



Approved

**CITY OF YPSILANTI  
COUNCIL MEETING MINUTES  
CITY COUNCIL CHAMBERS  
ONE SOUTH HURON STREET, YPSILANTI, MI 48197  
Tuesday, August 23, 2016  
7:00 to 9:00 P.M.**

**I. CALL TO ORDER -**

The meeting was called to order at 7:04 p.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	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 Nicole Brown moved, seconded by Council Member Anne Brown to approve the agenda.**

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

**VI. INTRODUCTIONS -**

Mayor Edmonds introduced MML Lead Executive Recruiter Kathy Grinzinger who will act as facilitator for this meeting.

**VII. AUDIENCE PARTICIPATION -**

None

**VIII. REMARKS BY THE MAYOR -**

None

## **IX. RESOLUTIONS/MOTIONS/DISCUSSIONS**

Discussion regarding City Manager Executive Search with the Michigan Municipal League (MML)

MML Lead Executive Recruiter Kathie Grinzinger provided an overview of her extensive background in local government. Ms. Grinzinger explained MML's process for an executive search. Ms. Grinzinger asked that Council tell her something about the residents of the City of Ypsilanti.

Council Member Anne Brown responded the population is diverse. Ms. Grinzinger asked if they are diverse racially, income levels, age, etc... Ms. Anne Brown responded yes to all those categories and said Ypsilanti has a growing population between the ages of 18 and 34 whom are very creative and entrepreneurs. Ms. Anne Brown stated the people in this community want to see it prosper and grow. Ms. Anne Brown stated the City's issue is the High School is failing which is a hindrance to growth. Ms. Grinzinger replied it makes it difficult for families with school aged children to move into Ypsilanti.

Mayor Pro-Tem Richardson stated the City has a large population of senior citizens. Council Member Murdock added that demographic is increasing in the City.

Mayor Edmonds stated the City has a broad mix of new residents.

Council Member Vogt stated the City includes income levels ranging from low income to high middle income. Mr. Vogt said there is a sizeable population that is unemployed, under employed, or on assistance which relates to the failing school system. Mr. Vogt said the City is below median income. Mayor Edmonds said the median income for the County is about \$60,000 and the City is between \$32,000 and \$33,000. Ms. Grinzinger added the state's median income is roughly \$46,000. Council Member Murdock said the City also has a high poverty rate at 30%.

Council Member Murdock stated the City has a high percentage of rental properties. Ms. Grinzinger asked if renters are student population or general population. Mr. Murdock responded he was referencing both populations. Ms. Grinzinger asked if there is available housing if a person was looking to move into the City. Mr. Murdock responded homes are available but they do move quickly.

Mayor Edmonds stated the City has one of the highest millage rates in the state. Ms. Grinzinger stated but the housing market is booming in Ypsilanti. Council Member Robb clarified the single family housing market is booming. Ms. Edmonds said there is a missing middle in the housing stock and the stock is old. Ms. Edmonds added there is also a lack in downtown loft style housing and affordable housing for low income senior citizens.

Ms. Grinzinger asked if the population is involved. Mayor Pro-Tem Richardson responded in the affirmative and referenced the Friends of the Rutherford Pool and Friends of the Freight house. Mayor Edmonds added the Senior Center and the Youth Community Center have also been kept in operation through a volunteer effort. Ms. Richardson said one of the things she enjoys most about this community is the willingness of its citizens to help. Ms. Grinzinger asked if citizen involvement is issue oriented and if citizens participate in Council meetings on a regular basis. Council Member Nicole Brown responded in the affirmative. Council Member Anne Brown elaborated that it is the same individuals who come to Council meetings. Ms. Grinzinger replied it is a small group of active participants in meetings. Ms. Richardson disagreed and said the friends groups are comprised by different people. Ms. Anne Brown said the interest is based on issues. Ms. Edmonds said there is a general feeling of community scale pride. Ms. Edmonds added many residents come to Ypsilanti as students and upon graduation stay in the community and rent until they are able to purchase a home. Ms. Edmonds said there is a path to ownership that is being seen especially in the ages of 21 through 35. Ms. Grinzinger asked if this is a

community that if wanted a person could affordably put down roots. Ms. Edmonds responded in the affirmative until they have school aged children.

