this recruitment.

A complete list of our hundreds of placements is available at our website along with examples of position profiles that have been developed for our recent searches. (Mercergroupinc.com)

* * * * *

Thank you for the opportunity to assist in this important assignment. I am willing to come to Ypsilanti at my own expense to discuss our methods and any issues or concerns that you may have.

Please call me at 919-496-2080 or on my cell at 919-349-7239 if you have any questions or need clarification on any aspect of my proposal.

Sincerely,
THE MERCER GROUP, INC.



Phillip G. Robertson
Senior Vice President

FIRM HISTORY AND QUALIFICATIONS

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. James L. Mercer, the owner of the firm, is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. Phillip Robertson, the primary consultant for your project, has 18 years' experience with the Mercer Group.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. Public sector clients constitute over 90% of our business.

James L. Mercer has conducted or assisted in the conduct of more than 250 successful executive searches in recent years. Mr. Mercer is the Chief Executive Officer of our firm and can be located at our Santa Fe office as follows:

James L. Mercer, President, The Mercer Group, Inc.
28 Sierra del Sol
Santa Fe, NM 87505
Telephone: 505-466-9500; FAX: 505-466-1274
Federal Tax ID No.: 58-1877068
jmercer@mercergroupinc.com
www.mercergroupinc.com

PRIMARY RECRUITING TEAM

Phillip Robertson, Senior Vice President and Principal Consultant

Mr. Robertson is a senior consultant with the Mercer Group specializing in executive search, compensation and classification studies, and organizational analysis. He engages consulting clients nationwide from our North Carolina office. Mr. Robertson was previously the Management Information Systems Manager for the North Carolina Division of Employment and Training. He has 35 years' experience in the public sector, including serving as Personnel Manager for a Division of the North Carolina State Government.

A Former Assistant City Manager for Clayton, North Carolina, Mr. Robertson has a BA in History from Wake Forest University in Winston-Salem, North Carolina, and a Master's degree in Public Administration from Appalachian State University in Boone, North Carolina.

Phillip G. Robertson
The Mercer Group, Inc.
3443 Highway 39 North
Louisburg, NC 27549
Telephone: 919-496-2080; FAX: 919-496-7995
e-mail: mercercnc@aol.com
www.mercergroupinc.com

James L. Mercer, President

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has 40 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 200 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina.

VALUE ADDED

Beyond the typical services provided by public or private sector search consultants, we draw your attention to these services that add value for the fees proposed:

1. Over 50 years' combined experience by our team members as municipal consultants with successful national recruitment experience.
2. The Mercer Group, Inc. knows the market nationwide and the market knows us.
3. A performance planning and appraisal process that helps to cement a mutually successful relationship with the Mayor and City Council and the new City Manager.
4. Our objectivity is enhanced by proposing a fixed fee, rather than a fee based on percentage of the City Manager's first annual salary.
5. **A full guarantee to repeat the entire search for no additional fees if the appointee leaves for any reason within 24 months of appointment (direct expenses to be reimbursed).**

REFERENCES FOR PHILLIP ROBERTSON

Ms Kate Marshall, Current Council Member and Mayor Pro Tem during my search
City of Petoskey, Michigan
231-347-0587
101 E. Lake Street
Petoskey, Michigan 49770

Mr. Kevin Carver, Former Executive Director and my contact during my search
Clinton County Port Authority
937-536-1783
1113 Airport Road
Wilmington, Ohio 45177

Ms Lori Bluhm, City Attorney
City of Troy, Michigan
248-524-3323
500 West Big Beaver Road
Troy, Michigan 48084

Mr. Ed Duffy, Previous Chair
Lee County, Georgia, County Commission
229-435-4327
110 Starksville Ave.
Leesburg, GA 31763

Senator William Beagle, Past Council President
Tipp City, Ohio
260 South Garber Drive
Tipp City, Ohio 45371
937-266-8771

MERCER GROUP METHODOLOGY AND PROCESS

A. Approach

Our approach and style are interactive with the City Council and staff. That is, we form a partnership with our client to conduct a project.

B. Methodology

We recommend a seven (7)-step search process as follows for the recruitment of your City Manager:

- **Position Analysis** We will define work relationships, job qualifications and requirements for the position – the “Position Profile.”
- **Recruitment Process** We will recruit regionally and nationally for the position, advertising and networking to locate and invite qualified candidates.
- **Resume Review** We will identify qualified candidates.
- **Candidate Screening** We will carefully screen prospective finalists according to the criteria established and approved by the Commission in the Position Profile and present the most highly qualified to the Commission.
- **Background Investigation** We will thoroughly evaluate candidates invited by the Mayor and City Council for interviews.
- **Interview Process** We will make recommendations and assist in selection.
- **Negotiation and Follow-up** We will facilitate employment, performance planning and appraisal, and follow up to ensure complete integrity of the process.

Each step in this process for Ypsilanti is described below.

1. Position Analysis

We will have extensive consultation with the Mayor and City Council, and staff as well as other individuals or groups (if you wish) to determine the needs and issues, requirements of the job, and to verify information about the environment within which the

position functions. We will spend a considerable amount of time at the beginning of the process in Flint in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the Mayor and City Council, staff members and others of your choice to identify expectations, perceptions, and concerns regarding the position. Based on those meetings, we will prepare a draft position profile and review it with the Mayor and City Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City, its goals, major services offered, issues to be faced, the position, the ideal candidate and the selection criteria established. We create full-color recruitment brochures from the profile that can be circulated in digital networks very widely among candidates and nominators.

2. Recruitment Process

We will review our database to determine those candidates whom we may already know and/or already have on file who may meet the Board's specifications.

Although this process is valuable, we will rely most heavily on our own contacts among professional associations, ICMA, MML, other professional associations, public sector websites, and other contacts of our own experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Position Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Position Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone with both the prospective candidate and with initial references who may know the candidate's background and expertise, in order to establish their *bona fide* credentials.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Board. We will interview those candidates in order to verify their qualifications and other favorable characteristics. The output of this step in the process will be detailed information, in the candidates' own

words and method of presentation regarding their direct experience with the Issues Facing the Position as developed and presented in the Position Profile. One contingency here is that the Mayor and City Council may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the Board's needs are clearly met.

After review by the Mayor and City Council, we will contact the leading candidates and personally seek a signed release so that we may begin background investigations. We examine candidates' qualifications based upon your selection criteria and evidence of their continuing professional education and upon verifying their particular accomplishments.

5. Background Investigations

As part of our process in evaluating finalists, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in positions to evaluate the candidate's job performance. We complete professional reference checks prior to the interviews. That allows the Mayor and City Council to target the questioning more effectively, based upon what we have learned about each finalist's performance and style.

We ask each candidate to provide us with a few references. We then network to other persons who know the candidate. In this way, we thoroughly evaluate each candidate with a 360 degree perspective. We have talked to as many as 35 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees and check criminal records. As an additional option, we can arrange for credit checks, psychological (or similar) testing of the candidates that may be desired. (These may be extra cost items.) We will recommend background investigation criteria to the Mayor and City Council, who will make the final decision on the specifics of the background check.

The Mercer Group, Inc. is an equal opportunity employer and recruiter, and as a practice does not discriminate against any employee or applicant for employment on the basis of race, religion, creed, color, gender, sexual orientation, handicap, or national origin.

6. Interview Process

Based on the preceding steps, a Final Report of your finalists for the recruitment for the City Manager will be forwarded to the Mayor and City Council for interviews. We will provide written materials on each finalist. This information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals. This information will be presented to the Mayor

and City Council in a detailed written format combined with the results of the background investigation.

We will also provide the Mayor and City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Council and will coordinate the process. We are prepared to facilitate the Mayor and City Council's deliberation following the interviews of finalists.

7. Negotiation and Follow-up

We will also mediate the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we work on a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Council to select an alternate candidate.

We are also prepared to assist the Mayor and City Council and the new City Manager with performance planning within about 90 days of appointment and with performance appraisal after the first year. We have developed a thorough instrument and process for this purpose in order to help strengthen the employment relationship right away. In this regard, we will work with the Council to define the role and expectations of the new City Manager.

We are prepared to handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Mayor and City Council and that any public statement should come directly from them.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview of the final decision reached. We suggest, however, that it is more proper for the City to directly notify all unsuccessful candidates whom they interviewed of the final result.

We will keep the Mayor and City Council closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Council periodic reports. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Council's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Schedule

We typically propose a 110-day schedule from our start date to the Mayor and City Council's appointment of the new City Manager: With the Mayor and Council's contract approval, we would expect to begin the search promptly, with position analysis and profile research initiated

immediately. Advertising and recruitment would be conducted for about 30 to 45 days. This would allow us to report the top finalists within about 60 days. The Mayor and City Council should be in a position to select a few finalists at that time. Following our background checks and other preparation, interviews could be arranged in Farmington within another 3 to 4 weeks. A selection could be made by the Mayor and City Council following those interviews. A new City Manager would be on the job within about 30-45 days from appointment, possibly sooner if there is no notice to be worked at the previous employer.

This schedule can be altered further in order to meet the Council's requirements.

PROFESSIONAL FEES AND COSTS

Our professional fees are \$15,900 for the services outlined to recruit the City Manager for Ypsilanti plus direct expenses not to exceed \$4,000.

Position Profile	\$ 2,850
Outreach and Recruitment	2,000
Resume Review	2,450
Candidate Screening	2,750
References and Investigation.....	2,750
Interview Process.....	2,100
Negotiation and Follow-up	<u>1,000</u>
TOTAL FEES	\$15,900
MAXIMUM OUT-OF-POCKET EXPENSES.	<u>\$4,000</u>
MAXIMUM FEES AND EXPENSES.....	<u>\$19,900</u>

Direct expenses are primarily for consultant travel, telephone, correspondence, criminal record checks, and report preparation.

