



# APPLICATION FOR APPOINTMENT TO YPSILANTI CITY COUNCIL WARD #2 POSITION

## Applicant Information

(Please type or print)

Applicant Name Patrick McLean

Residence Address 1010 Pearl St

Home Phone [REDACTED] Work Phone [REDACTED]

E-Mail [REDACTED]

## Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

## Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Ypsilanti on separate pages using no more than 3 pages total:

1. Why are you interested in serving as an Ypsilanti City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Ypsilanti community. Address its relevance to the position of Ypsilanti City Councilmember.
5. What do you wish to accomplish during this appointed term as an Ypsilanti City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a little better?

Please return (*in person*) this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk, at Ypsilanti City Hall (1 S. Huron St.) **no later than 4:00 p.m. on Thursday, January 4, 2024.**

Applications received after 4:00 p.m. will not be accepted.

The application and any correspondence should be addressed to:

**Aaron Smith, Interim City Clerk**  
City of Ypsilanti  
One South Huron Street  
Ypsilanti, MI 48197

January 1, 2024

City Council  
City of Ypsilanti  
Ypsilanti, Michigan 48197

Dear Mayor Brown and Members of City Council,

I am pleased to submit my resume for consideration for the vacant Ward 2 City Council position. As a 20 year Ypsilanti Ward 2 resident, I bring more than thirty years of professional expertise that includes economic development, city planning, housing development, municipal finance, labor negotiations, Washtenaw Community College board membership, state legislative service and advocacy, business negotiation, nonprofit management and volunteerism, and academic research. I have had a varied career that has touched a wide range of areas, giving me a perspective borne of interaction with nearly every sector of the communities where I served, including Ypsilanti.

I also bring a passion for helping to build fantastic cities with an emphasis on inclusion, equity, strong management and capitalization of the assets of the city. Our home town of Ypsilanti has so many positive aspects, but there are certainly challenges. I would welcome the opportunity to build on our positives, thoughtfully address our challenges and make sure everyone in the city is included as we move forward.

I have made a career of operating at the intersections of multiple disciplines, marrying economic development with finance, research and planning. I have been engaged as well in multiple significant volunteer activities, including a neighborhood-based, elected leadership role in Columbus for eleven years that focused on planning and economic development for my 56,000-person region within that city. This interdisciplinary approach is critical for the success of any city leader in today's economic environment.

From 2010 through 2013, I served as Finance Director for the City of Toledo. As part of then Mayor Michael Bell's senior staff, my work touched every single aspect of city governance. I had direct involvement in many of the city's economic development initiatives and balanced a budget that faced a \$48 million deficit. Working with council, I passed annual balanced budgets, including my final two budgets that passed through council unanimously and months early in spite of the challenging fiscal environment.

While much of my work has been out of town, I simultaneously have been heavily engaged locally during my 20 years in Ypsilanti. I was one of the original board members for the Friends of Rutherford Pool. I served on the Ypsilanti Housing Commission from 2006 through 2011, during which time we laid the groundwork for the redevelopment of Hamilton Crossing, and then served on the city's Ethics Committee in the early 2010s. I was an elected member of the Washtenaw Community College Board of Trustees; directed a social services nonprofit, the Washtenaw Area Council for Children, from 2004 through 2007; and worked as a grant writer for the Ann Arbor based Ecology Center for three years.

The challenges facing Ypsilanti –like Water Street redevelopment, homelessness and housing – are daunting. The council cannot solve these challenges alone. It will only be through leveraging the talents of city staff, citizens, regional assets and partner organizations that problems of this magnitude can be tackled. I bring decades of working with communities to address issues like these. I would welcome the opportunity to bring my talents and passion home to Ypsilanti. Thank you very much for your consideration. I look forward to discussing my credentials with you.

Sincerely,



Patrick A. McLean  
1010 Pearl St.

# Patrick A. McLean

1010 Pearl St., Ypsilanti, MI 48197, cell: [REDACTED], email: [REDACTED]

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## **Professional Experience**

### **Chief of Staff, Franklin County Coroner's Office**

March 2023 - Present

Columbus, Ohio

Oversee all aspects of operations for Franklin County Coroner's Office, including finance, budgeting, workforce, toxicology lab, morgue operations, investigations, transportation and administration. Tasked with maintaining and supporting staff in a forensic field that is chronically short of qualified employees. Oversee relations with Franklin County's elected board of commissioners, who must pass the office's budget annually. Direct a staff of five direct reports and total staff of 60.

