

Mr. Chuck Anderson
Waters Executive Recruitment
Consulting Group

July 28, 2014

Dear Mr. Anderson:

This correspondence is to inform you that I would like to learn about the position you are recruiting for Novi, MI. After reading the criteria the city council set forth, I believe my skill set, experience and education may be a good fit.

I possess 30 years of exercising leadership, 26 in the public sector, moving organizations forward. I have recently stepped down from being city manager in a nearby community (Auburn Hills), so I am very familiar with the Oakland County/Southeastern Michigan environment and some of the challenges and opportunities that exist.

I believe one of my greatest achievements is putting people in a place where they can succeed, giving the tools/training that they need and allowing them exercise leadership to carry out the mission. Each community has their own culture and challenges. I hope you see a glimpse in my resume of how we approached them in Auburn Hills during the most challenging economic times in the city's history.

I am glad to see in the recruitment information the city council believes and has set a priority on continued relationships/partnerships across the board. Novi has a good reputation for efficient operations and collaborative efforts only increase the level of service any organization can provide. I also believe that continued efficiencies can only move forward if continued training, technological upgrades and equipment are funded throughout the organization.

After reviewing my resume, please don't hesitate to contact me if there are any questions. I look forward to see if this is the right fit for both the City of Novi and myself.

Respectfully,

Peter E. Auger

Objective:

Utilize skills, education and experience to build team that can adapt innovate and overcome any obstacles. With 30 years of exercising leadership, 26 in the public sector, moving organizations forward with passion and efficiency is what I bring. Have shown ability to deal with small organizations to the more complex and having dealt with multiple fortune 500 companies to the mom & pop startups and everywhere in between. The same holds true for governmental programs as in TIFA, DDA, LDFA, CDBG and BRAs and navigating through state and federal bureaucracies while still maintaining ethics, credibility and integrity.

Experience:

2008 -2014 City of Auburn Hills, City Manager

Exercised leadership while responsible for day to day operations of this dynamic international hub for businesses with property values in the billions of dollars and a \$60 million dollar annual budget. Selected as manager in 2007 during the worst economic decade for not only the city but for the region and State of Michigan. The change in culture and leadership in this organization led to many awards and recognition.

The city council decided, after consultation, that we could lead the region and the state out of the economic downward spiral. We had to focus first on building the team and our core competencies. Second, we had to work on business retention and then expansion. Third focus on fiscal responsibility and lay out financial plan into the short term future. Forth, we had to understand and then tell our story anywhere and everywhere in so that others would begin telling our story.

Building the Team:

Very competent department heads but each unit was independent of the others. Ironic that the city's logo is a silo, each of the 12 units were in their own silo. Transitions; with seven key department heads or deputy department heads departing within two years we adopted the Adapt, Innovate & Overcome mentality.

We first looked at in-house talent for those who could be ready to exercise leadership. In areas where we could not find the depth and experience in house we recruited the best possible person for the position from outside our organization.

Created an environment where everyone has direct access to everyone else in the organization, including me. Started several programs that brought the team together. Pushed down decision making down to the lowest level possible to where the job was being done.

Fiscal Responsibility:

Losing a third of a community's property value (SEV) could have been devastating, but instead of battering down the hatches to ride out the storm we deep dived into each section of the organization and within four years reworked how we operated saving over 18 million dollars in operational cost.

We negotiated away from OPEB that we couldn't afford, consolidated into one health care insurance plan from seven, and changed our investment strategies in so that \$38,000 in interest turned into approximately \$400,000 in revenue. The Pension Fund for those still in the closed Defined Benefit pensions is fully funded, Health Care Fund is over 60% funded.

We brought two bond rating agencies in and after review of our practices received a two tick upgrade (AA+) in our bond rating then refinanced the city's largest debt at the new rate saving just under a million dollars.