Because of our local project control, expenses can be kept to a minimum. The cost for final candidates to travel to interview with the Mayor and City Council is not included. Such costs are typically paid by our clients, on a reimbursement basis, directly to the candidates. These costs are difficult to estimate because they depend on where the candidates are located. Out-of-state costs run as high as \$750 to \$1,000 per person.

The City’s cost for The Mercer Group, Inc. for services rendered under our agreement will not exceed the agreed upon price unless an increase is authorized by the Council in writing.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities. Our ability to carry out the work required will be drawn greatly from our past experience in providing similar services to others, and we expect to continue such work in

the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

SAMPLE POSITION PROFILE

THE POSITION PROFILE USED IN THE HOLLAND, MICHIGAN, RECRUITMENT FOLLOWS:



holland
m i c h i g a n

Holland, Michigan

Draft Position Profile

for

CITY MANAGER

POSITION PROFILE

HOLLAND, MICHIGAN CITY MANAGER

THE MERCER GROUP

Phillip G. Robertson
Senior Vice President
3443 Highway 39 North
Louisburg, North Carolina 27549
Telephone 919-496-2080
MercerNC@aol.com

Send resume, cover letter, and detailed salary history by October 17, 2011
(Electronic Submission Preferred)

The City of Holland is an Equal Opportunity Employer



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INTRODUCTION

This is an exceptional opportunity to lead a remarkably successful, responsive and business-friendly municipal government.

Located midway (three hours) between Chicago and Detroit, on the shores of Lake Macatawa, an inland lake that abuts Lake Michigan, Holland is a unique and attractive city. With a population of approximately 35,000, Holland sits amidst a metro area of 120,000 people and is 30 minutes from the Grand Rapids metro area, which approaches 1 million. The City is politically, geographically, economically and strategically positioned to continue its development as a nucleus for advanced manufacturing, industrial design, tourism, and education.

Holland is recognized as a home of industrial leadership in multiple industries. For decades, the Holland area has been home to leaders in the office furniture industry (Herman Miller and Haworth). Holland is emerging as the North American leader in advanced energy storage manufacturing focused on large-scale lithium-ion battery production for automotive and defense applications (Johnson Controls and LG Chem). These industry-leading companies have recently invested over \$500 million between them and each hosted President Obama within 13 months of each another. Holland also specializes in food processing (for example, Holland has been home to a major Heinz facility for parts of three centuries), the automotive industry (major tier 1 and 2 suppliers call the Holland area home, including Johnson Controls, Magna Donnelly, and Gentex), and industrial design.



Mayor Dykstra and President Obama

FOREWORD

Holland, however, is more than its industrial base, important as that is for the community's overall health. Holland has its roots in traditional Dutch culture, as its early settlers were, not surprisingly, immigrants from the Netherlands. Holland values its history and traditions, as seen in its European-like downtown, abundant arts and cultural scene, and overall ambiance. But, while it honors and respects its past, Holland definitely lives in the present and looks to the future. Today's Holland is alive with diverse cultures, whose influence has created an exciting-and thriving community. Longtime residents cannot imagine living anywhere else; newcomers wonder why they did not move here sooner. Visitors delight in the vast array of recreational activities (not the least of which are the pristine Lake Michigan beaches), visual and performing arts, attractions, and an award-winning downtown boasting exceptional shops, galleries, and eateries. There's even a snowmelt system that keeps the downtown streets and sidewalks snow and ice-free in winter.

History of Holland

Holland was settled in 1847 by Dutch immigrants under the leadership of Dr. Albertus van Raalte. Originally intending to travel to Wisconsin, Van Raalte and his companions ended up completing their journey in Western Michigan. At the time, the land was inhabited by Native Americans of the Ottawa tribe people who had lived near the lake for hundreds of years.

In Holland's early history, Van Raalte was a spiritual leader, as well as overseeing political, educational and financial matters. In 1847 Van Raalte established a congregation of the Reformed Church in America, which would later be called the First Reformed Church of Holland. On March 25 1867, Holland was incorporated as a city with Isaac Cappon as the city's first mayor. The city suffered a major fire on October 8–9, 1871, the exact date as the Great Chicago Fire. Though much of the city burned to the ground, the early residents rebuilt their city and Holland has been building ever since.

Since those early days, Holland has seen enormous and nearly unabated population, cultural, and economic growth. Much has changed, of course, over the years. Holland has grown into a diverse community in every way.

However, the people of today's Holland believe that the drive and perseverance of its earliest fore-bearers still remains in this community even today. Holland has a very unusual and special sense of community. People truly live with a sense of togetherness and public-spiritedness. The pride in this place is palpable.

ABOUT CITY GOVERNMENT

City Council



The City of Holland has a City Council/City Manager form of government. As its governing body, Holland's City Council is comprised of eight elected members. Six members are elected by specific wards, and two are elected at-large. Council members serve four-year, staggered terms with half the council up for election every two years. Voters also elect the mayor, who serves for two-years at a time. Municipal elections are consolidated with the general election and held every two years in November of odd-numbered years. City Council is primary responsibility for setting policy and law for the present and future of the city. City Council recognizes that its role generally is that of a policy-making body and has a strong history of appreciating the distinct roles of city management from city council. One of the most important tasks each year for Council is approving the annual City budget and setting accompanying tax rate.

The City Council and the Mayor appoint the City Manager. The City Manager is responsible for all management functions of the City, including preparation of the budget, delivery of services, hiring of personnel, and implementation of capital projects. The City Manager needs to provide pertinent information to the City

Council concerning issues facing Holland. Moreover, the City Council expects the City Manager to keep the council informed on relevant information.

Holland's city government has witnessed remarkable stability over the past quarter century. The city manager, whose retirement created this vacancy, served the city with distinction for 23 years (plus another 4 as an assistant city manager prior to that). There is little turnover among city employees. Even the political leadership has seen remarkable stability: In the 23-year tenure of the last city manager, there have been only 23 different councilmembers and four different mayors.

The City of Holland also boasts a very successful municipal utility – the Holland Board of Public Works – that provides water, wastewater, electricity (including generation), and fiber optic utilities to the City of Holland and beyond. The BPW is managed by a professional staff led by a General Manager. The BPW also has a Board of Directors, appointed by the City Council, to provide oversight of the utilities. All major decisions, including rates and infrastructure improvements, however, must be approved by the City Council. In August, the BPW General Manager announced that he was resigning the position to take a similar job in the state of Colorado. The BPW Board has begun its process of searching for a new General Manager.

ADDITIONAL INFORMATION ABOUT HOLLAND

More Information

For further information about Holland, Michigan, please visit the following:

www.cityofholland.com

www.enjoyhollandmichigan.com

www.holland.org

Weather

Like most of Michigan, Holland enjoys distinct seasons and a variety of temperatures and precipitation rates throughout the year. Average temperatures range from around 25 degrees in the winter months to mid-70's in the summer- with a spattering of days with temperatures below zero and above 90 degrees. Spring, summer, and even autumn bring a high percentage of sunny days. And for skiing fanatics, the average snowfall in any one winter month can be as high as 26 inches. Luckily, you can avoid the snow while touring Downtown Holland due to our snowmelt system on the downtown streets and sidewalks.

- Warmest Month: July
- Avg. Max.Temp.: 79° F
- Avg. Min. Temp.: 62° F
- Coldest Month: January
- Avg. Max. Temp: 31° F
- Avg. Min. Temp.: 19°F
- Annual rainfall: 31"
- Annual snowfall: 75"
- Growing season: 173 days
- Growing Zone: 5

KEY QUALITIES NEEDED FOR THIS POSITION

(The following issues were identified through interviews with the Mayor and Council, the Search Committee, selected Staff, and other Community and Business Leaders. Successfully addressing these issues will be of primary importance to the new City Manager.)

CONTINUED FINANCIAL STABILITY

The City government is currently in a stable financial situation that needs to be continued through the same strong financial stewardship that was a hallmark of the previous city manager. The existing economic climate has necessitated a “do more with less” operational philosophy that will require the new Manager to identify, prioritize, and address all budgeting, spending and revenue issues. The new

Manager will be looked to by the Mayor and Council for advice, options, and guidance regarding ways to increase revenues, identify opportunities for operational savings, and exploration of alternative funding sources.

STRATEGIC PLANNING

The City's development, implementation, and tracking of strategic goals, objectives, and benchmarks is exemplary. The new Manager will be expected to nourish this culture of on-going strategic planning with the Mayor, Council, and with an unrivaled system of private and public partners that is a part of the Holland fabric.

REGIONAL COLLABORATION

Michigan's structure of multiple local governmental units will necessitate a continued emphasis on regional collaboration to address many issues. The new Manager will be expected to spearhead this effort, especially with the nearby jurisdictions (a variety of townships, including four that abut Holland; the neighboring City of Zeeland, as well as the two counties within which Holland lies).

PUBLIC TRUST

It will be important for the new City Manager to continue to maintain the trust and credibility that is currently placed in the City government by the residents and business community of Holland. Residents and business leaders wish to continue with an open, accessible administration and they want to feel comfortable talking and working with the new Manager. This will entail the new Manager becoming involved with, and in, the community to the same extent as other prominent community leaders.

PUBLIC / PRIVATE PARTNERSHIPS

The City of Holland has one of the most well developed and successfully functioning public / private partnership structures in the nation. The new Manager will be expected to keep this focus from the City's standpoint through operationally and strategically participating with other public and private organizations and stake holders.

HIRING OF EXECUTIVE STAFF, SUCCESSION PLANNING, AND EMPLOYEE DEVELOPMENT

Holland city government and its residents have long benefited from having an exceptionally qualified and expert management team of department heads, as well as experienced staff in many other positions. The new manager will be expected to address all phases of succession planning. Within the next few years, there is a possibility that some department heads and other tenured staff will retire; the new manager will be expected to recruit and hire replacements for these key positions that will, at a minimum, maintain the current operational integrity and cohesiveness of the senior staff. Emphasis also needs to be placed on developing mid-level management expertise within the current staff ranks so that as senior staff continue to leave there are experienced and tenured staff from within to take their place.