### **Chief Financial Officer, Alcohol, Drug and Mental Health Board of Franklin County**

2021 - 2023

Columbus, Ohio

Directed and oversaw all financial and budgetary aspects of the \$160 million annual budget for the ADAMH Board, as well as the financing for the design and construction of a 72,000 square foot behavioral health crisis center. Focus areas included internal ADAMH budget; budget allocations for a network of 30 plus behavioral health provider agencies; auditing; payroll; building management; and grants management. Oversaw staff of 14.

### **Director, Gerald R. Ford Institute for Leadership in Public Service, Albion College**

2013 – 2021

Directed all aspects of Ford Institute operations, including community engagement and development; prospective student recruitment; internship development (including a model local internship program); fundraising; teaching and course development; conference development and implementation; hosting visiting scholars; alumni stewardship. Unofficially served as liaison between Albion College and downtown business community. Developed tools to "tell the story" of Albion's turnaround to a broader audience. Established Diversity, Equity and Inclusion (DEI) roadmap for the institute. Developed and taught courses on innovative cities; state and local government; presidential leadership and decision making; philanthropy; and survey research.

### **Finance Director, City of Toledo, Ohio**

2010 – 2013

Member of Mayor's executive staff and policymaking team. Was responsible for all aspects of fiscal policy and \$560 million budget including revenues and tax collections, capital and operating expenditures, debt issuance, public utilities operations, grants management, payroll and purchasing. Managed city's budget, including balancing an inherited \$48 million deficit (more than one fifth of general fund budget) in 2010; completing 2011 and 2012 with a positive general fund balance; and overseeing federal grant dollars. Implemented a city-wide effort to improve operational efficiencies, overhauling antiquated payroll operation and guiding department-wide strategic planning initiative. Managed city's state government affairs in Columbus. Established internship program within department. Part of management team involved in collective bargaining with city's nine bargaining units. Frequent city spokesperson on financial and government affairs matters. Managed a staff of 65.

### **Associate Vice Chancellor for Affordability and Efficiency Ohio Board of Regents, Columbus, Ohio**

2008 - 2010

### **Chief Financial Officer**

**Office of the Ohio Attorney General, Columbus, Ohio**

2007 - 2008

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|--|----------------|
| <b>Executive Director</b>  | 2004 - 2007    |
| <b>Washtenaw Area Council for Children, Ypsilanti, Michigan</b>  |                |
| Directed staff of nonprofit organization in designing and implementing child abuse and neglect prevention and family support programs for the Ann Arbor/Ypsilanti area. Utilized volunteers and interns extensively for both fundraising and program implementation. Expanded visibility of agency within Washtenaw County and among legislators in Lansing through involvement in statewide advocacy campaigns and through organizing numerous legislative lobbying days for members of child- and family-serving agencies. Tripled size of the agency budget in less than three years. |                |
| <b>Management, Budget, Fundraising and Political Consultant (Fundraising, Nonprofit Management, Public Policy and Political Campaigns)</b>   | 2003 - 2012    |
| <b>Ypsilanti, Michigan and multiple venues in Ohio</b>   |                |
| <b>Chief of Staff</b>  | 2000 - 2003    |
| <b>Ohio Senate, Minority Caucus, Columbus, Ohio</b>  |                |
| Served as chief administrator and strategy director for all members of the minority party in the Ohio Senate. Responsibilities included communications, policy development, committee assignments, staff management and information technology capacity development on behalf the Minority Leader and all other minority members and staffers in the Ohio Senate.  |                |
| <b>Adjunct Faculty Member</b>  | 2004 - 2011    |
| New York University, Wilmington (Ohio) College, Monroe County Community College  |                |
| <b>Policy Director and Budget Director</b>   | 1995 - 2000    |
| <b>Ohio Senate, Columbus, Ohio</b>   |                |
| <b>Budget Analyst</b>  | 1992 - 1995    |
| <b>Ohio Legislative Budget Office, Columbus, Ohio</b>  |                |
| <b>Public Affairs Coordinator</b>  | 1989 - 1992    |
| <b>Ohio Department of Development, Columbus, Ohio</b>  |                |
| <b><u>Educational Credentials</u></b>  |                |
| MA, International Relations, Freie Universität, Berlin, Germany  | 2015           |
| MA, Political Science, Miami University, Oxford, Ohio  | 1987           |
| Certificate, Philanthropy, New York University   | 2003           |
| BA, Political Science, University of Dayton, Dayton, Ohio  | 1985           |
| <b><u>Selected Board and Organizational Affiliations</u></b>   |                |
| Washtenaw Community College, Board of Trustees Member (elected)  | 2011 – 2014    |
| Albion-Homer United Way Board  | 2017 - 2021    |
| Lake Superior Watershed Conservancy (Joint US and Canada), Board Chair   | 2018 - Present |
| Calhoun County (Michigan) Land Bank Board  | 2015 – 2018    |
| Community Refugee and Immigration Services (Columbus), Member/Chair  | 1999 – 2014    |
| Greater Hilltop Area Commission (Columbus), Member/Chair (elected)   | 1992 - 2003    |
| Ypsilanti Housing Commission, Commissioner   | 2006 – 2010    |
| Ypsilanti Ethics Commission  | 2011 -- 2016   |