We expanded our budget process into a five year window, allowing the city council to see how decisions today effect the short term future. With about \$50m in infrastructure investment in the next three years the city is set to still maintain over 50% of General Fund Fund Balance into 2018.

The aforementioned work by our team was noticed by Crain's Business Magazine where I was the top finalist for CFO of the year (even though I am not technically the CFO).

Economic Development:

This is what Auburn Hills has become most known for. We focused on keeping the companies in the community, then focused on recruitment to both diversify and strengthen our business community. We competed with regions, states and countries for the opportunity to land companies. The results: We became the third largest industrial employer city in Michigan, the fifth best city for engineers in the United States, and no other city had more fortune 500 companies run from their community in Michigan.

We focused on two things. First build solid relationships and second we treated time as a commodity. Our average time for a company in site plan review process is 35 days, this means that a month after a company comes to see us they can have a shovel in the ground and it is not uncommon for a company to have production in their facility the same year they break ground.

Construction investment in Auburn Hills in the last 6 years has been \$400,609,113. This adds up to construction of just under thirteen million square feet.

Exercising Leadership:

We pushed all our team to make decisions not more meetings. We always focused employees make the right decision at the right time for the right reasons.

An example: 2008 the city was ready to pull the plug on the "Village" section of the city. This was the city's attempt to build a more urban area or central city business district. We re-energized the team to exploit the downturn into an opportunity. The city acquired 28 acres and 48 individual home sites in a

tax reversion sale from foreclosed and stalled project for \$180,000. While bringing the community together and with some creativity and passion we sold that same property off to developers for \$2.8 million dollars. We also created partnerships with the local schools (high school, colleges and university) and the development world that breathed life into this village center that is now referred to as downtown. Currently there are almost \$200 million dollars' worth of mixed use investment scheduled to be built over the next two years.

Relationships:

We worked on building relationships, part of that is being available to speak in front of groups and part is becoming an engaged member of different organizations. I was an active member in over fourteen different organizations that brought value to our organization.

- Detroit Area Grassroots Army Advisory Board
- Auburn Hills Chamber of Commerce Board of Directors
- Leadership Oakland Board of Directors, Local Government Committee
- National Manufacturing Alliance of Communities (MAC), Steering Committee (Board of Directors)
- ICMA Midwest Regional Nominating Committee
- MLGMA, President, Public Policy Committee, Awards Committee. Former Winter Institute chair, Professional Development Committee and Summer Workshop Committee.
- MML, Chair Municipal Services Committee; Legislative Governance Committee
- The Ferguson Group/ICMA Harvard Scholarship Committee
- Auburn Hills Morning Optimist club
- Auburn Hills Noon Optimist Club
- Auburn Hills Rotary Club
- Oakland County City Managers Association
- SEMCOG, Infrastructure Task Force
- Oakland University Political Science Advisory Group

Education:

Gettysburg Leadership Institute
2010

Harvard Kennedy School of Government (KSG)
Senior Executive in State and Local Government
2007

ICMA Credentialed City Manager
ICMA 2004-1014

Master's Degree of Public Administration
Oakland University 1992

Bachelor's Degree in Criminal Justice
Ferris State University 1987

Other Work Experience:

2001 to 2007 City Manager: City of Davison

Responsible for day-to-day operations for full service city. Some accomplishments and responsibilities while in Davison:

- Refocus Department Heads into a team-operating environment.
- Responsible for almost twelve million dollars of Federal, State and other grant funds into the city in less than six years.
- Chairman of Davison/Richfield Fire Authority. Elected by community leaders of three communities to oversee fire operations for seventy-two square miles.
- Chairman of M-15 Heritage Route Committee. Elected by community leaders of the communities along the 84-miles of M-15 (from Clarkston to Bay City) to be the liaison between local communities, Federal and State Departments for this linier community.
- Developed multiple planning operations to gain a vision and guide the city into the future.
 - o Five Year Master Plan
 - o M-15 Streetscape Master Plan
 - o Downtown Blueprints Action Plan
 - o Five Year Parks & Recreation Master Plan
- Built Water Treatment Plant and oversaw largest infrastructure improvement project in the city's history.
- Awarded Best Water Department in Michigan
- Awarded best Well Head Protection Program in the State of Michigan (which in turn was awarded best Well Head Program in the United States)
- Brought two townships and the Davison Area School District together to form a recreation programming partnership.
- Restructure City Council's Goals & Objectives workshops and help create a vision for the community.
- Lead negotiator for Franchise Agreement with Charter Communications (Cable) for Davison Township, Richfield Township and the City of Davison.
- Member Sewer/Water Advisory Board, Genesee County Drain Commission
 - o Storm Sewer Advisory Committee
 - o Education Advisory Committee NPDES phase II
- Member Genesee County Technical Advisory Committee (TAC) for Metropolitan Alliance (Regional MPO).
- Genesee County 911 Consortium Representative
- Legislative Director to the MML
- Emergency Management Coordinator

1997 to 2001 Village Manager: Village of Ortonville.

Oversaw day-to-day operations of this municipality. Had no Fund Balance and turned it to a positive Fund Balance, Infrastructure was in poor shape and upgraded streets and storm drainage systems. We went from about 50% vacancy in downtown to one small store front being vacant in 4 years.

1993 to 2000 Adjunct Faculty: Oakland Community College

Instructed college level Criminal Justice Classes. Responsible for text selection, course development and class instruction.

1996 to 1997 Executive Director: MCCA

Responsible for day-to-day operations of 501c3 professional association representing carpenter contractors in southeastern Michigan.

- Negotiated contract with the Carpenters Union
- Grew organization by 50% in 6 months
- Established Associate Membership
- Developed Marketing plan
- Started Information System Strategy

1994 to 1996 Executive Director: Advantage Research Group, Inc.

Started consulting, research and investigate firm from incubation process to operational efficiency.

1992 to 1994 Vice President of Sales and Operations: Phoenix Group International, Inc.

Responsible for office operations expansion of clientele for consulting firm.

1987 to 1992 Police Officer: City of Auburn Hills

Some accomplishments while performing police functions for this community.

- Started DARE Program for Avondale School System, which served residents in five cities.
- Lead department in Felony Arrest
- Lead department in Drug Forfeitures
- MADD Life Saver Award Recipient
- Developed AHPOA to work on Community Projects

1980 to 1983 Non-Commissioned Officer: US Army Military Police Corps

Other former affiliations:

- Former Chairman of MML Public Safety Committee
- Chairman of MML Municipal Services Committee
- Former member "Thumb Nuts" City Managers Association
- Former Genesee County Managers Association
- Former Member Michigan Planning Association
- Former Member Michigan Downtown Financing Association
- Former Member Michigan Municipal Financial Officers Association
- Former Board of Director Auburn Hills Boys & Girls Club
 - o Past President, Vice President, & Secretary
 - o 2013/14 Volunteer of the year

June 9, 2014

Mr. Charles S. Anderson
CEO/Executive Recruitment Division
Waters Consulting Group, Inc.
5050 Quorum Drive – Suite 625
Dallas, TX 75254

Dear Mr. Anderson:

I am writing to you to express my interest as a qualified applicant for the position of City Manager of the City of Novi, Michigan. If the City of Novi is seeking a proven local government leader with executive experience known for breakthrough results, please consider my enclosed resume.

I am a results-oriented manager with 20 years leadership experience in city, county and township governments. In my current role as the City Manager of Grand Blanc, Michigan, I have advanced municipal government and economic development services through innovative programs and grassroots collaborations in the community and surrounding areas. As my enclosed resume indicates, I possess a demonstrated record of managing within a growth environment, completing desirable downtown redevelopment projects and pursuing excellence in the financial and budget management realm.