PROVISIONS OF THE POSITION

The City Manager is appointed by the Mayor and City Council, based on professional training and qualifications, to carry out the Council's policies and decisions and to ensure that the entire community is being efficiently and effectively served. The City Manager's duties and responsibilities will include the following:

- Sees that all laws and ordinances are faithfully enforced.
- Advises the Council of financial conditions and current and future needs, including well articulated options.
- Administers the annual budget as adopted by the City Council.
- Manages and supervises departments of the City.
- Appoints and removes, with Council notification, Department Heads and staff of the City.
- Provides leadership and direction in the development of short and long range plans.

- Coordinates activities with other elected officials and boards, departments and agencies.
- Provides professional advice on City administration and organization to Council and Department Heads.
- Communicates official plans, policies and procedures to elected officials, City staff, and the general public. Facilitates effective communication between the Council and City management, and the Council and the public.
- Studies and standardizes procedures to improve efficiency and effectiveness of operations.
- Receives complaints from staff, residents and the general public and assists in resolving conflicts.
- Prepares studies, reports and related information for decision-making purposes.
- Attends meetings of the City Council, and events at which the Council's attendance may be required.

Compensation: Salary is negotiable depending upon qualifications and experience; there is an attractive and competitive fringe benefits plan.

Performance Planning and Appraisal: A new City Manager can expect to establish mutually agreeable performance goals and measures with the Mayor and Council within the first few months of employment. This will be facilitated by The Mercer Group. The City Manager will be expected to submit a yearly work plan to the Mayor and Council.

Residency, Community Involvement: Within 180 days of the end of his/her probationary period, the City Manager must move his/her residence within a reasonable proximity of the City limits, with strong encouragement that the City Manager live within the city limits. The City Manager will be expected also to take part in and support community events, programs and activities that are related to the quality of life in the community.

At Will Employment Status: The City Manager serves at the pleasure of the Mayor and City Council within the provisions of the employment contract.

Interview Process: After screening and qualification by The Mercer Group, Inc., and approval by the Mayor and Council, candidates will be invited to Holland for

introductions and interview with the Mayor and Council, and possibly staff or others. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process.

THE IDEAL CANDIDATE

Education and Experience

- Bachelor's degree in public administration, business administration or a field closely related to government management. A Master's degree in a related field is strongly desired.
- Minimum of ten years' progressively increasing executive responsibility for revenue enhancement, organization, management, policy formulation and service delivery in a full-service organization approaching the size and complexity of Holland or larger.
- A record of successfully dealing with elected officials and boards, other than and in concert with the City Council.
- A proven record of safe guarding and enhancing the public's trust in local government.
- Fiscally astute with experience in the principles and practice of governmental management, including taxation, budgeting, finance, grantsmanship, environmental protection, human resource management, and program and service delivery and evaluation.
- Solid experience and skill in revenue enhancement, financial management, financial planning and administration of budgets.
- Experience with a broad variety of services, including economic and commercial development, regional governmental collaboration, utilities, land use planning, community development, transportation, and parks and recreation.
- Experience with focused economic development and revitalization programs and initiatives.
- A record of effective hiring and of promoting employee development and leadership, including delegation, accountability, training and rewards for performance.
- A record of customer service and responsiveness to residents, establishing an organizational practice of customer-friendly services.

Working Style, Skills, Knowledge and Abilities

- A participative leader who is comfortable among highly competent and successful people in both the public and private sectors.
- A results-oriented and apolitical Manager who can make difficult strategic decisions and communicate them in a respectful, compassionate manner.
- An individual that keeps the Mayor and Council apprised of potential problems and attendant options, being detail oriented but understanding the amount of detail needed for each interaction or discussion.
- A leader who sets direction, then remains in regular communication with Department Heads to hold them accountable for accomplishments.
- A Manager who supports policy development by the Council and is skilled at translating policy into practice with staff members.
- A person who will become a member of community and civic organizations, appear at community meetings and events, regional planning and service partnerships, and neighborhood meetings, and is available for evening or weekend public meetings.
- A leader with the foresight to imagine and anticipate trends, opportunities, and problems. A person who can help to articulate to residents and staff the Council's vision for Holland.
- Someone with a thorough approach to examining alternatives, and presenting well-documented options and recommendations to elected officials in a timely manner, including explanation of alternatives, pros and cons.
- A person who will use demonstrated skills in interpersonal, written and verbal communications to build strong trust with the Council and the public, while enhancing the credibility of City government and the position of City Manager.
- A person who promotes teamwork, shares information willingly, and encourages an open and transparent government.
- A leader who can make a quick decision under pressure when the situation demands.
- A skilled public speaker and presenter with an understanding of the media and the importance of positive public relations.
- Someone familiar with trends in technology useful for city functions.
- A Manager who is aware of local, regional, state and national issues and practices.

Personal Characteristics

- A person of unquestioned honesty, integrity and ethics who demonstrates the highest standards of professional conduct.
- A strategic thinker who serves as a catalyst in developing and implementing initiatives that benefit all residents.
- Someone who is not interested in who gets the credit for good things happening; not a “monument builder”.
- A person who is accessible and forthright and respectful with the Council, residents and City staff.
- A person who remains professional in all aspects; has the ability to listen without prejudice.
- Someone with a well-developed sense of humor.
- Someone who understands the need to listen and learn before acting upon initiatives or making significant changes. A person who will tackle approved projects and programs with a “can-do” attitude.
- A relationship-builder with community members, the City Council and staff, and other colleagues. One who brings people together across traditional boundaries and helps to build consensus.
- A person who is sensitive to community history and values, and who enjoys becoming involved in community events and groups.
- Someone with the self-confidence to welcome the experience and expertise of the Council and staff, helping both groups to focus their resources on long-term gains.
- A leader who builds an open rapport with staff members, welcoming consultation on new ideas and problem-solving. A person who respects individuals and values professional development for each.
- An innovative individual of high energy.
- A person who comfortably combines drive and diplomacy.

POSITION ADVERTISEMENT

CITY OF HOLLAND, MICHIGAN CITY MANAGER

This is an exceptional opportunity to manage one of the most successful, responsive and business-friendly municipal governments in the United States.

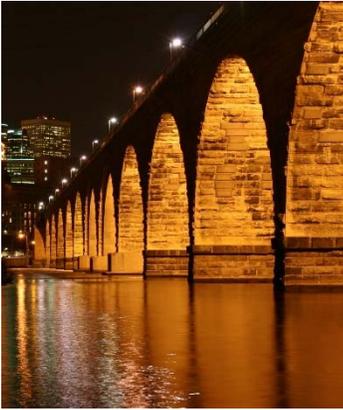
Located midway (three hours) between Chicago and Detroit, on the shore of Lake Macatawa, which abuts Lake Michigan, Holland is a city like no other. With a population of approximately 35,000, Holland sits amid a metro area containing 120,000 people and is 30 minutes from the Grand Rapids metro area, which approaches 1 million people. The City is politically, geographically, economically and strategically positioned to continue to grow as a center of industry, tourism, commerce, retirement and education.

Holland has a professional staff of more than 200 full-time employees. The manager is appointed by the nine-member Mayor and City Council. During the past 36 years Holland has had two city managers; during the past 20 years, two mayors (the current mayor is running unopposed in the upcoming election). The general fund budget for fiscal year 2010-11 was \$50MM. The number expands to \$150MM with the inclusion of the Holland Board of Public Works, the municipally-owned, four-utility enterprise run by a general manager and governed by a board of directors appointed by and responsible to the mayor and city council.

The Holland City Council seeks a professional manager to provide strategic and operational leadership. The ideal candidate possesses an agile financial mind and proven experience with regional collaboration in local multi-governmental environments, demonstrated success with substantial public/private partnerships, hiring executive level managers, succession planning, development of mid-level managers, implementing meaningful strategic planning initiatives, relating effectively with all segments of a diverse community and the capacity to manage organizational change.

Competitive salary DOQ, plus excellent fringe benefits. Bachelor's degree (Master's degree in public administration, business, law or a related field highly preferred) with a minimum of ten years of experience in high level management positions.

If chosen for an interview with mayor and council, a candidate will be required to cooperate with The Mercer Group, Inc. in its conduct of background checks. **Send resume; cover letter that demonstrates how your qualifications, interests, and experience coincide with this posting; detailed salary history; and, if desired, a request for confidentiality pursuant to MCL 15.268(h) by October 17, 2011, to Phillip Robertson, The Mercer Group, Inc., MercerNC@aol.com (electronic submission preferred) or mail to 3443 Hwy. 39 North, Louisburg, NC 27549. View an in-depth profile of the position at www.MercerGroupInc.com by clicking on the "Current Searches" tab on the left of the screen. EOE**



Proposal

City of Ypsilanti, MI

Proposal to Provide Executive Recruitment Services

July 12, 2016

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Waters & Company
9229 Ward Parkway, Suite 104
Kansas City, MO 64114

Tel: 816.333.7200
FAX: 816.333.7299

www.waters-company.com

LETTER OF TRANSMITTAL

July 12, 2016

The Honorable Amanda M. Edmonds
City of Ypsilanti
One South Huron Street
Ypsilanti, MI 48197

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Mayor Edmonds and City Council,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Ypsilanti's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Ypsilanti.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Waters & Company will be aggressive and responsive to you – the client – and with prospective applicants using an approach of “*doing whatever it takes to get the job done right!*” Please notice our “Triple Guarantee” in Section III of the Proposal;
- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens and would alter the estimated duration of the project timeline. The results of the survey will provide the City Council with important feedback for development of the profile for the ideal candidate;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and

City of Ypsilanti, MI
July 12, 2016
Page 2

- Utilization of a proprietary online application system exclusively licensed to Waters & Company, a *Springsted Company* (W&C) to facilitate talent management. The system has been designed by W&C to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 816-868-7042 or by email at adavis@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Ypsilanti.