Ms. Grinzinger asked if the diversity and the challenges in this community create a personality of the City, in other words, how Ypsilanti should be described as a community. Council Member Anne Brown responded Ypsilanti is very neighborhood friendly. Ms. Grinzinger said Ypsilanti has some very old and impressive housing and asked if the history in the City's architecture is important. Council Member Nicole Brown responded in the affirmative. Ms. Grinzinger asked if the community is very protective of its history. Ms. Anne Brown responded in the affirmative.

Ms. Grinzinger asked if residents are proud to live in Ypsilanti. Mayor Edmonds responded the tagline of the City is "Pride, Diversity, and Heritage". Ms. Grinzinger asked if the people are proud or are they proud of their City. Mayor Pro-Tem Richardson replied she believes they are proud of their City.

Ms. Grinzinger asked what characteristics make Ypsilanti unique. Council Member Murdock responded Ypsilanti is an older urban community which the economy was originally based on manufacturing. Mr. Murdock said manufacturing has since left the City which is now going through a transition. Mr. Murdock said the City has to deal with a municipal finance situation coupled with the largest employer in the City is tax exempt. Mr. Murdock said the City enjoys a great park and river system which it hopes to maintain. Mayor Edmonds added the park system is Olmstead designed.

Mayor Edmonds stated the residents of this City are largely employed by Eastern Michigan University, St. Joseph's Hospital, and other governmental and public agencies. Ms. Edmonds added many residents of the City are also employed in Ann Arbor. Ms. Grinzinger asked if the majority of residents are out commuters. Council Member Nicole Brown responded in the affirmative.

Council Member Anne Brown stated there are not a lot of possible applicants who have been employed as assistant city managers in Michigan. Ms. Grinzinger responded in the affirmative, and explained many individuals employed at that capacity moved out of the state when those positions were removed. Ms. Grinzinger added some of those individuals are returning to Michigan and asked what they can be told to make them want to be employed by Ypsilanti. Council Member Vogt responded there is great appeal not only in Ypsilanti but also in the County and southeastern Michigan. Mr. Vogt said there are art, athletics, university, music, and many other amenities that this region has to offer. Mayor Pro-Tem Richardson stated her tagline for Ypsilanti is "the best kept secret in southeastern Michigan". Mayor Edmonds stated Ypsilanti has a small affordable, historic, urban scale full of opportunity. Ms. Edmonds said affordable has become a contrast to Ann Arbor. Ms. Grinzinger asked Council Member Robb why a person would come to Ypsilanti. Council Member Robb responded he moved here because it was close to the highway. Ms. Grinzinger replied so Ypsilanti is good from a commuter standpoint. Council Member Murdock stated it goes beyond that the City is close to the airport and rail connections.

Ms. Grinzinger stated most people in this profession have trailing spouses so the job market in commutable distance becomes very important. Mayor Edmonds stated Ypsilanti is 35 minutes from Detroit and 15 minutes from the airport.

Council Member Vogt stated the five greatest attracters to this area are education, transportation, communication, public services, and public amenities in many cases world class. Mayor Edmonds stated while the region lacks anything in terms of transportation Washtenaw County has excellent public transportation.

Mayor Edmonds stated the state of the K-12 school system is a huge barrier to business attraction. Ms. Edmonds asked Council Member Nicole Brown if her neighbors take pride in their neighborhood. Council Member Nicole Brown responded that her neighbors take pride in their neighborhood. Ms. Grinzinger asked if there were significant differences between neighborhoods. Council Member Anne Brown

responded possibly a decade ago but now she walks every neighborhood and it seems fairly seamless. Ms. Anne Brown said she has found that the eastside of the City is less progressive and the residents are older while her neighborhood has seen a great deal of turnover. Ms. Edmonds responded her neighborhood has turned over entirely in the last 12 years. Ms. Anne Brown replied her neighborhood has turned over in the last 2 to 3 years. Mayor Pro-Tem Richardson said her neighborhood is turning over as fast if not faster. Council Member Nicole Brown stated she is one of the youngest people in her neighborhood that owns property. Ms. Nicole Brown said there are a lot of children in her neighborhood and added the faith based community is very prominent, especially in Ward 1. Ms. Nicole Brown said the community, as a whole, is very down to earth and relaxed. Ms. Grinzinger said to her Ypsilanti seemed "scrappy", or resilient. Ms. Nicole Brown said she views the City as quirk and feisty, rather than scrappy. Ms. Anne Brown stated the Convention and Visitors Bureau (CVB) marketed the City as "Ypsi Real". Ms. Edmonds suggested MML research the work the CVB had completed on that marketing campaign.