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

- **Top Performing Community Awards** by the University of Michigan-Dearborn for entrepreneurship and economic growth.
- Acquisition of over four million dollars in private investment, over two hundred thousand dollars in federal grants, in redevelopment districts while creating and enhancing **Downtown Development and Brownfield Redevelopment Districts** projects.
- Improved efficiency through **use of technology and right-sizing the organization** resulting in a net savings of \$70,000.
- **Proven leadership in environmental initiatives** such as regional solid waste planning, local brownfield redevelopment and deployment of sustainable green technology.
- Significant infrastructure projects managed **on-time and within budget**.

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

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

Sincerely,



Paul J. Brake. ICMA-CM, CEcD

Enc.

Paul J. Brake, ICMA-CM, CEcD

SUMMARY:

Local government manager with advanced degree and experience in executive level and leadership roles. Proven success in managing complex issues using tactful, patient and persuasive leadership and communication skills.

Highly experienced local government executive with the following traits:

- › Operations and Project Management
- › Economic Development/Entrepreneurship
- › Downtown/Brownfield Redevelopment
- › Strategic Planning/Organizational Development
- › Infrastructure Planning & Development
- › Budgeting and Financial Management
- › Union Contract Negotiations
- › Collaborative Leadership

PROFESSIONAL EXPERIENCE

City Manager
July 2011 to Present

City of Grand Blanc, Michigan
Population 8,276

Chief administrative officer for a council-manager form of government located in an urban/suburban area of southeastern Michigan (near Detroit, Michigan). Oversee a \$7 million budget for 31 full-time and 10 part-time employees. The City is part of a larger community that shares municipal services serving 44,000 residents. Provide executive leadership to regional initiatives as the Chairperson of the I-69 International Trade Corridor Next Michigan Development Corporation and as the Chairperson of the Genesee County Solid Waste Planning Committee. Accomplishments:

- ✓ Recruited and negotiated two commercial building redevelopment proposals resulting in over four million dollar property investments while creating and enhancing Downtown Development and Brownfield Redevelopment Districts projects.
- ✓ Gained recognition for entrepreneurship and economic growth through the 2012 Top Performing Community Award by the University of Michigan-Dearborn eCities Program.
- ✓ Improved efficiency of support functions through the increased use of technology, elimination of a department administrator position and consolidation of existing resources.
- ✓ Managed over \$1.8 million of infrastructure projects ensuring key deliverables are done on-time and within budget.

Assistant Township Manager
March 1998 to June 2011

Township of Meridian, Michigan
Population 39,668

Meridian Township is a suburb of Lansing (the capital city of Michigan) and adjacent to the campus of Michigan State University. As the Township's second highest ranking official, directed administrative work related to a wide range of municipal management issues impacting a \$35 million budget and 190 employees. Oversight of over \$2.5 million budget and direct supervision of eight employees. Accomplishments include:

- ✓ Directed the entrepreneurship and economic growth efforts resulting in the recognition as a 2010 Top Performing Community by the University of Michigan-Dearborn eCities Program.
- ✓ Completed the construction of downtown streetscape improvements and received Environmental Stewardship Award for use of sustainable green technology.
- ✓ Collaborated with local business leaders and university administrators to implement a pilot program to stimulate and sustain entrepreneurial businesses in the community.
- ✓ Negotiated and successfully ratified 28 collective bargaining agreements limiting fringe benefit cost increases designed to increase productivity and fairly compensated personnel.

**County Coordinator (Chief Administrative Officer)
May 1994 to March 1998**

**Shiawassee County, Michigan
Population 70,648**

A rural/suburban county located between Lansing and Flint, Michigan. Served as the first chief administrative/fiscal officer and was charged with being a liaison to all county departments. Duties encompassed organizational and policy development for a \$15 million budget and 200 employees. Accomplishments included:

- ✓ Devised the County's first-time ever comprehensive budget process.
- ✓ Developed and initiated successful voter campaign strategies for two property tax proposals concerning general operating funds, a medical care facility, and a telephone surcharge proposal for 9-1-1 dispatch funding.
- ✓ Proposed and revamped a wage and classification system from 93 pay scales with twelve pay units to 14 pay scales in a single comprehensive system.
- ✓ Strategic leadership in forming first information system and telecommunications internal services department.