Respectfully submitted,

A solid black rectangular box redacting the signature of Art Davis.

Art Davis, Senior Vice President
Consultant

sml

**City of Ypsilanti, MI
Proposal to Provide
Executive Recruitment Services**

I. General Information

Waters & Company (W&C) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Springsted Incorporated, the parent corporation, is a WBE. Three employee-owners lead the firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

W&C has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Ypsilanti organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2010 our combined consultant team has conducted more than 490 executive recruitments.

The W&C Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the W&C Recruitment Project Team to draw upon W&C's and Springsted's 50-plus years of service to the public sector and to leverage W&C's experience and capacity to focus nationwide to find the most qualified candidates.

Physical Address

Waters & Company, *a Springsted Company*

9229 Ward Parkway, Suite 104

Kansas City, Missouri 64114

Office: 816-333-7200

Fax: 816-333-7299

Respectfully submitted,



Rollie Waters, Executive Vice President
Consultant

II. Response to Scope of Work

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Manager. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the City of Ypsilanti to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, W&C has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Advertisements for the City Manager position could be placed with:

International City / County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Michigan Local Government Management Association / Michigan Municipal League
Waters & Company has access to numerous websites and listservs specific to universities and their alumni, regional councils of government, and other contact lists throughout the Northeast, Midwest, and nationwide that are focused on city management professionals.

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. W&C will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	Approx. 2 Weeks (Following first visit)
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	2 Weeks

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, W&C will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the W&C Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none">• Online data collection and profile development.• Development of interactive searchable applicant database for recruitment of the City Manager.• W&C performs direct outreach to prospective candidates identified in the recruitment strategy.• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.	3 Weeks

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to

develop a more comprehensive understanding of the candidate’s ability to think “on their feet” as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • W&C compares applications to the approved candidate profile developed in our searchable applicant database. • W&C develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • W&C and the City review and rate video interviews. • W&C sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists for on-site interviews. 	2 Weeks

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the Mayor and City Council approve of a group of finalists for on-site interviews, W&C will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, W&C will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Finalists complete supplemental work products.	<ul style="list-style-type: none"> Finalists complete narrative of their two most significant professional achievements and a critical problem analysis. 	1 Week
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> W&C confirms interviews with candidates. Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> W&C completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are held. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	1 – 2 Days

Offer made / accepted.	<ul style="list-style-type: none"> • If requested, W&C participates in candidate employment agreement negotiations. • W&C notifies candidates of decision. • W&C confirms final process close out items with the City of Ypsilanti. 	1 – 2 Days
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Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Ypsilanti’s City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Waters & Company, a *Springsted Company*, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted Incorporated, our parent company, is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF YPSILANTI, MI EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
<p>The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of Tuesday, August 2nd (Meet with Mayor and City Council). Actual target dates will be developed in consultation with and approved by the Mayor and City Council and a meeting would commence following approval of an agreement.</p>		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> W&C completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing on August 16. Online data collection and profile development. 	Aug. 2 – Sept. 14
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> W&C commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. W&C completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. W&C meets with the City and recommends semi-finalists on Sept. 29. The City selects finalists for on-site interviews. 	Sept. 14 - 29
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> W&C completes reference checks/background checks/ academic verification on finalists. 	Sept. 30 – Oct. 13
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	Week of Oct. 17
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of Oct. 24

III. Proposed Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of W&C and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@waters-company.com or via phone at 816-868-7042.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the City's option, W&C will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens, and City employees and would alter the project timeline.	\$1,650
On rare occasions, W&C is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. W&C will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, W&C will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) W&C will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

IV. Firm Experience

References

Grand Rapids, MI (Pop. 210,000) 2016

Project: Recruitment - Fire Chief
Contact: Mr. Greg Sundstrom, City Manager
Phone: (616) 456-3166
Email: gsundstr@grand-rapids.mi.us

Pinellas County, FL (Pop. 929,048) 2016

Project: Recruitment - HR Director
Contact: Mr. Mark Woodard, County Administrator (Chair, HR Director Screening Committee)
Phone: (727) 453-3089 (Work)
Email: mwoodard@pinellascounty.org

Norwalk, IA (Pop. 10,000) 2016

Project: Recruitment - City Manager
Contact: Mr. Tom Phillips, Mayor
Phone: 515-771-8078 (M)
Email: mayor@norwalk.iowa.gov

Troy, MI (Pop. 82,821)

Project: Recruitment - City Manager
Ms. Lori Bluhm, City Attorney
Phone: (248) 524-3323
Email: Bluhmlq@troymi.gov

Novi, MI (Pop. 55,224) 2014

Project: Recruitment - City Manager
Contact: Mr. Victor Cardenas, Asst. City Mgr.
Phone: (248) 347-0450
Email: vcardenas@cityofnovi.org

Grand Rapids, MI (Pop. 210,000) 2010

Project: Recruitment - City Manager
Contact: Mr. George Heartwell, Former Mayor
Phone: (616) 456-3168
Email: mayor@grcity.us

Jackson County, MI

Project: Recruitment – Co. Admin. & Controller
Contact: Mr. James E. Shotwell, Jr, Chair
Phone: (517) 783-1258
Email: jshotwel@co.jackson.mi.us

City of Muskegon, MI (38,401) 2013

Project: Recruitment – City Manager
Contact: Mr. John Schrier, City Attorney
Phone: (231) 722-5401
Email: jcs@parmenterlaw.co

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2011 to Present				
Year	Client	State	Recruitment	Population
2011	Carrboro	NC	Town Manager	20,433
2011	Christiansburg	VA	Town Manager	21,041
2011	City of Altus	OK	City Administrator	19,591
2011	City of Ashland	OR	Assistant City Administrator	20,713
2011	City of Fredericksburg	TX	City Mgr	10,829
2011	City of Mesa	AZ	Deputy City Manager	457,587
2011	City of Sachse	TX	City Manager	22,026
2011	City of Socorro	TX	City Manager	32,517
2011	City of Virginia Beach	VA	Deputy City Manager	448,479
2011	Decorah	IA	City Administrator	8,172
2011	Dumfries	VA	Town Manager	4,937
2011	Elk River	MN	City Administrator	23,447
2011	Gardner	KS	City Administrator	20,473
2011	Grain Valley	KS	City Administrator	13,125
2011	Manassas	VA	City Manager	41,705
2011	Osceola	WI	Village Administrator	2,421
2011	Petersburg	VA	City Manager	33,740
2011	Salisbury	NC	City Manager	33,604
2011	St. Anthony	MN	City Administrator	8,583
2011	Willmar	MN	City Administrator	19,680
2012	Albertville	MN	City Administrator	7,230
2012	Brainerd	MN	City Administrator	13,487
2012	City of Charlotte	NC	City Manager	792,862
2012	City of Fairview	TX	Town Manager	8,148
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Ocean City	MD	Town Manager	7,092
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sun Prairie	WI	City Administrator	29,364
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,838
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	City of Irving	TX	City Manager	228,653
2013	City of Justin	TX	City Manager	3,333
2013	City of Muskegon	MI	City Manager	37,213
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357

List of Relevant Executive Recruitments: 2011 to Present

Year	Client	State	Recruitment	Population
2013	Manassas	VA	Director of Finance and Admin	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Belle Plaine	MN	City Administrator	6,838
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Fairfield County	SC	County Administrator	23,109
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Provincetown	MA	Town Manager	2,994
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206

List of Relevant Executive Recruitments: 2011 to Present				
Year	Client	State	Recruitment	Population
2016	Cary	NC	Town Manager	151,088
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Medford	OR	City Manager	77,677
2016	Moose Lake	MN	City Administrator	2,787
2016	Virginia	MN	City Administrator	8,661
2016	Wayzata	MN	City Manager	4,217
In Progress	Charter Township of Kalamazoo	MI	Township Manager	20,918
In Progress	Commerce	TX	City Manager	8,276
In Progress	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Norwalk	IA	City Manager	9,639
In Progress	Roswell	NM	City Manager	48,611
In Progress	Shakopee	MN	Assistant City Administrator	39,167
In Progress	Warsaw	VA	Town Manager	1,498
In Progress	Williamsburg	VA	Assistant City Manager	15,206

V. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Project Team Leader

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@waters-company.com

Recruitment Project Team Co-Leader

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Ms. Jada Kent, Project Manager

Direct Phone: (214) 466-2429

Email: jkent@waters-company.com

Ms. Jenelle Stapleton, Project Coordinator

Direct Phone: (214) 466-2445

Email: jstapleton@waters-company.com

Rollie Waters

Executive Vice President

Rollie O. Waters is an Executive Vice President, of Waters & Company, *A Springsted Company*. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Arthur (Art) Davis
Senior Vice President

Arthur (Art) Davis is a Senior Vice President of Waters & Company, a *Springsted Company*. Prior to joining Waters & Company, Art successfully started and expanded his own company for 10 years providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art was Associate Director for the Civic Council of Greater Kansas City, a nonprofit 501c4 membership organization of CEOs representing some of the largest companies in the region. One of his responsibilities was to organize efforts to revitalize Downtown Kansas City, Missouri by coordinating a strategic and master planning process involving hundreds of stakeholders, resulting in development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years Art served as City Administrator of Lee’s Summit, a city recognized as the “fastest growing” city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, at one point serving as Assistant to the Mayor of Dallas.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Masters of Public Administration from the University of Kansas.

Art has led and participated in a wide variety of community initiatives and on nonprofit boards throughout his career. He was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

Charles (Chuck) Anderson

Senior Vice President

Charles (Chuck) S. Anderson is a Senior Vice President with Waters & Company, a Springsted Company. Prior to joining the Waters & Co., Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Jada Kent

Project Manager

Jada Kent is a Project Manager with Waters & Company, a *Springsted Company*. Jada is responsible for managing the recruitment process by organizing and coordinating administrative support for each project. She is also responsible for backing up the lead consultant throughout the entire scope of a recruitment, to include communication with the client and vetting of candidates.