Council Member Anne Brown stated Ypsilanti, before the manufacturing industry left was the tax base for the County and now Ann Arbor is the tax base. Ms. Anne Brown said now the City is trying to find its economic identity.

Ms. Grinzinger stated she would like Council to discuss what challenges the City is facing the new City Manager will need to face. Mayor Pro-Tem Richardson responded budget issues. Council Member Vogt stated there are two fundamental budgetary issues; one dysfunctional state finance system and underused and unused property that need to be developed to increase the tax base. Ms. Grinzinger responded in general the tax base is the issue. Mr. Vogt agreed and reiterated the municipal financing system. Council Member Murdock added the City needs to find additional revenue. Mr. Murdock said the City also needs a manager familiar with labor negotiations because all the union contracts are about to expire. Mayor Edmonds stated the K-12 school system and a high millage rate is a challenge for an incoming City Manager. Council Member Nicole Brown echoed issues with the school system and added lack of opportunity for community youth. Ms. Grinzinger asked that when lack of opportunity was mentioned it just wasn't about jobs. Council Member Vogt pointed out that it is jobs, community and volunteering.

Mayor Edmonds then moved on to say that the City has some contamination and brownfield issues. Ms. Grinzinger says that the brownfields could also be an opportunity. Mayor Edmonds then says that the City deals with a lot of negative media and a lack of a strong media. She says the City is also fighting the negative media perception especially when compared to our neighbors in the west. Council Member Anne Brown says there is a disconnect between the City Council and the citizens in which the citizens think the City is doing better than it really is. Council Member Vogt says the media likes to tear us down too. Council Member Robb then stated that they have very thin skin; there is low self-esteem as a community and it somehow toxic, he says the City think that everyone is out to get us. Council Member Robb goes on to say that he came to the City not knowing anything about Ypsilanti or Ypsilanti Township, he says that there's this rivalry between the City and Ann Arbor that came from nowhere and the City feels as if it has to defend itself against everything.

Council Member Robb says that there are other challenges for the City Manager and there is a definite lack of team work. Council Member Nicole Brown says she feels the challenge for the incoming City Manager will be Council as a group because they don't work well together and rarely speak as one voice. Ms. Grinzinger states that the one thing she find very critical when doing her type of work is that there needs to be team building. She suggested that when a new person is brought on the, the Council with that person and the primary directors of the staff need to have a team building retreat. Mayor Edmonds then points out that one challenge is that the County Government a key partner is having issues with turnover and they are in an unclear place in term of leadership.

Ms. Grinzinger says that they have talked a lot about the challenges now it's time to move on to the opportunities. Council Member Robb starts out by saying that this is a stepping stone to a better position.

To which Ms. Grinzinger says she does not want to put that in the ad. Council Member Robb goes on to elaborate this by stating that they should not be looking for someone who is at the end of the line, they should be looking for someone who wants to prove themselves to the rest of the world and to get a job elsewhere. The opportunity is that you will get a better job that pays more in a larger city in the future. Mayor Edmonds says that there is a reduction in turn around, and the City is starting to look up after some development spill over from Ann Arbor. Ms. Grinzinger states that the downtown is beautiful and has a lot of historic ambiance. Mayor Pro-Tem Richardson says she sees Water Street Development as an opportunity. She points out that development is something the person can use to build the community.

Council Member Robb says that if our next person cannot make things happen with Water Street then that person will be somewhere else. He says that it is one of the most important things going on here. Council Member Anne Brown says she thinks it's an opportunity to demonstrate that a person who comes in with a vision can bring that to fruition. Mayor Edmonds says that the positive relationship with EMU is another opportunity. Ms. Grinzinger then said she wanted to go over the things that had been stated and wanted Council to think about them as she did. She says the City is a strong faith based community; they are down to earth, relaxed attitude, while still feisty and resourceful and determined. Ms. Grinzinger then says she wants to make sure that everyone is in agreement about the challenges being faced by the City. She says that the biggest challenge is the tax base of course.