**Various Local Governments Positions
March 1988 to April 1994**

Held progressively responsible director and analyst level positions while involved in numerous municipal initiatives.

EDUCATION

Senior Executive Institute

University of Virginia, Charlottesville, VA, 2007

Master of Public Administration, Financial and Personnel Administration

Western Michigan University, Kalamazoo, MI, 1988

Bachelor of Science, Public Administration - emphasis in Labor Relations

Grand Valley State College, Allendale, MI, 1985

PROFESSIONAL CERTIFICATIONS AND AFFILIATIONS

ICMA - Credentialed Manager (ICMA-CM)

Certified Economic Developer (CEcD) – International Economic Development Council

Certified as a Business Solutions Professional (cBSP) – Michigan State University

Certification, Energizing Entrepreneurship in Rural America – Michigan State University

International City/County Management Association

International Economic Development Council

Michigan Local Government Management Association

Michigan Economic Developers Association

Peter J. Dame

August 8, 2014

Chuck Anderson
Waters Executive Recruitment
5050 Quorum Drive, Suite 625
Dallas, Texas 75254

RE: Novi, Michigan
CONFIDENTIALITY REQUESTED

Dear Mr. Anderson,

Pursuant to the posted employment announcement, I write in application for the position of City Manager of Novi, Michigan.

Attached please find a resume outlining my background. For the past eight years, I have worked for the City of Grosse Pointe as the City Manager. Prior to that, I worked in progressively responsible positions for the Village of Oak Park, Illinois. My career has focused on serving suburban communities that value high quality, professionally provided public services. This background has prepared me well to serve as the City Manager of Novi.

With a history ranging from Deputy Village Manager in a comparably sized, very successfully diverse community in Illinois to the chief administrator of one of the finest communities in southeastern Michigan during very financially and economically challenging times, I have broad experience that will help the City of Novi achieve its goals. While in Grosse Pointe, I have led the City through difficult program oversight and budgetary decisions needed to maintain high service levels and its excellent AA+ bond rating despite having lost half of its residential SEV. Drawing on my economic development background in Oak Park, I have recommended adoption of tax incentives and initiation of economic development tools to promote the marketing and redevelopment of Grosse Pointe's downtown. This includes serving as the Director of the City's DDA, the creation of which in 2008 was an opportunity I sought out and have overseen from concept to implementation. I have also been a leader in the Grosse Pointe area developing intergovernmental partnerships, as well as seeking and obtaining grant funding for a wide variety of projects, particularly for transportation. I have a strong background in transportation policy as well, and serve on the Michigan Municipal League's Transportation and Infrastructure Committee.

August 8, 2014

Peter J. Dame

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I am excited about the possibility of working for such a prestigious and vital Oakland County community. I should note that I would like to relocate to Novi but due to my personal situation would have difficulty doing so until my children are out of high school. I would greatly appreciate the opportunity to discuss my qualifications further. I request that this application be considered confidential to the extent permitted by Michigan law.

Sincerely,

Peter J. Dame

Peter J. Dame

Professional Objective

Seeking a chief administrative position in municipal government

Summary of Qualifications

Experience and skill in the following fields:

- Administration of municipal operations
- Intergovernmental cooperation and partnerships
- Economic and community development and planning
- Financial planning and budgeting
- Grants and grant administration
- Public information and technology
- Capital and building improvement projects
- Citizen board and commission liaison
- Collective bargaining and human resources

Work History

City Manager, City of Grosse Pointe, Michigan (April 2006 - present)

Deputy Village Manager, Village of Oak Park, Illinois (January 2004 - April 2006)

Assistant to Village Manager, Village of Oak Park (January 1995 - December 2003)

Administrative Assistant, contractual, Village of Oak Park (June 1994 - December 1994)

Empowerment Zone Consultant, Benton Harbor, Michigan (February 1994 - June 1994)

Director of Legislation and Projects, Congressman Fred Upton, Washington, D.C.