Areas of Expertise

- Human Resources Management (HRM)
- Public Policy Analysis
- Public Administrative Best Practice
- Comparative Studies

Professional Accomplishments and Education

Jada received a bachelor's degree in United States History, with a minor in Political Science from the University of North Texas. While at UNT, she was the recipient of multiple oral litigation awards and even competed nationally in the Texas Undergraduate Moot Court Association. Jada has also completed a Master's in Public Administration from the University of Texas – at Dallas. As a Public Affairs Specialist in both the Army (active duty) and the Air National Guard, respectively, Ms. Kent presented the Air Force story to a global audience as a journalist for the 136th Airlift Wing's Public Affairs Staff.

Jada is in the process of acquiring her certification with Society for Human Resource Management (SHRM-CP).

Jenelle Stapleton
Project Coordinator

Jenelle Stapleton is the Project Coordinator at Waters & Company, a *Springsted Company*. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollie Waters.

In this role, Jenelle coordinates communications with candidates, the processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in Office Administration – at least 6 of those years have been spent in executive level support and two have been spent in Human Resources Administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role in coordinating the branch’s business development. She went on to Merchant Services as the Client Relations Executive where she also filled the role of the Commissions Analyst with the Human Resource Department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements and the paying and reversal of commissions. Prior to joining Waters & Company, Ms. Stapleton was involved in Real Estate Investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has her Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor’s degree in HR Management at Texas Women’s University. Her major outside interest involves volunteering with Dogs on Deployment (“DoD”), a non-profit dedicated to helping military members keep their pets while overseas. DoD arranges pet fosters and thus alleviates the need for pet relinquishment from military members due to the hardships of deployment.

APPENDIX I
Sample Brochure



Newport News

Where Great Things Are Happening

The Newport News Community

Overview

The City of Newport News, located on a peninsula in the Tidewater region of Virginia, is the fourth largest independent city in Virginia, supporting a population of 180,719 citizens. The City is part of the Virginia Beach-Norfolk-Newport News Metropolitan Statistical area (the largest between Washington D.C. and Atlanta, Georgia) and is strategically located at the mid-point of the Atlantic Coast, providing convenient inland access to the eastern United States and oceanic access internationally. The City runs approximately 23 miles along the James River and the Hampton Roads Harbor and is situated at a tactical vantage point where the James River meets the Chesapeake Bay. Newport News has a total area of 119.1 square miles of which 50.8 square miles (42.64%) is water.



Historically entrenched in the very founding of the United States, the Newport News community is vibrant and offers diverse trades that include shipbuilding, technological research and international commerce. Newport News was named for Captain Christopher Newport of the *Susan Constant*, the lead ship of the three ship fleet that carried the Jamestown settlers to the new world in 1607. In 1610, the original colonists abandoned Jamestown after the period known as the “starving time” and encountered Captain Newport in the James River whereupon they learned that

reinforcements of men and supplies had arrived, thus prompting their return to Jamestown. The place where that historical meeting occurred eventually came to be called Newport News to honor that historic occasion.

Since the turn of the 19th century, Newport News has been known as the provider of the nation's finest technologically advanced military ships. In more recent years, Newport News has also become a center for international commerce, research and technology. The City's historic sites, museums and cultural facilities compliment the excellent quality of life experienced at a modest cost for Newport News residents and businesses, creating a balanced and diversified community. The City includes a mix of commercial, manufacturing, military, research facilities and science and technology industries which provide a balanced community and workforce with access to quality education and healthcare. The City boasts more than twenty (20) public parks, as well as public boat ramps, and recreation facilities. Newport News Park, one of the largest municipal parks in the country, has 8,000 acres and two 18-hole golf courses.

With a developing cultural corridor which stretches between Oyster Point and Christopher Newport University in the heart of the City, the City is home to the Peninsula Fine Arts Center and Christopher Newport University's Ferguson Center for the Arts. In addition, the area houses the world-renowned Mariner's Museum and the Virginia Living Museum. Historic attractions in and around the City include the Virginia War Museum, Newsome House, Endview Plantation and Lee Hall Mansion. The Newport News Public Art Foundation and Tourism Development Office sponsor live music events and an outdoor sculpture tour that boasts more than two dozen public pieces.



Population and Demographics

The City's 2010 population according to the U.S. Census was 180,719 and included 69,977 households and a population density of 1,512.59 people per square mile. Homeowners include 51.8% of the population and the racial makeup of the City was 51.5% White, 41.0% African American, 0.5% Native American, 2.9% Asian, 0.2% Pacific Islander and 3.8% from two or more races. Hispanic or Latino of any race made up 7.6% of the population.



Newport News' median income for a household was \$50,942 with the per capita household income established at \$25,196. The percentage of population considered to be below the poverty line was 14.4% in 2011.

Employment and Economic Development

The City of Newport News contains a highly skilled and productive workforce that is growing and becoming more diversified with competent candidates for a wide variety of jobs at all skill levels. The strong labor base of approximately 91,900 civilian workers includes a robust number of government employees (19.7%) who work at the Federal, State and local levels. The City is also positively impacted by 11.3% of the local workforce in the Healthcare sector, 9.6% in Retail Trade and 6.8% in Accommodation and Food Services. Additionally, the Newport News area boasts one of the highest per capita concentrations of engineers and scientists in the nation with 4.6% of its population engaged in Professional Scientific and Technical Services. Newport News has its own General District and Circuit Courts and has a Federal courthouse for the United States District Court for the Eastern District of Virginia. The public school system is considered to be one of the best in Virginia and offers a variety of education experiences and specialized programs that provides

a level of quality to the workforce. The City's unemployment rate as of December 2012 was 6.4%.

Major industries in the City include shipbuilding, military, and aerospace as well as international commerce and, since the 1990's, technology. Many U.S. defense industry suppliers are based in Newport News due to the local presence of military bases, which assist in enriching and stabilizing the local economy. The City has a strong presence in the maritime industry with its vast transportation network and warehousing capabilities. Additionally, two industrial parks, which support manufacturing and distribution, are located in the City.

Newport News Shipbuilding serves as the City's largest employer with over 15,000 employees. Fort Eustis employs over 10,000, making it the second largest employer in the City. The Newport News school system creates over 5,000 jobs and is the City's fourth largest non-military employer.

Major Non-Military Employers in the City of Newport News

Huntington Ingalls Industries, Inc. (Newport News Shipbuilding)
Riverside Health System
Newport News City
Newport News City Public Schools
Canon Virginia, Inc.
AAFES Dan Daniel Distribution Center

Sources: Hampton Roads Economic Development Authority August 2012; Hoovers; InfoGroup@InfoUSA.com; Company Data; Localities

Research and education also play a significant role in the City's economy. The Thomas Jefferson National Accelerator Facility (TJNAF), which employs over 675 workers and more than 2,000 scientists from around the world who conduct research using the facility, is located in Newport News bringing international notoriety to the City.

Transportation

Newport News offers a multi-modal and highly diverse global transportation system to prospective businesses. Cargo and products may be moved by truck, rail ship or by air, creating a unique international delivery system.

By Rail: Newport News is an eastern terminus of the CSX, the nation's largest rail system, which has more than 47,500 miles of track across the South, the Midwest and parts of Canada. In addition to containers and general cargo, CSX is the largest

coal-hauling line in the U.S. and moves a significant amount of coal into the Newport News ports for international export.

Rail passenger service to Newport News is provided by AMTRAK. Daily service between Newport News, Washington, D.C., New York and Boston is provided from a new, modern passenger station opposite Huntington Park.

By Sea: The Port of Hampton Roads has the deepest channel on the East Coast, with both inbound and outbound lanes dredged to fifty feet. The unified ports operated by Virginia International Terminals, Inc. ship more than 14 million tons of general cargo each year and this figure continues to grow. More than 75 shipping lines sail to more than 330 ports of call throughout the world. Annually, more than 50 million tons of bulk cargo is shipped through the port area, including coal, grains and petroleum.

By Air: Newport News-Williamsburg International Airport is one mile from I-64 and no more than 15 minutes from any point in the City with terminals for both Delta Airline and US Airways Express.

By Highway: Interstate 64 and its Downtown link, Interstate 664, are the key freeways for the Newport News motor transportation system, running east and west. Interstate access in Newport News allows an easy reach to approximately two thirds of the nation's population within a twenty-four to forty-eight hour timeframe.

Education and Healthcare

Education

The Newport News Public Schools division educates approximately 30,500 children in 5 early childhood centers, 24 elementary schools, 7 middle schools, 5 high schools and 1 middle/high combination school. All middle schools, high schools, and elementary schools are fully accredited according to Virginia State standards. The School Division was awarded the Virginia School Plant Managers Association (VSPMA) Facilities Masters Award in 2011. The award recognizes school districts that meet national standards of excellence in facilities and maintenance operations. Several private schools are located in the area, including Denbigh Baptist Christian School, Hampton Roads Academy, Peninsula Catholic High School, Trinity Lutheran School, and Warwick River Christian School.

The City provides multiple opportunities for higher education and includes Christopher Newport University, a well-respected and growing public university, which is often recognized as one of the 'best buys' in education nationally within the City's boundaries. Other nearby public universities are Old Dominion University, Norfolk State University and The College of William and Mary. Hampton University, a private university, also sits a few miles from the City limits. Thomas Nelson Community College serves as the City's community college. Located in neighboring Hampton and in nearby Williamsburg, Thomas Nelson offers college and career training programs. Also located within the City is the Newport News Apprentice School. Since 1919, the school has maintained its traditional roots as a trade school, but proudly includes a modern college curriculum that challenges many institutions of higher learning. With a high tech campus, world renowned academic program, relevant and transferable industrial experience, the school provides expert training in the shipbuilding industry.