Mayor Edmonds says that the City is largely built out, she says that's a key part of it the City being historically built out. Ms. Grinzinger then says that the underdeveloped property the City has is a challenge as well as the high millage rate. She says though that having a high millage rate doesn't hurt however it is the low value that hurts. Along with this and the failing schools, unemployment, lack of opportunity for young people, negative relation with the media make for several challenges in the city.

Council Member Robb says that the City needs the guy who has to build a team. Ms. Grinzinger says that the staff are pretty committed to one another, they could probably use some formalized team building. Mayor Edmonds notes that the City faces core conflicting values with our neighboring communities. Ms. Grinzinger wonders if this is county wide. Mayor Edmonds explains that it is neighboring townships and that it's not the relationships it's just conflicting values. Mayor Pro-Tem Richardson says that she thinks it's the relationships. Council Member Anne Brown then said that there is something that happened years ago, the person who did this sits in on every meeting. Ms. Grinzinger says there are lots of challenges.

Mayor Edmonds says she would like to add a few more opportunities to the list. The City has strong rooted local businesses from a variety of ethnicities serving a variety of costumers. That's the core part of our community, the City has a 740,000 square foot auto plant that's a possibility and a train is coming, those would be number one opportunities. Ms. Grinzinger says that she put that both as its challenge and opportunity; she says she is going to shrink the challenges a little. Ms. Grinzinger then asks if its 19,000 people in 4 square miles. Mayor Edmonds says yes and they are hoping to hit 20 soon.

Council Member Murdock says that about 25 percent of its tax exemption is between nonprofits and Eastern Michigan. Ms. Grinzinger says that she believes that number is closer to 40 percent. Council Member Anne Brown says that the neighboring community, Ann Arbor, seems to have a negative idea about Ypsilanti, that it's dangerous and scary. Council Member Nicole Brown concurs but adds it's not just Ann Arbor; it's also neighboring counties as well. Council Member Robb points out that the City's crime rate is 3 times as high as Ann Arbor. Council Member Anne Brown states she never used to hear people say don't go to Ypsi but she hears it a lot of now.

Ms. Grinzinger says that while she is uncomfortable speaking on the next subject applicants will do their own research. She asks about the Manager that stayed three times the average, which is normally around 5 years. Council Member Robb states that the Manager's wife didn't want to move and was the reason they kept him on. Mayor Edmonds then asks Jon Barr how long he had been with the City which he answered as about 35 years. Ms. Grinzinger moves on saying that real estate is turning around historic

downtown, committed to place marking, vacant parcels downtown, good relationship with the university, and a passenger rail coming. She asks if immediate goals were the Water Street Redevelopment. Mayor Edmonds says that and the rail. Ms. Grinzinger asks if that is a City Manager's responsibility. She also wonders if there is anything else on the immediate list. Mayor Pro-Tem Richardson says to maintain a balanced budget. Council Member Murdock says that have to deal with a significant shortage. Mayor Edmonds says that there needs to be public communication at several different levels.

Ms. Grinzinger says that in the first year someone could probably put a strategy together but couldn't change things. She asks Council to look at immediate goals, the challenges and make sure they agree and if they need to cross things off this is the time to do so. Ms. Grinzinger says that she has a fairly decent command of adjectives but she won't change the goals. Council Member Anne Brown asks if they decided if team building was an immediate goal. Ms. Grinzinger says she doesn't know, Council Member Anne Brown states that she meant all of them council and staff. Mayor Edmonds asks Ms. Grinzinger that a lot of things in the profile would go into opportunities. Ms. Grinzinger says that what she would like to do is tell some of the candidates that there are the top go to that people want to make progress on in the first year. She would like them to be able to see if their talents will match the City's challenges, and we'll double check it over here but if someone can't meet these challenges then this not the town for them.

Council Member Anne Brown asks if they could list regionalization as an opportunity. Ms. Grinzinger asks if the City is regionalizing now. Mayor Edmonds responds that it is doing so in certain ways. Ms. Grinzinger asks if the City has regional agreements. Council Member Robb says that right now the City only has the regional police. Ms. Grinzinger says that if they had sat down and said they were ready for a tri-region fire department then that would have been a regional opportunity on your plan. Council Member Anne Brown says that she thinks the person coming in needs to have the ability or scope to say we need to look at regionalization. Council Member Robb points out that regionalization would be a Council priority. Council Member Anne Brown responds by saying that this was just opportunity; we're talking about budget they may come back and say we need to. Council Member Robb says that Council is going to tell this person what the top priorities are and if Council says regionalization isn't one of them that person should not be working on it. Council Member Anne Brown says she don't think we should tie the person's hand. Ms. Grinzinger says one of the things you could have is that when the line between policy and administration is crossed have a policy saying we need to figure out how to live on a budget on this many millions the person may suggest regionalization.

Mayor Edmonds says she has another opportunity to put on the up, the City has a very strong, award winning and community engaged master plan. Council Member Brown says you can put that down but many community members don't even know what the master plan is and haven't read it. Ms. Grinzinger says she's going to call this part good and move on. She states she wants to talk about three things; one is knowledge which is what a person earned. Two is skills which are what a person learned they can do and three is attributes which are the value system a person work and live by. Ms. Grinzinger says that she wants to start with knowledge and asks what is the minimum standard or degree they want.

Council Member Robb says that an MPA is minimum. Council Member Vogt asks if that is typical or standard for this size of a county. Ms. Grinzinger replies that most managers under the age of 30 will be equipped with an MPA; most managers above 50 will not have an MPA but will have 25 years in the job. The middle you will find a bunch of people who has either obtained an MPA or who has not. Mayor Edmonds asks what Ms. Grinzinger feel would be some other Master degrees. Mayor Pro-Tem Richards asks if an MBA would one. Council Member Robb says that someone with an MBA would not come to Ypsilanti. Ms. Grinzinger confirms this by saying the City couldn't afford an MBA. She says that when dealing with the complexity of a community like Ypsilanti you want someone who has the succinctly background of administration and an MBA will not cut it. Ms. Grinzinger says the City may want to have qualifiers somewhere down the three that allows them to consider other types of degrees other levels of experience when combining things.

Mayor Pro-Tem Richardson says she wants someone who has had some successful experience. Ms. Grinzinger asks how much experience. Council Member Robb also states that Mayor Pro-Tem Richardson needs to quantify the kind of experience she wants. Mayor Pro-Tem Richardson says that she wants someone who's had some successful years as a City Manager or some successful years as even a City Administrator. Someone with good solid on the job experience. Ms. Grinzinger asks if a City Manager, Assistant City Manager, Village, Township or County Administrator okay. Council Member Vogt says that it could also be department heads in larger cities. Ms. Grinzinger asks if she can say executive considerable span of control or responsibility. Mayor Edmonds states that a department head of a larger city may have experience as well. Council Member Anne Brown asks where the ICMA would fit in. Ms. Grinzinger replied that that can be done, she says that there are folks who are department directors who have more employees than she has and more budget to worry about. She then asks if looking for a City Manager, Assistant Manager, Township, Village Exec or a department exec who's had significant control over budget and employees okay. Ms. Grinzinger asks the amount of years of experience.

Mayor Edmonds answers that some combination of those would work. Ms. Grinzinger then asks if the Council would accept a lesser degree with more experience. Mayor Edmonds replies that if someone has been a strong Deputy City Manager for 4 years and has only been a City Manager for 3 that would be fine. Council Member Anne Brown then says that she doesn't believe they would have the depth of work experience in only three years. Council Member Nicole Brown inserts that if they had 3 years of deputy city manager experience and 2 years of an executive position somewhere else could they combine those years. Mayor Edmonds says that they should have at least 5 years of professional experience. Ms. Grinzinger says that 5 years of professional experience at a City Manager, Assistant City Manager or a Township Village Exec with significant responsibility, different combination of experience and education will be considered, ICMA also for the code of ethics, to summarize.

Mayor Edmonds asks if some are going to be ICMA members who have had a public work status. Ms. Grinzinger says that is a very good point ICMA, MML professionals, Requisite professional associations. She says that the other thing this gives the Council is a person who has invested in their continuing education, that they are staying current and on top of things. Mayor Edmonds says someone who has demonstrated to be a lifelong learner; whatever role they've been in they have continued to learn. Ms. Grinzinger asks if they want this person in their minimum to have any kind of specific history of a budget director or finance person. Mayor Edmonds says she feels like they've needed to have overseen the budget and the staff as well. Council Member Robb says that he thinks that and Marilou should be part of it building a strong team. Mayor Pro-Tem Richardson says April did a lot of work on the budget and she had strong input. Council Member Robb then says that April was a department head that means you have department heads that has input in the budget and has experience. Mayor Pro-Tem Richardson then says that she was saying she worked with Marilou on the budget. Ms. Grinzinger asks if she was the Deputy Manager. Mayor Pro-tem Richardson answers yes. Council Member Vogt says he prefer economic development and budgeting management skills.

Ms. Grinzinger says that maybe the finance stuff is more important to you than budget stuff as you have a finance director responsible for budget stuff and a treasurer responsible for accounting stuff. The finance stuff is tying money to goals and priorities, someone before said that you need someone skilled in labor negotiations. Council Member Anne Brown asks if that is HR. Ms. Grinzinger says yes maybe, and then asks if the City has an HR Director. Mayor Edmonds answers that she is an interim. Ms. Grinzinger says that HR does mechanic but it is up to a team leader to find the holes and figure out which people fit there. Mayor Edmonds says she feels like that is an important part, a team building, internally, externally, strong history of working with a lot of different partnerships. Ms. Grinzinger says that the Mayor had mentioned that. Council Member Anne Brown says that they need a vision caster, someone who can keep it out there in front of people but can also bring it home in term of execution. Council Member Robb says we don't want to hire someone based on the previous manager's failings. We'd ask the previous manager to do something that would take years and this wasn't big stuff, we would ask for information and it would go into a black hole. Ms. Grinzinger asks Council Member Robb to define that for her. Council

Member Robb replies that he just wants someone who gets things done. Its quantity work, if a constituent asks for something maybe the most important thing for them, we need to make this about priority. Council Member Murdock says he always thought of the little things in terms of constituent service and customer service and some of the things are important to follow through on. Ms. Grinzinger asks if they want this person to be a detailed, processed person. Council Member Vogt says no what you need is a good manager that makes the people under him get things done. Council Member Robb says they also have to manage details involved in this. In which you have meetings and saying these things need to get done and how far you are on it. Ms. Grinzinger says these are important things to figure out and you have to be on the same page. Mayor Edmonds says she wants someone who is strategic, prioritizing and can delegate. Council Member Nicole Brown adds to this by saying someone who can close the loop, the loop has never been closed on things. Council Member Anne Brown says that a part of that is because Council gives conflicting information and targets on what is important. She says that Council needs to be consistent on what they want. Ms. Grinzinger says they have to figure out what is yours and what is the manager. Council Member Anne Brown says yes.

Mayor Edmonds says she wants a strong manager. Ms. Grinzinger says that we do know that customer orientations is very important, someone who will respond when they are asked things. Council Member Murdock says it's not just about him it's about the organization. Council Member Anne Brown says the person has to be able to foster community from the top down that means to me whatever the council deems is important then that is what the person should try to accomplish. Ms. Grinzinger says that she is going to guess that maybe someone who has some skills in facilitating goals and measurable maybe really helpful to you. Mayor Edmonds says that when she said strategic that is what she meant. Ms. Grinzinger says this would give you that closing the loop reporting, if you set a calendar. Mayor Edmonds says more than having experience would be strength. Ms. Grinzinger asks so in our skill set. Council Member Vogt says the problem they've had on this subject matter broadly speaking is staff shortages. So, to the extent we have to overcome those obstacles closing projects, that's a measurement thing but facilitating and getting it done during a staff shortage is a problem. He says that when he said management he was talking about the general idea that a manager is supposed get other people to do things and follow up on the details to get done through objective management. Mayor Pro-Tem Richardson says that the person needs to be able to do this without micromanagement. Ms. Grinzinger says that is what she was trying to say, she then moves on saying that they have talked about project management and she is talking about someone who can track all of the things going on and set deadlines. Mayor Edmonds says that can't afford to not have a well-oiled machine. Council Member Anne Brown says it's just a gap over the last few years and there were some things that were lost in transition.

Ms. Grinzinger says you have a significant number of new folks in highly responsible positions; some of the things you may be talking about are that there is no muscle memory in process. Council Member Anne Brown says that one of the things that were missing was the evaluation of staff. Ms. Grinzinger says let's do that, find staff, recruit and evaluate. Mayor Edmonds says she thinks that development is very important, she'd like to put under attribute emotional intelligence. Ms. Grinzinger says being able to figure out what someone is thinking and feeling and what they are saying and putting yourself in that place. That is a really long definition. Council Member Anne Brown says add in their relationships with surrounding communities. Mayor Edmonds then says that they didn't explicitly say someone who is a good planner. Council Member Vogt says goal setting and planning. Ms. Grinzinger points out that they are not talking about urban planning they're talking about setting steps. Council Member Murdock says that organizational skills are not planning. Ms. Grinzinger says that one thing she is not seeing here is that you guys mentioned several times that people have a bad perception of the City. Mayor Edmonds adds skilled communicator. Ms. Grinzinger says she think they are talking about external. Council Member Anne Brown says you have public communication on one part of the board. Ms. Grinzinger says that is more than being a skilled communicator has to have a special need for building a message and getting it out. Council Member Murdock says it's not just external it's internal with us and the staff. Mayor Edmonds then says she thinks it's a fairly valuable skill, we do all to with state and federal grants and we need someone who is creative with knowledge and knows how to raise revenue with money in different ways.

Ms. Grinzinger asks if they have grant writers. Mayor Edmonds answers no. Ms. Grinzinger then asks if they have any internal engineers or external, pointing out that a lot of the time your engineers will take care of that type of grant writing for you. Council Member Robb says they want someone who's an expert at hiring people. Council Member Anne Brown says they want someone who is good at emerging issues in municipal government. Ms. Grinzinger says sustainability issues and alternatives. Mayor Pro-Tem Richardson says she would like to see someone who is not opposed to and open to suggestions and ideas that council even to the point of we don't have a grant writer but we live in the county where there are five university and students are always looking opportunities especially grant students. Ms. Grinzinger asks if they could be more general about that too, because we said more creative resourceful and more open to general methods to get stuff done. Mayor Edmonds says it goes back to their resourcefulness, she wants to clarify that she was thinking specifically that they need someone who knows what the relationship and how to work a relationship. Not just someone who can write a grant but someone who knows who to talk to and can navigate. Ms. Grinzinger says they might get someone with capability with the 3 to 5 years. If you put a questionnaire together tell me about your most innovative project. Council Member Anne Brown asks if Ms. Grinzinger writes the questions for the interview. Ms. Grinzinger replies that she does and she will run them by Council for their feedback. She says that everyone will ask the same question so no one will get sued. Mayor Edmonds says she would like collaborative too. Ms. Grinzinger adds that to the attributes. Council Member Anne Brown says that she wants to add on consensus building. Ms. Grinzinger says that these are things that we can prove too through the reference and resume, if they managed a project if they have gotten development stuff done, if they have been responsible for public relationship and branding. Mayor Edmonds says that having proven experience while having limiting resources is important, or something in a particular difficult environment.

Council Member Robb says if you had that job would you be looking a job just like it. Seriously, people who've deal with limit funds do not want to deal with that again. Council Member Anne Brown says there are people who specialize in turning things around. Ms. Grinzinger says those are short term people. Council Member Robb replies that yes they are short term people, but are they City Managers; we can hire someone who all sort of crazy things get us back on track starting tomorrow. I appreciate what the Mayor said I just don't think that people would want to be back in that type of job. Ms. Grinzinger says that Council Member Robb is right there are people who specialize in it; they go short term at about 2 years. Council Member Murdock says he can't imagine any perspective applicant you couldn't ask a question about what their greatest problem was. Ms. Grinzinger says you couldn't have managed few of the states in this country without having budget trauma the last 5 to 10 years. Mayor Edmonds says that she does a lot of coasting with the Ann Arbor Mayor and the environment that they operate in and our environment is very different. Ms. Grinzinger says that they went through that under the former City Manager about a 1million dollar budget cut. They are coming back faster. Council Member Vogt says he has a list for attributes including objective, principals. Council Member Murdock says whatever would fit the opposite of ridged. Ms. Grinzinger says adaptable. Council Member Nicole Brown says she's not sure that is the world she wants, when she see the word calm, she wants someone who can be calm but also be fiery to get the job done. Ms. Grinzinger asks if the word is centered. Council Member Nicole Brown says that they should have the ability to remain calm and control their emotion. Council Member Anne Brown says professionalism. Mayor Edmonds says that they want someone personable. Council Member Robb says tis the former City Manager was very much a politician. He says his role of City manager should be bringing something to council if council doesn't agree the Manager should explain their position.

Ms. Grinzinger says lets double check the skills. HR, talent pool building and labor negotiator, grant financial acumen, team builder, strong facilitation of goals and objectives, has done economic development, project management skills, ability to build relationships and partnerships and negotiate agreements with partners, external communicator can build a message, internally inner personally with staff, a familiarity with emerging municipal issues and sustainability issues. Right off the bat you have two different people in your attribute list. You're looking for someone who an external relationship is building a partnership person and heavy duty communicator, that's one thing. Second thing you are

looking for someone who is innovative adaptive can work with limit resources and work around all those different things. Also though there is a certain amount of detail delegation outcome based customer service, there's a little bit of that stuff going on too. This is very interesting to me, someone who remains calm, focused on the mission focused on the outcome, principal objective that is also energetic. Okay so here's where that crosses creative resources alternatives driven energetic adaptable relationship building external oriented planner calm principal focus balance. Mayor Edmonds says she doesn't feel they have to have someone that is the main external face. Ms. Grinzinger says that's not bad because you have little bit of left brain person and little bit of a right brain person. Council Member Anne Brown asks in Ms. Grinzinger experience is the City Manager the face. Ms. Grinzinger says it depends on the culture. Council member Anne Brown says she's seen some City Managers here in the past that were but the last one was not. Ms. Grinzinger says some people are not some people are more managers. Council Member Robb asks Council Member Anne Brown to repeat what she had said. Ms. Grinzinger replies the face of the city. Council Member Robb asks if they thought the 2 previous Managers were the face of the city. Council Member Anne Brown says she was talking prior to that. Ms. Grinzinger says there are times when the City Manager will be the face of the city and things like. Mayor Edmonds says to her it's a competency to understand the external relations which negotiating with neighboring entities.

Council Member Anne Brown says she sees the need for that at this point but may be not in the long term. Ms. Grinzinger says especially if you're talking about disconnect with the community. Council Member Anne Brown says she thinks they need someone who is ready to go out and say this is who I am and this is what the Council plan is. Ms. Grinzinger says sometime those people take the hits for you, and sometimes when they do that for you those really tough budget delivery things, like do you want to lose your fire department or your police department. Okay guys are you happy, did with miss anything, do we disagree with anything. Do you want to look at it one more time, because when I'm done I'm done? We talked about a list this afternoon with Frances about a list and we will invite about 25 to 30 people hopefully 12 of them will show up. What I did was suggest that there should be someone from the planning district, DDA, historic district. It really depends on this community where your group comes from. Mayor Edmonds says she passed it on to Manager Frances and she has a pretty comprehensive list. Mayor Pro-Tem Richards says she wants to be able to put into that list. Mayor Edmonds says she aggress and will send out what Manager Frances said. Ms. Grinzinger says it's kind of hard to do that one on one I'd have to go back to make sure we didn't already say that. You guys have to hear it too; you have to hear each other. The same is true about the staff, they need different things. Anything else I need to know before I let you go. I forgot to refill my business cards so I am going to give my phone number. If there's anything you forgot you can call Frances and the Mayor has my email address. The next time I'm here will hopefully be in the next 10 days or so to meet with your leaders. You can tell me when to show up and I will show up and I will set up this type of meeting with different questions. The next time you hear from me will be with a transcription of all of the notes I've taken over the few days and a drafted broacher copy.

Mayor Pro-Tem Richardson asks Ms. Grinzinger if she wants them at the meeting. Ms. Grinzinger says no. Mayor Edmonds asks if she is going to share the meeting information with the department heads. Ms. Grinzinger says yes she will. Mayor Pro- Tem Richardson then asks if the meeting will be in 10 days. Ms. Grinzinger says her next meeting with Council will be a closed session to bring a list of candidates. The next thing they will receive from her will be the broacher. Council Member Anne Brown asks if the meeting will be recommendation. To which Ms. Grinzinger replies yes. Mayor Edmonds opens the meeting up to audience participation.

**X. AUDIENCE PARTICIPATION -**

1. Phil Donovan, 32 N. Huron, World of Rocks, stated his business will be expanding and he is waiting on HDC approval.

**XI. ADJOURNMENT –**

**Mayor Pro-Tem Richardson moved, seconded by Council Member Vogt to adjourn the meeting.**

On a voice vote, the motion carried, and the meeting adjourned at 9:36 p.m.