(September 1991 - December 1993)

Projects Assistant and Projects Director, Congressman Fred Upton, Washington, D.C.

(July 1988 - September 1991)

Education History

Masters, Public Administration, George Washington University, 1993

BA, History, University of Michigan, 1988

Professional Organizations and Affiliations

International City/County Managers Association

Michigan Local Government Managers Association

Transportation and Legislative Committees, Michigan Municipal League

VINCENT D. PASTUE

VIA ELECTRONIC MAIL

June 8, 2014

Mr. Chuck Anderson
Waters Executive Recruitment
5050 Quorum Drive, Suite 625
Dallas, TX 75254

Dear Mr. Anderson:

With this cover letter and resume, I would like to apply for the Novi City Manager position as advertised in the ICMA website.

As my resume indicates, I have over thirty years of professional management experience with twenty-two as either a city manager or county administrator in Michigan. I have spent the last eleven years in neighboring Farmington.

I believe my professional experience, temperament, and understanding of regional issues would allow me to serve effectively as the Novi City Manager. I previously managed an organization with over 200 employees and have benefited from working in smaller communities that provided hands-on experience with all aspects of municipal operations. My background in municipal finances guided Farmington through a difficult period and positioned the city for the current economic rejuvenation it is experiencing. During this, I maintained a good working relationship with employees even as positions were eliminated and wages and benefits reduced. Similar to Novi, Farmington has been recognized nationally as a desirable city to live. My strong understanding of municipal operations and finance along with the ability to work with people I feel would be an asset in developing and implementing Novi's vision for the future.

Thank you for your time and consideration. I request that my application remain confidential until the time in which public disclosure is required.

Sincerely,

Vincent Pastue

VINCENT D. PASTUE

PROFESSIONAL EXPERIENCE

CITY OF FARMINGTON, MICHIGAN

February 2003 to Present

City Manager - The City of Farmington is located in the Metro Detroit area with a population of 10,372 based on the 2010 Census. The City Manager is responsible for all facets of day-to-day City operations.

Accomplishments:

- Rated by CNN/Money Magazine in 2013 as one of the top 50 small towns in U.S. (#27).
- Restructured organization to address financial structural imbalances by reducing number of positions through expanding shared services with neighboring communities, privatization of services, and wage and benefit concessions for all employee groups. The overall objective was to maintain a high level of municipal services, continue infrastructure investment, and maintain strong financial position.
- Initiated development of Downtown Master Plan and Update of City-wide Master Plan which emphasized mixed-use commercial redevelopment, historic preservation, and pedestrian amenities. Led to major public improvements in Downtown. Amending Zoning Code toward form based design standards along with a more timely review process for redevelopment projects.
- Completed two Brownfield Redevelopment projects and facilitated company to occupy older abandoned industrial facility that provided new 100 jobs utilizing state and local financial incentives.

COUNTY OF ISABELLA, MICHIGAN

May 1997 to February 2003

County Administrator/Controller – Isabella County has a population of 63,500 and is located in the central portion of Michigan's Lower Peninsula with Mt. Pleasant as the County seat. The Fiscal Year 2002-03 Budget was \$24.3 Million and included over 200 employees.

Accomplishments:

- Reorganization of County departments to improve efficiency and effectiveness that focused on community development, engineering, and administrative functions.
- Initiated update of county-wide master plan with focus on open space and farmland preservation, parks and recreation master plan, and solid waste management plan.
- Negotiated numerous collective bargaining agreements representing five different employee groups. Completion of County Pay/Classification System. Developed in-service training program for employees, supervisors, and administrative personnel.
- Oversaw planning and construction of new secured court facility and five other building expansions and renovations.

CITY OF CLARE, MICHIGAN

January 1992 to May 1997

City Manager – Responsible for the overall management in accordance with City Charter. The City of Clare is a full-service, home-rule city with a population of approximately 3,500 and a service area of 10,000. The Fiscal Year 1997-98 Budget was \$3.1 Million and included 26 full-time and 36 part-time employees.

Accomplishments:

- Reduction of four full-time employees (13%) without layoff or reduction in level of services. Accomplished utilizing intergovernmental agreements, privatization of services, and internal reorganizations.
- Developed and Implemented Capital Improvements Program that included water and sewer system expansions, industrial park expansions, street resurfacing, sidewalk replacement, airport runway realignment, and downtown streetscape improvements.
- Established formal site plan review process which lead to numerous amendments to the City's Zoning Code and initiated master plan update.

CITY OF BELDING, MICHIGAN

February 1990 to January 1992

Assistant City Manager - Director of Finance and Administration, Interim City Manager, and Community/Economic Development Director

As Director of Finance and Administration, was responsible for all administrative functions. This included: all facets of financial management, risk management, and human resources. Served as Interim City Manager for five months. While serving as Community/Economic Development Director, responsibilities included planning/zoning administration, economic development, and grant administration.

Accomplishments:

- Established systematic report and review process for evaluation of rezoning and variance requests.
- Completed four grant applications with State of Michigan agencies for over \$3.0 Million in capital improvements.

**LEE COUNTY, FLORIDA
OFFICE OF MANAGEMENT AND BUDGET**

November 1986 to February 1990

Senior Budget Analyst – Fiscal Year 89-90 Budget was \$539.7 Million with over 3,000 employees. Responsible for formulating revenue estimates for major operating and capital funds, development of five-year \$1.0 Billion Capital Improvements Program, served as systems development coordinator, and supervision of four budget analysts.

Budget Analyst – Responsible for review and analysis of Public Safety, Solid Waste, and Utilities department budgets.

Lee County, Florida Accomplishments:

- Developed five-year forecast of revenues and expenditures for Utilities Department, in a high growth environment, that incorporated operating impact of capital projects, bond coverage requirements, and highlighting need for future rate adjustments.
- Coordinated budget prep system changes to improve efficiency and enhance timeliness of reports.

COUNTY OF INGHAM, MICHIGAN
FINANCIAL SERVICES DIVISION

October 1983 to November 1986

Billing Auditor – Handled employee medical, dental, unemployment, and workers compensation benefits.

Budget Analyst Intern – Responsible for preparation and analysis of the “Law and Courts” segment of the 1985 Budget, and special projects.

Accomplishments:

- Established monitoring system with recently established COBRA regulations.
- Established County’s first General Fixed Asset Accounting System.

EDUCATION

Michigan State University

- Completed all coursework toward Master of Public Administration degree
- Internship paper was only item to complete the program.

University of Michigan – Flint

- Bachelor of Arts Degree in Political Science, April 1982
- Minor: Economics

PROFESSIONAL MEMBERSHIPS/PARTICIPATION

- International City/County Management Association (ICMA)
- Michigan Local Government Management Association (MLGMA)
- Chairperson, Michigan Municipal League Region IV (1994)
- Previously served as GFOA Distinguished Budget Presentation Program Evaluator
- Presenter at United (Michigan) County Officers Association – Understanding the Budget Process
- Presenter at 1989 Florida Government Finance Officers Association Conference – Capital Improvements Program Process
- Guest Lecturer at Eastern Michigan University’s Master of Public Administration Program regarding local government budgeting and finance.
- 2011 – Certified as a Michigan Emergency Financial Manager
- Winter 2014 – Consulted with City of Wayne regarding budget challenges.