Healthcare

Newport News is served by two excellent health care facilities. The largest healthcare facilities serving the City, Riverside Regional Medical Center (a part of the Riverside Health System) and the Mary Immaculate Hospital (a part of the Bon Secours Hampton Roads Health System), provides a wide range of health care options for consumers.

As a 510-bed regionally recognized facility, Riverside Regional Medical Center is the Virginia Peninsula's most comprehensive medical facility combining the most recent computerized medical technology with a healing environment. The Emergency Department and Level II Trauma Center responds to more than 57,000 emergencies

annually. The nationally accredited regional cancer treatment center provides sophisticated treatment and care. An oncology Intensive Care Unit is the only Peninsula facility to provide stem cell and autologous bone marrow transplants. Riverside diagnostic testing provides valuable information needed to plan the best course of treatment. The range of on-site testing includes: magnetic resonance imaging (MRI), CT, PET, ultrasound, nuclear medicine, electrocardiography (EKG), cardiac testing and digital mammography.

Mary Immaculate Hospital provides exceptional medical care in the only faith-based hospital on the Peninsula. Mary Immaculate Hospital is an acute care hospital, and was relocated to the Denbigh area of the City and offers a wide range of services, including minimally invasive surgery, orthopedic services, The Liver Institute of Virginia and women's services.

Governance and Services

Newport News operates under the council-manager form of government consisting of a City Council with representatives from three districts (North, Central and South) serving in a legislative and oversight capacity, as well as a popularly elected, at-large Mayor. Citizens in each of the three wards elect two Council representatives, each to serve a four-year term.



City Council and Mayoral elections are held in even-numbered years on the first Tuesday in May. Terms are staggered every two years to avoid a complete changeover of City Council.

The Newport News City Council regularly meets on the second and fourth Tuesdays of each month. Agenda information for each meeting is made available through a wide range of media at www.nngov.com/city-council, at the local library, and on the City's Government access channels (Cox 48 and Verizon 19) beginning on the Friday before the Council meeting.

The City Council also has adopted a Vision Statement which outlines five (5) principles that the City Council has committed to and believes will

result in a community which will maintain the City government's efforts to provide a safe, livable environment for present and future generations. These principles include:

1. Economic Development and Redevelopment
Southeast Redevelopment, Strengthening Greater Oyster Point, and Focus on Upper Warwick Corridor
2. Environmentally Sustainable Local Government Policies
3. Community Maintenance
4. Fiscal Management and Efficient Operations
Operational Performance, and Efficiency and Customer Service
5. Maximum Emphasis on Public Safety
Gang and Gun Violence Reduction

As part of its responsibilities, the Council adopted a Fiscal Year 2013 operating budget of \$747.2 million, which includes school funds of \$281 million and a general fund of \$414.5 million. The Fiscal Year 2013 real property tax rate of \$1.10 per \$100 of assessed valuation was continued from the 2012 budget. However, the personal property tax rate was \$4.50, a \$0.25 increase over 2012.

The City also has a well-developed Capital Improvements Plan (CIP) which annually funds programs for a range of projects via cash capital and general obligation bonds in the areas of community development, environmental, community facilities, transit, equipment, parks and recreation, public buildings, schools, sewer extensions and streets and bridges. Self-supporting fund projects include public utilities, sewer rehabilitation, solid waste and stormwater drainage. Newport News's adopted FY 2013 CIP budget is \$87.1 million with an expected expenditure of \$424.9 million through 2017. The City of Newport News' bonds have maintained the second highest rate issued by Moody's and Standard and Poor's as Aa1 and AA respectively.

The City Manager serves as chief of the executive branch of the City government and supervises all City departments and executes policies adopted by the Council, currently managing two Assistant City Managers and overseeing approximately 3,000 full-time and 1,000 part-time/temporary employees, excluding public schools. Additional direct reports to the City Manager are the City's Internal Auditor, the Director of Budget and Evaluation and the Director of Development. The Manager is

responsible to the City Council for the proper administration of all affairs of the City. Under provisions of the City Charter and Code, the City Manager prepares a budget for the City Council's consideration; recruits, hires and supervises City staff; and serves as the chief administrative officer. City departments include Assessor, Codes Compliance, Engineering, Finance, Human Resources, Information Technology, Planning, Parks, Recreation and Tourism, Public Works, Purchasing, Self-Insurance and Vehicle and Equipment Services.

The City of Newport News provides a full range of well-developed and customer friendly services for the community including adult corrections, communications, community relations, fire, human services, juvenile services, libraries and information services, police and public utilities.

Current and Future Issues

Economic Competitiveness – As the City continues to grow, maintaining competitiveness within the metropolitan region through recruitment of successful businesses that support the local economy will be an important challenge to ensure City revenues are balanced with levels of service and quality of life. As the City works to maintain economic competitiveness, working with existing businesses and maintaining the City's current level of competitiveness will be key to continued business expansion.

Maintenance and Improvement of Existing Infrastructure – As Newport News matures, financing and maintaining existing infrastructure, developing and financing new facilities and structures at a level anticipated by City residents will be an important focus for the new City Manager. Working with and refining well-developed programs focused on maintaining and improving the City's water and sewer systems, streets, roads, sidewalks, bridges, storm-water management facilities and buildings, will also be important future considerations for the next City Manager. In addition, maintaining an effective transportation network will require close coordination between the Manager, City Council and other regional, county and State partners.

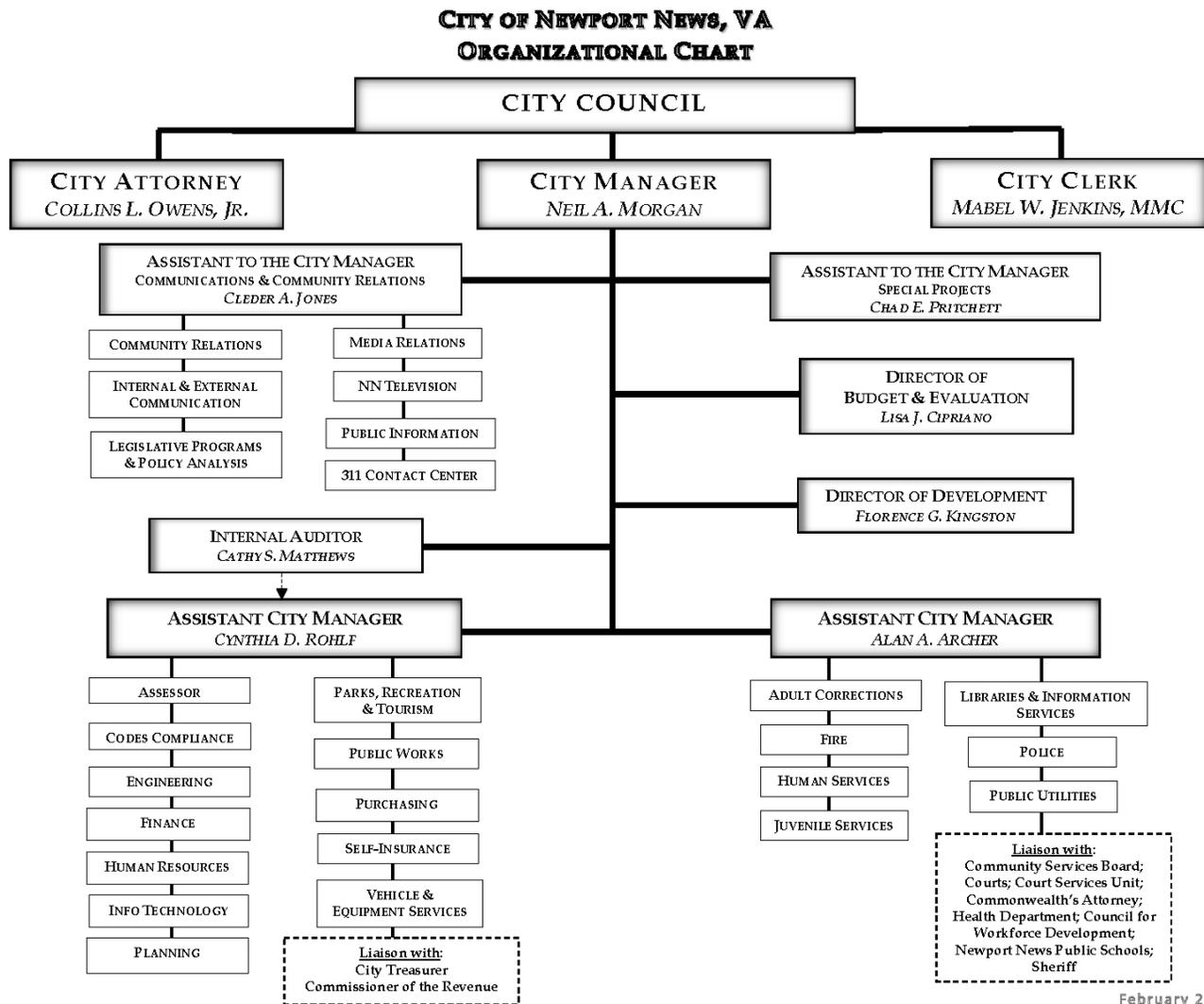
Developing a Strong Succession Plan – The City's staff, like most organizations, is growing in maturity. To ensure that the City maintains a high level of quality customer service, it will be important for the new City Manager to focus on identifying key talent within the organization and recruiting new talent to allow for fresh ideas and maintain the City's competitiveness.

Maintenance of Strong Community Relations – The City of Newport News continues to change, embracing diversity in race, culture, language and gender. Over the years, the City has worked to develop relationships with its citizens and a wide variety of organizations, public and private, which serve various constituencies. As the City continues to evolve, ongoing recognition of the ensuing challenges will require continuous attention to maintaining Newport News' position as a city with a "small-town" feel.