1. Why are you interested in serving as an Ypsilanti City Council member?

As a twenty year resident of the city, I have a strong sense of the potential for our community. But potential is only realized when strong leaders marry resources and talent with ideas and opportunities. I would like to be part of a leadership team -including the mayor, members of council, community leaders and institutional partners – that regularly makes these connections in order to address pressing issues in Ypsilanti like affordable housing, climate resiliency, economic development and regional transportation. I have spent my career mostly working in the public sector, including working with cities across the Midwest. I also am passionate about several issues, including the environment; equity and inclusion; support for immigrants; education; and responsible budgeting. I believe in giving back to my community, and I am at a point in my career where I can bring decades of experience to a city that I love. To me, that is a tremendous opportunity and one that I would wholeheartedly embrace. Finally, I enjoy engagement with community. If selected, I intend to hold regular discussion and listening sessions with constituents. I intend to reach out to a wide range of groups to better understand their needs and their vision for the city. I also hope to introduce more participatory budgeting to the community, giving people more of a say in the way the city allocates its financial resources.

2. What strength would you bring to the Council?

I would highlight three specific strengths: public budgeting background and knowledge; knowledge of the educational system, from K through post-secondary, as well as knowledge of the philanthropic community; and the ability to listen and to bring people of different backgrounds together.

3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

- **Promote, retain and attract small businesses, with an emphasis on supporting small and disadvantaged businesses.** The businesses in our community mean employment and income for our community. We have to make sure we keep the businesses we have by supporting and promoting them. We also have to build up our small businesses and start ups, including home-based businesses. We must support summer jobs for youth, and develop internships for young people that will enhance their skills and increase their employability.
- **Climate resiliency.** This issue is on almost no one's radar screen, except when rain fills up residents' basements and backs up sewer lines. As the climate continues to change and storms become more severe, we should not be waiting for a crisis to take action. This challenge should be addressed in stages: (1) gathering information on the current capacity and condition of our water infrastructure, as well as the permeability of our soils and the impact of our impervious surfaces on runoff; (2) assessing the options (and costs) of various heavy rainwater management strategies; (3) identifying partnerships with surrounding communities to build economies of scale; and (4) building and funding the infrastructure necessary to prevent a crisis.
- **Education.** Often looked at by cities as the exclusive purview of school boards and teachers, the educational needs of Ypsilanti residents cannot be ignored. For those who do not receive a solid educational foundation, their life pathway becomes difficult at best, and the associated problems often include joblessness, homelessness, addiction. The problems around effective education are particularly acute for African American males. The city cannot afford to simply hope our public schools – already chronically underfunded by the state – will just address these problems. The city needs to be an active partner in promoting education.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Ypsilanti community. Address its relevance to the position of Ypsilanti City Councilmember.

During my two decades in Ypsilanti, I have been engaged with numerous boards and organizations, some in a professional/paid capacity and others strictly as a volunteer. These have included volunteer service on the Normal Park Neighborhood Association; the Friends of Rutherford Pool; the Washtenaw Community College Board of Trustees; the Ypsilanti Housing Commission; and the Ypsilanti Ethics Commission. I have also held paid positions with the Washtenaw Area Council for Children, an organization I directed that focused on effective parenting and abuse prevention, and the Ecology Center, an organization that works primarily in southeastern Michigan on a broad range of environmental and environmental justice issues.

The common thread with all of these roles and organizations is that they are part of the educational and social services fabric of our community. Every one of these organizations is focused, in whole or in part, in inclusivity and improving the lives of those in our community. They are all the kinds of organizations that our city and our City Council should be supporting, promoting and partnering with. They are directly relevant to the work of council in that City Council, a part time body with limited resources, cannot directly provide the kinds of educational and social services supports that these groups do. But Council can, with the city administration, make sure these organizations have the tools and resources to do their work in the community.

A perfect example of this kind of partnership is the Friends of Rutherford Pool. This organization was formed more than a decade ago when it became clear that the old pool, which had an estimated life of 25 years, was more than 40 years old. The mechanicals were clearly on their last legs and were literally being held together by duct tape. The group recognized that the pool was a valuable asset. The members of that group, of which I was a part, came together and, over several years, raised more than \$1 million to completely rebuild the pool. The newly built pool was consciously designed to be inclusive in many ways: for those with physical disabilities; for groups from swimming clubs to those who cannot swim at all; for those in all corners of Ypsilanti, not just those in the surrounding neighborhood. The city provides some in-kind support for the pool (e.g., allowing pool staff to be paid through the city payroll system), but city direct funding has been very limited. The building of and programming at the pool show how the city and community groups can work together for the betterment of the community. If I were to serve on City Council, I would want to support and promote as many of these kinds of efforts throughout the city as possible.

5. What do you wish to accomplish during this appointed term as an Ypsilanti City Councilmember? This question, which asks specifically about goals "during this appointed term," focuses on the short term – roughly now until this November – so I will answer in a way that is realistic for that time frame. But I would like to state at the outset that I have several other longer term goals that I would be happy to discuss. (See also my answer to Question 3 for some major priorities.)

In the near term, my primary goals include (1) improving the city's budgeting processes and budgetary transparency; (2) regularly engaging the community, including the residents, the businesses and the relevant institutions and organizations; (3) addressing urgent challenges, including homelessness and small business support and communication and the hiring of a city manager; (4) making progress on marketing the Water Street site as a development opportunity; and (5) expanding collaboration with county government, state government, local educational institutions (YCS, WCC, EMU), SEMCOG and the

philanthropic community. Each of these items warrants several pages of discussion. I will make some brief remarks on each one and perhaps some further questions can be asked during the public hearing.

- Budgeting processes. There are ways to more fully engage the community in city budgeting and budget prioritization. We should use these with the goal of providing council with a more complete view of what the community wants and needs when establishing an annual budget.
- Community engagement. I would regularly hold coffee hours; form advisory groups; attend meetings; "walk and talk."
- Urgent challenges. These issues require resources, collaboration and creativity, and will require the city administration to engage intensively with the affected groups.
- Water Street. Requires further discussion about the incentives the city is prepared to include to move the project forward.
- Collaboration. Requires establishment or reinvigoration of relationships with these groups as well as formal platforms for regular and routine dialogue on issues of mutual interest.

#### 6. What is your vision for our City and community?

My vision for the City of Ypsilanti is that it be welcoming, inviting and inclusive for all of its residents, and that it provides the resources needed, through a lens of equity, that allows all of its residents to thrive and prosper. Further, I want the City of Ypsilanti's reputation to extend beyond its borders, so that those living outside of city boundaries know the city as a place that offers a strong quality of life for a diverse population. I want the city to truly be a community. A community is a set of people who are bound by some common element, goal, identity and/or geography. A physical boundary (e.g., like a city boundary) is not automatically a community; it is only a community when everyone within that area identifies with and shares a vision and a sense of belonging. My vision for the City of Ypsilanti is that the residents truly feel like they belong in our town, are welcomed and encouraged to be active in community affairs, and benefit from a city government that actively seeks to include and engage them. Our city government should be inclusive not because it is somehow politically correct, but rather because our leaders understand that our city can only be strong if everyone in the community has an equal seat at the table.

#### 7. Is there anything else that you may wish to add that would help us get to know you a little better?

I have a pair of core beliefs about public life. First, community service is a public trust and a noble calling. Those of us engaged in community service must truly dedicate ourselves and be prepared for long hours, challenging public discourse, and sometimes endless meetings. But, in return, we play leadership roles that shape and enhance the lives of the people in our community. To me, that is an honor and a privilege. Second, public service should be conducted in a way that is civil and respectful. Across the country, we have daily examples of city councils and school boards that have all but gone to war with themselves and with their communities. It is the responsibility of leaders to develop ways that all voices can be heard and respected, that disagreements can be aired without being disagreeable, and that a measure of civility can be restored in our public dialogues.

On a more personal note, I will share that I am a walker. I love to walk through our city, often with my dog, and I've walked through cities across the continent. Walking provides a particular vantage point and view that you don't have when driving past or through at 25 miles per hour or faster. What I have observed on my walks is that communities that are truly walkable are also vibrant. A city that has walkable neighborhoods, a downtown core that can be reached by walking and destinations that can be reached on foot is a community that is alive with activity and commerce. Ypsilanti has many elements of a walkable community, but we can do more. I would love to work with City Council, the Mayor and the community to make Ypsilanti even more walkable and, in the process, a healthier, more vibrant city.