Focus on Crime Reduction – The City of Newport News has developed an excellent Police Department and public safety program. It will be important for the new City Manager to continue the close relationship enjoyed with the Police Department and ensure that the City continues to focus on crime reduction as an important part of the City's quality of life initiatives.



City of Newport News, Virginia Organizational Chart



February 2013

More information on the City of Newport News may be found by visiting: <http://www.nngov.com/>

CITY OF NEWPORT NEWS

City Manager

Position Requirements

The Newport News City Council is seeking a highly experienced, well-rounded professional for the position of City Manager to work cooperatively with them to continue the City's positive growth and direction. The primary criteria for consideration include demonstrated management success in a comparable or larger organization of similar or greater complexity, an interest and desire to serve the needs of a diverse community, and the ability to function in a fast-paced, and change-oriented environment. The ideal candidate will have a strong public sector management background gained in a complex urban county or municipal organization. Successful candidates should demonstrate a high level of energy and competency and possess exemplary management and analytical skills with the ability to successfully operate and exert influence in a diverse community with complex internal and external relationships. Competitive candidates are expected to be flexible, responsive to the needs of the City Council, the entire Newport News community and organization, and be able to manage a wide range of tactical and strategic issues simultaneously. The candidate's background and experience should include exposure to all aspects of managing a racially, ethnically and socially diverse full-service county or city undergoing change and ongoing redevelopment. The successful candidate will also have demonstrated a record of strong customer service focus for the delivery of services. While strong financial and technical competence is needed, the successful candidate should be creative, articulate and focused on implementing the City Council's policies and directions for the City. The City Manager should be comfortable working in, and interacting with, a diverse and involved community.

Preferred Qualifications

- Seven to ten years of experience as a senior executive in a full-service local government, at least three of which must have been as a Manager or Deputy, in an environment comparable to the City of Newport News
- A Master's degree in business or public administration or related field is preferred with a Bachelor's Degree required
- ICMA Credentialed Manager or eligibility to become credentialed is a strong consideration
- Experience in a racially and culturally diverse urban environment, including well-planned and managed growth consistent with the City's plans and practices; staff development and productivity improvements; the use of information technology to improve services; fiscal and environmental sustainability; and emergency management
- The ability to listen to, and work with, an engaged, independent-thinking governing body to effect successful outcomes

Performance Evaluation Objectives Anticipated by the City Council

The following criteria are expectations identified by the City Council to guide the City Manager and serve as the basis for periodic evaluations of the Manager's performance.

- **Relationship with the City Council** - Effective interaction, communication and timely response to requests
- **Policy Execution/Reporting** - Implementation of City Council actions, provision of accurate and comprehensive reports for City Council meetings, and presentation of well thought-out professional recommendations

- **Citizen, Community and Regional Relations** - Ensure and enhance customer service; initiate positive relationships with all aspects of the community; be accessible to citizens when needed, promote increased cooperation with other local governments in the area and with the State and Federal government
- **Human Resource Administration** - Recruit and retain competent, high-quality personnel; advance the City's vision and values, including the letter and spirit of affirmative action; be accessible to City staff when guidance and assistance is necessary; provide to the City Council balanced recommendations on benefits and compensation; foster innovation, accountability, responsiveness, efficiency, professional development and positive morale among staff
- **Fiscal Management** - Prepare a balanced budget to ensure the best possible use of available funds to operate the City efficiently and effectively; preserve the City's bond rating and ensure useful and accurate departmental performance measures; foster economic and fiscal sustainability
- **Planning and Development** - Advance strategic planning processes to support the vision and guidance provided by the governing body for future development in the City
- **Organizational Development** - Maintain Newport News as a great place to work, live and raise a family through competent, consumer-oriented delivery of a balanced array of community services expected of a high performing urban community. Such services include public safety, utility, recreational, cultural, and regulatory activities. Continue Newport News' comprehensive communications capabilities to convey important City information and maintain a transparent government

Required Leadership Traits and Skills

- Leads by example with the City's staff and citizens displaying courage, soundness of judgment, decisiveness, motivation and dedication
- Committed to working cooperatively with the Mayor and City Council, City staff, citizens, the business community and advisory groups in a "team oriented" relationship
- Transparent and open in dealing with all issues
- Possesses and displays a level of comfort in leading a strong, experienced professional senior management team
- A high level of integrity
- Strong verbal communication, public speaking and writing skills, with the ability to explain complex issues to the citizens of Newport News
- Knowledge and mastery of policy issues, especially well-planned growth and redevelopment
- Ability to listen carefully
- Initiative and creativity

Compensation and Benefits

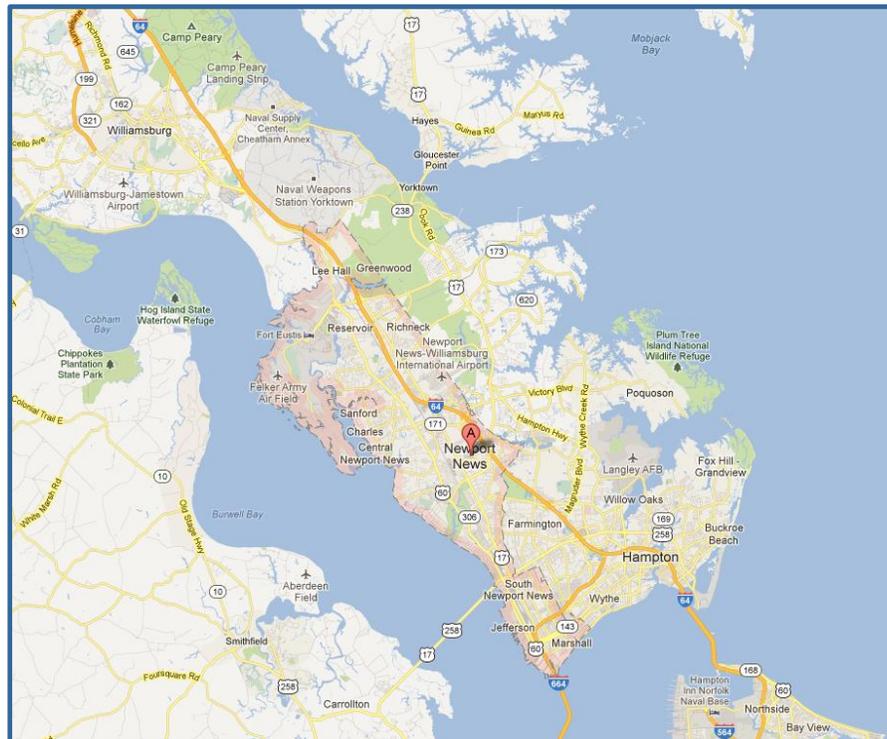
The City offers a salary which is competitive in the region and is negotiable based on the chosen candidate's qualifications and experience. Also available is an excellent benefits package which includes participation the Virginia Retirement System. Residency within the City is required within a defined period of time.

Application and Selection Process

The position remains open until filled, but applications received by April 19, 2013 will receive priority consideration. A review of résumés starts on April 21, 2013. To be considered for this opportunity, please send a cover letter, résumé, salary history and five (5) work-related references to John Anzivino, Senior Vice President, Springsted Incorporated, 1564 East Parham Road, Richmond, Virginia 23228 or fax (804) 726-9752. Submissions can be sent electronically to richmond@springsted.com.

Following the filing date, résumés will be reviewed by Springsted Incorporated based on the criteria established by the Newport News City Council. After a process, which will include interviews and detailed background checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the City Council for their consideration. It is anticipated that the finalists will be interviewed in the City of Newport News during the month of May 2013.

The City of Newport News, Virginia is an Equal Opportunity Employer



Map data ©2013 Google



EXECUTIVE SEARCH PROPOSAL

City of Ypsilanti



May 2016

Prepared by the Michigan Municipal League

Summer Minnick
Director, External Relations and Federal Affairs
208 N Capitol Ave Lansing, MI 48933
517.908.0301
sminnick@mml.org

City of Ypsilanti
One South Huron Street
Ypsilanti, MI 48197



michigan municipal league

May 18, 2016

Mayor Edmonds and Council,

The Michigan Municipal League is pleased to offer the City of Ypsilanti our assistance in selecting your next City Manager. The League is committed to strengthening Michigan communities, and works hand-in-hand with our members to provide the tools needed to effectively manage and develop their communities. This close relationship gives the League a deep understanding of a community's needs and challenges and makes us uniquely qualified to provide a comprehensive executive search service.

The League's executive search service is designed to ensure the best possible match between a community and its top administrator, with the ultimate goal of providing the community a highly qualified leader who will add tremendous value to the community. To that end, we are dedicated to serving the needs of member communities before, during, and after a search process. Our service is focused exclusively on Michigan communities, but our recruitment is nationwide. We manage an unparalleled network of applicants, half of which are from outside the state.

Each search process is tailored to meet the community's specific needs and goals. We work closely with the community to gain a full understanding of the priorities as a basis for structuring the search process. We facilitate consensus-building around the attributes a community is looking for to gain a complete picture of the desired candidate's experience, qualifications, and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

A typical search requires at least 120 days to complete. The timeline varies depending on timing of ad placement, availability of candidates and city officials, and the needs of the community.

Feel free to contact the League with any questions or to request an in-person presentation from one of our search facilitators.

Thank you,

Summer Minnick

PROPOSAL FOR EXECUTIVE SEARCH

City of Ypsilanti

► SERVICE SUMMARY

Our typical level of service includes the following:

- Four personal visits with the search facilitator
- Department head and community engagement in profiling process
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted email, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

► SEARCH PROCESS

Develop Recruitment Profiles

In the first meeting, the search facilitator will facilitate several work sessions to develop a comprehensive recruitment profile. We'll meeting with community members, staff, and Council. During the meetings, the search facilitator will spur the development of an ideal recruitment profile that the city can agree on and be proud of. This ensures the quality of applicants recruited, as well as manages and clarifies the expectations of the new position. The recruitment profile has two components:

- 1. The Candidate Profile** details the qualifications, experience, and professional characteristics required for the position. It is designed to reflect the goals and priorities of the community and goes beyond what is normally found in succinct ad language. The completed profile is used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection.
- 2. The Community Profile** provides a description of the position, the organization (i.e. organizational structure, services provided, etc.), and the community itself. This component is an excellent opportunity to highlight the quality of life aspects of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths and cultural or entertainment opportunities.)

These profiles are used to develop a professionally designed recruitment brochure which is featured on the MML website in its entirety and directly emailed to targeted Michigan municipal professionals.

Develop and Administer Recruitment and Outreach Campaign

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to the widest and most appropriate audience. To accomplish this, we will develop an outreach and advertising campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought. Our advertising strategy will include both written and electronic publications:

- Featured placement on the League's Classified Ads (website, features complete recruitment brochure)
- ICMA Website
- League social media outlets
- Other professional associations as appropriate (i.e. MGFOA, MAP, etc.)
- Regional public administration associations
- Public administration master's programs' career placement offices
- Other municipal associations as appropriate (i.e., MTA, MAC, etc.)

The full recruitment brochure will be featured on the League's web site which receives an average of 4,000 hits per week. League searches are always listed first with special graphics to highlight your position. This is an excellent opportunity to promote the position and your community to a wide range of prospective candidates.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and managers who may have an interest in the opportunity. We focus the recruiting effort on attracting the most qualified candidates, including passive candidates, to ensure an outstanding candidate pool. Following the closing date for receipt of resumes, we will proceed with resume review and interviews.

Screen Resumes and Narrow Field of Applicants

We receive resumes directly and assess each applicant against the criteria established in the recruitment profile to identify viable candidates who most closely meet the municipality's requirements. We also conduct initial prescreening and online searches.

At the conclusion of this initial screening process, we present a confidential summary of the applicants and their qualifications which serves as the basis for a suggested "short-list" of candidates for further consideration. After discussion and consideration, the municipality will determine whom to invite for personal interviews.

Once invitations to interview have been extended and accepted, the names and resumes of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates. Please note that we do not ever release the name, resume, other identifiers or application materials of confidential applicants who are not viable candidates. We only lift confidentiality for viable candidates who agree to participate in the interview process.

Preliminary Reference Review

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

Interview and Selection Process

Once a list of final candidates has been developed, we will assist in coordinating and scheduling interviews. As well, we will develop interview questions that focus on the priorities outlined within the candidate profile.

Further, we will offer guidance and advice concerning appropriate interview topics as well as those that should be avoided. While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.

A search facilitator will attend and facilitate the interviews with each of the final candidates. There will be one or two rounds of interviews, depending on the community's preference. At the conclusion of the interview process, we will facilitate discussion and evaluation of each candidate.

Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the municipality. Rather, we aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Search Close-out

After the community has chosen a candidate, the search facilitator will be able to assist in contract negotiations of the conditional and final offer. At this stage, the League will initiate a thorough background search handled by a contracted third party that specializes in employment investigation.

Once an agreement is reached with the individual selected for the position, the facilitator will perform closing tasks, such as personal notification of unsuccessful candidates.

Search Timeline

Timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. We encourage our client communities to establish a well-defined project timeline with the search facilitator at the first meeting to ensure the process moves quickly and positions the community to compete for the best talent. A sample timeline is provided below.

WEEK 1	Initial Meeting: Create Profiles, Recruitment Strategy, Ad Language
WEEK 2-3	Place ads
WEEK 3-5	Direct Recruitment, Active Solicitation of Candidates
WEEK 3-6	Application Screening, Initial Reference Checks
WEEK 6-7	Prepare Short List, Meet and Review Candidates
WEEK 7-8	Conduct First Interviews
WEEK 8-9	Second Interviews, Deliberation
WEEK 9-10	Extend Conditional Offer
WEEK 10	Background Checks
WEEK 11-12	Close Out Activities

Our Clients

Below are listed some of the municipalities that have utilized the executive search services of the League in recent years. Clients include cities, villages, counties and townships of all sizes throughout the state. Many of our clients have been so pleased with our work that they become repeat customers for other positions, bringing our total number of searches over 200.

City of Albion	City of Grand Ledge	City of Parchment	Village of Mattawan
City of Alpena	City of Grayling	City of Pleasant Ridge	Village of Middleville
City of Battle Creek	City of Grosse Pointe	City of Plymouth	Village of Newberry
City of Belding	City of Grosse Pointe	City of Port Huron	Village of Oxford
City of Benton Harbor	Woods	City of Portland	Village of Paw Paw
City of Berkley	City of Harper Woods	City of Rogers City	Village of Reese
City of Big Rapids	City of Hart	City of Saint Clair	Village of Sparta
City of Bloomfield Hills	City of Highland Park	City of Saline	Village of Stockbridge
City of Boyne City	City of Hillsdale	City of Sandusky	Village of Wolverine Lake
City of Bridgman	City of Howell	City of Sault Ste. Marie	Brighton Township
City of Brown City	City of Huntington Woods	City of South Lyon	Cascade Township
City of Buchanan	City of Inkster	City of Tecumseh	Coloma Township
City of Caro	City of Iron Mountain	City of Three Rivers	Delhi Township
City of Cass City	City of Ironwood	City of Troy	Delta Township
City of Cedar Springs	City of Ishpeming	City of Whitehall	Huron Township
City of Cheboygan	City of Jackson	City of Williamston	Lyon Township
City of Chelsea	City of Keego Harbor	City of White Cloud	Meridian Township
City of Clawson	City of Lapeer	City of Woodhaven	Oakland Township
City of Clio	City of Leslie	Village of Baraga	Plainfield Township
City of Croswell	City of Linden	Village of Bellevue	Shelby Township
City of Davison	City of Lowell	Village of Beverly Hills	Hartland Township
City of Eastpointe	City of Marine City	Village of Caro	Spring Lake Township
City of East Grand Rapids	City of Marlette	Village of Cass City	Ypsilanti Township
City of Escanaba	City of Menominee	Village of Cassopolis	Genesee County
City of Essexville	City of Midland	Village of Constantine	Marquette County
City of Ewart	City of Milan	Village of Douglas	Saint Joseph County
City of Farmington	City of Monroe	Village of Franklin	Saginaw County Road
City of Ferndale	City of Mount Pleasant	Village of Holly	Commission
City of Ferrysburg	City of Munising	Village of Kalkaska	White Lake Fire Authority
City of Frankenmuth	City of Muskegon Heights	Village of Kingsley	
City of Frankfort	City of Norton Shores	Village of Lake Orion	
City of Flint	City of Norway	Village of L'Anse	
City of Grand Blanc	City of Oak Park	Village of Mackinaw City	

Pricing

The League provides a total not-to-exceed price of \$15,000 for executive search service which includes both professional fees and project expenses (advertising, travel, etc.) This ensures you know exactly what you will spend up front to complete this critical process.

The League welcomes the opportunity to assist the City of Ypsilanti in this search. Please feel free to contact me directly with questions about our service or this proposal.

Our Promise

The League is committed to providing the best possible outcome and employment match for the community. Therefore, we guarantee placement for at least one year, and strongly encourage the management professionals placed to comply with Tenet 4 of the ICMA Code of Ethics, which sets a minimum of two years for employment with a local government. In the highly unlikely event that the position is vacated within a year of placement due to violation of the Code of Ethics, the League will offer another search at no or little additional cost to the community.

Sincerely,
Sent via email

Summer Minnick
Director, External Relations and Federal Affairs

Please provide authorized signature below to officially engage the League to provide the executive search services outlined within this proposal:

AUTHORIZED SIGNATURE _____

TITLE _____ DATE _____

**By Resolution of
the Board of the Friends of Rutherford Pool**

Whereas, The Friends of Rutherford Pool has a mission to support and promote aquatic activity in Ypsilanti for the recreation and health benefit of the community; and

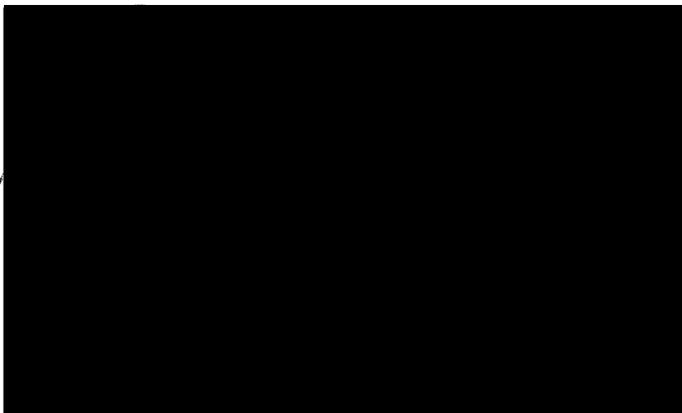
Whereas, Friends of Rutherford Pool is an independent 501C3 organization whose Board works to advance the mission of the Friends of Rutherford Pool and may take positions on ballot measures that it feels support its mission; and

Whereas, The City Council of Ypsilanti has unanimously approved a plan to place a referendum on the August 2, 2016 ballot to replace an expiring 2.3 mills with a new 2.3 mills that will not cause a net increase in current taxes; and

Whereas, the approval of the referendum is essential to the financial stability of the City of Ypsilanti by allowing the City to obtain a favorable refinancing of the Water Street Debt and, thus, alleviating significant pressure on the City's budget; and

Whereas, the approval of the referendum by the Community will help support the Rutherford Pool and the mission of the Friends of Rutherford Pool by making it possible for the City to continue to provide financial support for the pool,

Now therefore, be it resolved that the Board of the Friends of Rutherford Pool support passage of the Ypsilanti City Council's tax resolution to appear on the August 2, 2016 ballot.



July 14, 2016
14 JULY 2016
July 14, 2016



Resolution No. 2016 - 160
July 19, 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: