



**CITY COUNCIL WORKSHOP AGENDA
December 10, 2020 – 3:00 P.M.**

NOTICE:

This public meeting will be held using Zoom video/audio conference technology due to the COVID-19 restrictions currently in place.

Join online by visiting:

<https://us02web.zoom.us/j/2698572603>

Join by phone by dialing:

**(312) 626-6799 -or-
(646) 518-9805**

Then enter “Meeting ID”:

2698572603

Please send questions or comments regarding meeting agenda items prior to meeting to:

citymanager@saugatuckcity.com

1. CALL TO ORDER
2. ATTENDANCE (*ROLL CALL*)
3. AGENDA CHANGES (ADDITIONS/DELETIONS)
4. PUBLIC COMMENT AGENDA ITEMS ONLY (*Limit 3 minutes*) Select “unmute” mic in the Zoom interface and speak your name to be recognized or press *6 if you are calling in by phone to unmute your phone to speak.
5. INTERVIEWS
3:00 P.M. Candidate William Gambill
3:45 P.M. Candidate Leslie Riddle
4:30 P.M. Candidate Michael Womack
5:15 P.M. Candidate Dustin Anderson
6:00 P.M. Candidate Ryan Heise
6:45 P.M. City Council Discussion-Next Steps
6. PUBLIC COMMENT (*Limit 3 minutes*) Select “unmute” mic in the Zoom interface and speak your name to be recognized or press *6 if you are calling in by phone to unmute your phone to speak.
7. ADJOURN (*ROLL CALL*)



City of Saugatuck

Final Candidates - Interview Packet

#1 - Bill Gambill

#2 - Lesley Riddle

#3 - Michael Womack

#4 - Dustin Anderson

#5 - Ryan Heise

#1

November 11, 2020

William N. Gambill

Subject: Confidentiality Requested

Dear Frank L. Walsh,

I am applying for the position of Saugatuck City Manager. I believe my experience, expertise and abilities may be of interest to the Saugatuck City Council. Like many people, I have visited Saugatuck and was extremely impressed with the charm of Butler Street, the beauty of the lakefront parks and Oval Beach. It was delightful to read the City of Saugatuck City Manager Search Community Profile. My 11 years of experience working in local government management has provided me with wide variety of experience that I can bring to this position including, high water management, upgrading City owned facilities and procurement of MDNR Land and Water Conservation Fund grants.

As the Assistant City Manager of a lakefront community for the last five years, I understand the challenges that high water brings. In St. Clair Shores, we worked to provide residents with information, expectations, and assistance to prepare the community for high water events. We used the City website to provide current and projected water levels, provided sand, sandbags and coordinated consultations with the Army Corps of Engineers to help residents build adequate barriers. I also created an Emergency Flood Control RFP enabling City Council to select a firm to help implement emergency flood control when needed.

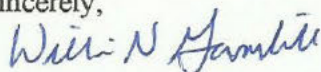
I look forward to working with City Council to update the 140 year old City Hall. When I first arrived at St. Clair Shores it was evident that facilities needed updating; from roofs, HVAC to ice arena improvements. We implemented a \$5.7 million dollar energy efficiency project that was funded through project savings. This project was the first in the State of Michigan to utilize Tax Exempt Lease Purchase financing. This investment helped eliminate emergency repairs.

I also served as Interim Parks and Recreation Director. During that time, I developed the City's current 5-year masterplan, applied for and was awarded several MDNR Land and Water conservation Fund grants.

This year I worked with department heads to create a COVID-19 operations plan for each city facility. This is an important task I plan to manage in order to prepare Saugatuck and its residents for the many visitors the City receives during the summer months.

This position is one that I am very excited about, it is a tremendous opportunity. My family and I would love to join the community. It would be an honor to serve the City of Saugatuck as its next City Manager. I look forward to hearing from you and learning more about the position. To schedule an interview, please contact me at [REDACTED]. Thank you for your time and consideration.

Sincerely,



William N. Gambill

William N. Gambill, MPA

PROFESSIONAL EXPERIENCE

Assistant City Manager, City of St. Clair Shores, City Manager's Office, St. Clair Shores, MI
Nov. 2015 – Present

- Assist City Manager with overall management of City operations consisting of 240 full time staff and the preparation of a \$40 million annual general fund budget
- Manage \$5.7 million energy efficiency upgrade of City owned facilities using Tax Exempt Lease Purchase (TELP) financing and paid for through project savings
- Prepare and present items to City Council for consideration as needed
- Served as Interim Parks and Recreation Director from July 2018 – December 2018
- Managed and prepared successful submission of a 5 Year Parks and Recreation Masterplan to the MDNR (2019-2023)
- Serve as City Manager at City Council meetings as needed
- Develop bid specifications and Request for Proposals as needed, analyze results and provide recommendations: Bike Share RFP, Energy Service Company RFQ, Nautical Mile Enhancements and Future Planning, Kyte Monroe Irrigation Bid, 2020 Emergency Flood Control RFP, Building Maintenance Bucket Truck, assisted with Golf Course Food and Beverage Service RFP and Alexander Seawall Repair
- Serve as second seat in labor negotiations, including Police and Fire, and assist with hiring interviews
- Manage labor contracts as needed - create LOUs, implement terms of contracts
- Supervise Building Maintenance Department, 649 service requests completed in calendar year 2019
- Manage 8th Amendment to the Tax Increment Finance Authority (TIFA) Plan and Nautical Mile and Future Planning Project implementation (2018), resulting in Blossom Heath Beachhouse renovation \$1.18 million, Gotcha Bike Share award 50 ebikes and 50 scooters 3 years \$153,000 and wayfinding project
- Prepared successful grant applications: 2019 & 2016 Michigan Department of Natural Resources (MDNR), Land and Water Conservation Fund Grants (\$70,900, \$67,900), assisted with 2017 US Department of Homeland Security, Assistance to Firefighters Grant (\$631,819)
- Served as staff liaison for Cool City Committee, Advancing Macomb, SCS Farmers Market and other committee meetings as needed
- Assist departments, manage special projects as assigned by City Manager
- Prepared City grant applications: 2018 & 2019 National Fish and Wildlife Foundation, Sustain our Great Lakes Grant – Downtown St. Clair Shores Green Infrastructure Project, 2020 Kyte Monroe Improvements
- Created Super Circular Administrative Regulation for the City of St. Clair Shores
- Assisted with the creation and implementation of the City of St. Clair Shores' COVID-19 Operations Plan
- Implementing Q-Alert, City- wide non-emergency work management system

Associate Director – Transportation and Public Spaces, City of Detroit, Office of Grants Management, Detroit, MI
Oct. 2014 – Oct. 2015

- Managed Transportation and Public Spaces portfolio consisting of 135 grants totaling \$414 million
- Developed eCivis user manual for the City of Detroit
- Reviewed contracts to ensure compliance with grant regulations
- Managed staff grant specialist and accountants to produce monthly metrics and update and maintain grant portfolio in the grant management system
- Managed appropriations and creation of budget strings for Transportation and Public Spaces grants
- Facilitated grant planning intra-department meetings

Associate Director of MI Coalition for Advanced Manufacturing TAACCCT Grant, Macomb Community College,
Office of the President, Warren, MI
Mar. 2014 – Oct. 2014:

- Managed an eight college consortium that was awarded a \$24.9 million grant from the Department of Labor (DOL) to develop capacity in four advanced manufacturing career pathways
- Developed and maintained a collaborative site used to integrate and coordinate consortium activities consisting of 101 users
- Facilitated monthly consortium-wide meetings
- Created guidance memos to instruct consortium members to ensure proper administration and compliance with DOL grant regulations
- Primary lead contact assisting third party evaluator with the development of consortium longitudinal database

Neighborhood Services and Grant Coordinator, City of Warren, Office of Mayor James R. Fouts, Warren, MI
Oct. 2008 – March 2014:

Grant Administration

- Managed over \$2.5 million in grant funded projects by implementing a grant accounting system, adhering to Davis-Bacon Act requirements, financial audits on funded projects, and authorizing payments to contractors
- Prepare performance and financial reports as required by grant agreements
- Facilitate meetings with city officials and project partners as needed to implement grant objectives
- Prepare and present items for council action as needed
- Coordinated successful City of Warren grant application for the Institute of Museum and Library Services Grant (\$119,000) Fitzgerald Recreation Center Grant (\$142,500), SEMCOG Safety Grant (\$10,060), SMART Bike Rack Grant (\$4,300) and MDOT 50/50 Challenge Tree Grant (\$4,700)

Grant Writing

- City of Warren Energy Efficiency and Conservation Block Grant (EECBG), grant award \$1,358,600, US Department of Energy
- City of Warren Transportation Alternatives Program (TAP) Grant, grant award \$292,026, SEMCOG
- City of Warren Light Emitting Diode (LED) Demonstration Project, grant award \$171,895, State of Michigan - Department of Energy, Labor, and Economic Growth
- City of Warren Advanced Lighting Technology Demonstration Grant for Local Government, grant award \$88,000, State of Michigan - Michigan Economic Development Corporation
- City of Warren Farmers Market Promotion Program Grant, grant award \$23,598, US Department of Agriculture
- Wrote and received US National Park Service Assistance Grant to create a Nature Center at Bates Park
- City of Warren Resident Scrap Tire Drop-Off Day Grant, grant award \$3,000, State of Michigan -Department of Environmental Quality

Project Management

- Managed \$500,000 Implementation of Energy Audit Recommendation project. Project included installation of lighting improvements, HVAC and tube heating upgrades in city owned buildings -producing an annual savings of \$174,000
- Managed \$370,000 (\$105,000 - City contribution) LED Street Light Demonstration Project - 385 lights converted - producing an annual savings of \$45,000, City's Return on Investment = 2.33 years
- Applied for and received over \$125,000 in "Your Energy Savings" rebates for the City of Warren
- Coordinated Green Roof workforce training project with M-TEC, Michigan Works! and roofing contractor
- Coordinated City of Warren's participation in the Ann Arbor Clean Energy Coalition's Clean Cities Community Readiness and Planning for Plug-in Electric Vehicles and Charging Infrastructure Grant and Fuel Forward Program

Neighborhood Services

- Co-managed the implementation of a City-wide citizen response management system (Q-Alert), including collection of knowledge base questions and answers, over 400 service requests types, escalation timelines and the training of over 120 City employees

- Title VI Coordinator for the City of Warren
- Co-producer of *Going Green* TV Warren show that educates Warren residents about money-saving and environmental tips for their homes
- Wrote and presented Warren Complete Streets Policy to Warren City Council, passed Oct. 23, 2012
- Managed sales of tax reverted parcels for use as Warren Community Gardens

Committee Involvement

- Mayor's Office representative on the City of Warren Community Development Block Grant Technical Committee, Environmental Advisory Committee and Economic Development Committee
- Treasurer of the Warren Senior Health Care Commission
- Member of RFP committees: EECBG, Citizen Response Management, Grant Management Software, City-Owned and Tax Reverted Properties
- Coordinate, participate in, and plan events as needed: Senior Health Care Commission Seminars, Earth Hour Event, Arbor Day Event, Reduce-Renew-Recycle Day

Account Manager, Argus Logistics, Wilmington, NC
Oct. 2007 - Jul. 2008:

Account Manager

- Managed a logistics account with an annual budget over \$5 million by optimizing routings, auditing transportation invoices, and providing periodic reports to client
- Produced over \$200,000 in transportation savings
- Organized truckload consolidations to establish effective and cost-efficient transportation
- Responsible for coordinating international cargo shipments -up to 40,000 lbs- with truckers, airlines, and ocean liners to destinations such as Ulsan, Korea and Netzschkau, Germany

Auditor

- Produced over \$30,000 in pre-audit savings
- Provided shipping instructions to suppliers and plants to implement efficient transportation

EDUCATION

May 2007: **M.A. Public Administration**, Wayne State University, Detroit MI

Aug. 2004: **B.A. Political Science**, Wayne State University, Detroit MI

May 1998: **High School Diploma**, De La Salle Collegiate High School, Warren MI

ACTIVITIES/AWARDS

- Member of Pi Alpha Alpha - The National Honor Society for Public Affairs and Administration
- Member of ICMA, 2015 - present
- Member of Acorn Toastmasters, Royal Oak, MI, June 2014 – April 2018
 - Club offices held: 2015 Treasurer, 2016 President, 2017 Vice - President of Education
- Completed FEMA National Incident Management System online courses: IS-100.b, IS-200.b, IS-700.a -Jan. 19-Feb. 3, 2012, IS-300, IS-400 - Oct. 23-30,2012
- Completed FEMA L946 IEMC: Emergency Operations Center/ Incident Management Team Interface Course, Macomb County Michigan Oct. 16 -19, 2012
- Completed Grant Administration Class - Grant Writing USA, Jul. 9-10, 2009
- Completed Grant Writing Workshop - Zocklein & Associates, Oct. 7-8, 2009
- MDOT AERO Project Manager Training – May 19, 2015
- National Transit Institute, Procurement Training, May 26, 2015 – May 29, 2015

#2

Lesley Riddle



I am an experienced professional with over twenty years in commercial, private and public sector site management with an innate desire to understand and protect our natural environment. During my career, I have been responsible for and responsive to both a diverse workforce and distinct site management.

During my tenure at a large non-profit organization providing jobs and training for people with disabilities, I created and implemented a state of the industry-training program for front-line employees and managers. I was an instrumental part of major renovations/installation projects at Thurgood Marshall International Airport and The Kennedy Center for the Performing Arts. As the Assistant Director of Public Works for the City of Greenbelt, Maryland, a national historic landmark, I implemented a comprehensive study and inventory of the extensive urban tree canopy in Greenbelt, and created and executed a citywide sustainability plan.

As the Director of Public Works for the City of Hyattsville, I have met and exceeded the current Councils expectations. I have been able to implement over 3 million dollars in sustainable infrastructure improvement as well as 12 million in building renovations. I have been able to save the City thousands of dollars through negotiation of current and new City contracts. I have also fostered strong and lasting relationships with various outside utilities. This relationship has helped citizens to understand the utility work that directly affects the City. I am often asked to work outside my direct job purview by assisting with special and volunteer projects such as Prince Georges County Emergency Action for the National Inventory of Dams, Watershed Stewards Academy Training sessions, assisting with city wildlife studies and humane wildlife mitigation, training Forest Stewards, and volunteering for the Baltimore Washington Partners for Forest Stewardship.

My education has provided me both a fiscally and environmentally responsible management outlook. I have been able to develop a unique outlook on appropriately administrating both financial and ecological resources. I am a proven leader in collaborating quality with cost effectiveness. My education and long-term industry experience combine to provide me with a comprehensive perspective on municipal management and its components.

Sincerely,

Lesley Riddle

LESLEY RIDDLE

PROFESSIONAL EXPERIENCE –

March 2013 – Present City of Hyattsville, Hyattsville MD

Director of Public Works - \$140,000.00 Annually + City Vehicle

- Plans, organizes, controls, integrates and evaluates the work of the Public Works Department
- Implements and monitors long-term plans, goals and objectives focused on achieving the City's mission and Council priorities
- Manages over 13 million in capital improvement projects
- Provides leadership and works with department staff to develop and retain highly competent, customer service-oriented staff through selection, compensation, training and day-to-day management practices that support the City's mission and values.
- Coordinates reviews and approves the work of the City's contract City Engineer and a wide variety of independent service providers, including traffic engineers, recycling collectors, public works maintenance and construction contractors, public utilities maintenance and construction contractors; landscape architects and landscaping contractors, tree maintenance contractors and others
- Monitors developments related to public works and utilities matters, evaluates their impact on City operations, and implements policy and procedure improvements
- Represents the City in negotiations with other agencies, utilities, groups, and individuals on a wide variety of issues pertaining to public works and public utilities
- Develops specifications and bid documents for a variety of public works and public utilities-related designs, construction and maintenance projects; recommends contract awards, negotiates contract provisions and coordinates, reviews and approves contractor's performance
- Integrates and directs the efforts and results of supervisors and staff engaged in the maintenance and repair of the City's public works

September 2008 to Present – Anne Arundel Community College

Adjunct Faculty

- Implement certification program for environmental programs in sustainable land care management

November 2007 – March 2013 City of Greenbelt, Greenbelt MD

Assistant Director of Public Works - \$89,000.00 Annually

- Oversight of parks, street maintenance, recycling, solid waste and fleet management for a national historic landmark

- Plan, organize and direct the programs, operations, services and staff of the Public Works Department
- Direct the fiscal management of the Public Works Division, including overseeing the preparation, submission and administration of the agency's annual capital and operating budgets
- Oversight of design, planning and construction of facilities and parks
- Create and establish policies and procedures for building, facility and land operation and use to enhance environmental sustainability
- Hire, train, supervise, evaluate and discipline staff
- Plan and direct ongoing public relations and volunteer programs
- Initiate Public Works projects involving cooperative efforts between public and private organizations
- Represent diverse interests, programs, services and events in the media and with community groups

1999- 2007 Melwood Horticultural Training Center, Upper Marlboro, MD

Division Manager

- Manage horticultural program for over \$6 million in federal site maintenance,
- Plan, coordinate, and management of over 5000 acres of federal and state land including: Patuxent Wildlife Center, Thurgood Marshall Baltimore/Washington International Airport, United States Department of Agriculture Headquarters, and The Kennedy Center for the Performing Arts
- Implement full scale management training program for diverse workforce of over 125 employees; supervise, evaluate, and oversee division staff
- Establish and control yearly budgets and contractual needs, review Requests for Proposal to determine possible additional work; manage division resources, materials, equipment

1997 – 1999 Spring Gardens, Inc., Ijamsville, MD

Senior Area Manager

- Administer \$1.8 million in commercial and residential landscape maintenance accounts
- Accountable for the supervision of 30+ people
- Assist in yearly sales for account base of over \$4 million, expand account base by 25% through contract negotiation

EDUCATION/CERTIFICATIONS

- Master of Science in Environmental Studies, Green Mountain College, Poultney, Vermont
- Graduate studies in Sustainable Landscape Design, George Washington University, Washington D.C.
- Bachelors of Science in Business, Colorado Technical University, Colorado Springs, Colorado, Summa Cum Laude

- Studies in Executive Leadership, Virginia Tech, National Capital Region
- Marketing Research Certification, Colorado Technical University
- Project Planning Certification, Colorado Technical University
- Human Resource Development Certification, Colorado Technical University
- Accounting and Finance Certification, Colorado Technical University
- Sales and Marketing Certification, Colorado Technical University
- Certified Professional Horticulturalist, Maryland Nursery and Landscape Association
- VA, and MD Licensed Pesticide Applicator: VA42422-G, MD9124-48141
- Certified ISA Arborist, MA 4835-A
- Licensed Roadside Tree Care Expert, MD-001198
- Certification in Erosion and Sediment Control, Maryland Department of the Environment
- Master Watershed Steward, Arlington Echo Outdoor Education, Anne Arundel County Maryland

ACTIVITIES AND RECOGNITION

- Judge: Landscape Contractors of America, Certified Landscape Technician testing 2004, 2005
- Presenter: NISH East Conference, “Best Landscape Practices” 2005
- Award: Washington Home and Garden Show, Best Use of Color in Garden Display, 2006, Best Attention to Detail, 2007
- Award: Washington Flower Mart, Best Display 2005, 2006
- Member of The South River Federation
- Member of International Society of Arboriculture
- Member of the Municipal Arborists Association
- Member of Maryland Nursery and Landscape Association
- Member of the American Public Works Association
- Board of Directors – Mid-Atlantic Chapter International Society of Arboriculture, term 2010 -2011
- Board of Directors – Chesapeake Conservation Landscape Council, term 2012-2014, Vice Chair, Chair 2015 - 2017
- American Public Works Association: Maryland, Virginia, and the District of Columbia Chapter – Sustainability Committee Member

Personal References available on request

Lesley Riddle



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Sincerely,

Lesley Riddle

#3

I desire confidentiality of my interest in this position, as allowed for and provided by Michigan law.

Frank L. Walsh
Walsh Municipal Services, LLC
walshmuni@gmail.com

ATTN: City of Saugatuck

My name is Mike Womack and I am applying for the position of City Manager with the City of Saugatuck .

I am currently the City Manager of Cedar Springs, MI, a full-service city of 3600 citizens located just north of Grand Rapids in Kent County. During my tenure in Cedar Springs I have undertaken an aggressive economic development strategy for the City. This has attracted much-needed business to the City and allowed us to develop pro-business policies. This has also given the City the opportunity to initiate necessary infrastructure improvements to support long-term economic success. I have worked hard to foster positive relationships with local business owners and community stakeholders to ensure a joint effort in economic development and a renewed focus on community amenities, including building and opening a new City library, a community amphitheater, multiple parks and community green space and we just completed a new dog park.

My hiring of new administrative team members changed the atmosphere in City Hall to a friendly, cooperative and customer-service oriented environment. This improvement, combined with my emphasis on professionalism and collaboration, has done much to improve the City's reputation with both City residents and among the surrounding communities. This change has also created a more open and accessible environment that encourages the community to engage more with City staff and Council members.

I am an effective communicator who focuses on bringing opposing sides together. I am liked and respected by City Council, Planning Commission and DDA board members and we work well together, despite previous tensions before I arrived. I always strive to support my staff and trust them to do their jobs without micromanagement, I focus on running City Hall with a pragmatic, solution-oriented approach and use best practices to solve problems. I attend meetings of the Chamber of Commerce, various civic groups and have regular meetings with surrounding township supervisors, and the school superintendent, to keep lines of communication open. I have good working relationships with the media, and I am committed to engaging with citizens by writing a weekly article for the local newspaper and maintain an open door policy. Overall, I focus on being an energetic leader with an adaptive leadership style who proves by action that I am approachable and willing to help. I am adamant about leading by example and I encourage citizens to reach out with their thoughts, questions and concerns so that the City can best serve the needs of its citizens.

I am excited at the possibility of dedicating my service to good governance in the City of Saugatuck, a premier City that I have been visiting for 30+ years. I would be happy to discuss my qualifications. Please feel free to contact me at [REDACTED] Thank you for your consideration.

Sincerely,

Mike Womack
[REDACTED]
[REDACTED]

Michael Womack



EDUCATION

Central Michigan University, Masters of Public Administration 2015 Mt. Pleasant, MI

- Concentration in State and Local government management
- Public administration, management, strategic planning and implementation

Thomas M. Cooley Law School, Juris Doctor 2008 Lansing, MI

- Concentration in international trade law
- Coursework in employment law including union labor law, discrimination law, wage and hour laws and workplace safety laws

Oakland University, Bachelor of Arts 2003 Rochester, MI

- B.A., Philosophy

EXPERIENCE

Cedar Springs, MI Aug. 2016-Present **City Manager** Cedar Springs, MI

- Chief administrative officer of the city, ensuring proper enforcement of all laws and ordinances and efficient administration of all departments of city government. This has included:
 - Developed a 6 year capital improvement program to plan for future major purchases
 - Instituting several new policies designed to promote government openness and transparency
 - Oversee a \$1.9 million dollar general fund budget and \$4.7 million total combined funds.
- Serving as zoning administrator and DDA director, including the following duties:
 - Meet with developers and contractors to oversee economic development opportunities in the city
 - Overhauling the city's zoning ordinances to foster positive economic development
 - Engaging the City with Redevelopment Ready Communities program.
- Serving as the Downtown Development Director after reorganization of the DDA:
 - Rewrote DDA development and tax increment plans to reestablish funding after previous poor management
 - Guided City Council and DDA Board through the process of establishing new goals, implementing those goals and planning for future objectives.
 - Coordinate the DDA goals with those of the Chamber of Commerce and local civic organizations.
- Came into employment needing to hire all new department heads and half of all employees in first 18 months
 - Successfully created a friendly, stable and professional city hall staff with a positive reputation with community leaders and neighboring municipalities.
 - Oversee 10 FTE, 4 part time/seasonal employees, 17 paid on-call firefighters, multiple full and part time contracted positions.
- Initiated and led the ongoing building of the new \$3.1 million community fire station
 - Lead a successful bond vote with City Council and fire department
 - Developed architectural design and engineering for department that complements and continues new architectural standards for municipal buildings
 - Overseeing construction process from initial architectural design through ribbon cutting

- Received \$872,000 EDA grant from the federal government for the development of a business park.
- Oversees online media presence for the City
 - Created City Facebook and Twitter accounts and continues to oversee them
 - Actively manages and improves the City website
 - Writes a weekly article for local newspaper to update and inform citizens
- Administered a \$625,000 CDBG sidewalk installation and rehabilitation project
- Oversaw city wide water meter changeover and instituted utility rate changes to meet long-term water/sewer infrastructure needs.
- Established several new municipal parks; personally designed City Hall pocket park, City dog park and new natural playground
- Oversaw the construction of the new community library building, a private-public collaborative effort.
- Led City through adoption of recreational marijuana ordinances and planning/zoning approvals.

Lake Orion, MI Village Manager's Office Sept. 2015-Aug. 2016 **Executive Intern** Village of Lake Orion, MI

- Budgetary research, projection and analysis.
- 15-16 Intergovernmental municipal budget benchmarking and analysis.
- Council Minutes digitization and text recognition application for accessibility and safekeeping.

Eastpointe, MI City Manager's Office Aug. 2015-Aug. 2016 **Graduate Assistant** Eastpointe, MI

- Budgetary and legislative analysis and recommendation for action
- Human resource management, involvement in disciplinary actions and union contract compliance
- Ordinance and resolution creation, fire department privatization research and analysis, FOIA system modification, vital records transfer, budget message modification, police body camera research and analysis.

Womack & Womack P.C. Aug. 2008-Aug. 2016 **Attorney** Shelby Twp., MI

- Felony, misdemeanor, city ordinance, appeals, traffic offense court appearances and post-conviction relief
- Significant negotiation history in dispute resolution, rapport building and effective communication
- Wills, estates, trusts and notary public.
- ADA, FMLA, FLSA, Wage and Hour and Sexual Harassment legal research and analysis.

Unoco Petroleum Land Service April 2014-April 2015 **Attorney Landman** Canonsburg, PA

- Experienced with taxes, liens and mortgages, right of ways, encumbrances, leases and lease assignments.
- Zoning ordinance compliance review and interpretation.

MEMBERSHIPS

- State Bar of Michigan
- Federal Bar Association
- Michigan Municipal Executives
- West Michigan Manager's Association
- Michigan Association of Planners

REFERENCES

[REDACTED]

[REDACTED]

#4

[REDACTED]

November 13, 2020

Frank L. Walsh
Walsh Municipal Services, LLC
2637 Elderberry Dr, Okemos, MI 48864
walshmuni@gmail.com

VIA EMAIL

Mr. Walsh,

I am very excited to submit my application for the position of City Manager for City of Saugatuck. I am a seasoned local government professional currently serving as the Town Manager for the Town of Munster Indiana. With deep experience in municipal administration, budget creation and management, performance measurement, and labor relations I believe my skill set is a great match for your current recruitment.

As a vibrant and diverse art-centric community, the opportunity of working for Saugatuck is very attractive. In reviewing financial statements and publicly available communications it is clear that the City is dedicated to the professional, efficient, and transparent delivery of services to its residents. I was born in Bay City and have family in Ottawa County. While certainly not unhappy in my current role, the chance to work for one of the premier communities in the Midwest is just too intriguing to pass up.

In my current role I am responsible for directing the Public Works, Community Development, Human Resources, Information Technology and Economic Development functions. I also closely support our Police, Fire, and Parks departments. The ability to direct staff, effectively collaborate, and manage complex budgets are essential components of my current work.

Local government is my passion, and I am deeply committed to making all facets of government as transparent, efficient, and accountable as possible. I firmly believe that Saugatuck shares these values and that I would be an energetic and enthusiastic addition to your community.

I respectfully request confidentiality as afforded under the Michigan Open Meetings Act.

Thank you for your consideration. I look forward to speaking with you.

Warm regards,



Dustin Anderson

Dustin Anderson



EXPERIENCE

Town Manager, Town Munster
Munster, Indiana

October 2014 – Present

The Town of Munster is a Chicago bedroom community of 24,000 residents located 25 miles southwest of the Loop. The Town is situated in the midst of a vibrant socially and economically diverse region. Home to two highly rated hospitals and a constellation of adjacent medical specialists, we attract many young families to our high quality of life and impeccable services.

Accomplishments:

- Secured funding for and commenced construction on a \$25 million grade separation and intersection realignment project that travels under the CN Railroad. Project is on schedule for substantial completion this year.
- Led the first wholesale revision of the land development code in over 30 years. This total rewrite pivots away from the traditional use-based Euclidian code to a form-based zoning framework that places emphasis on the context, bulk, and scale of the built environment.
- Established a customer relationship management software system that allows residents to submit requests for service from their mobile devices, increases Town accountability and transparency, and integrates with existing work order and asset management systems where appropriate.
- Accurately predicted in 2018 and appropriately planned for a \$2.2 million revenue reduction caused by the State-mandated property tax caps and the State recalculation of exempt debt experienced in 2020.
- Oversaw more than \$80 million in public-private-partnership commercial development.
- Led the Town's strategic vision and established the framework for approaching the development of one square mile of transit-oriented development in anticipation of the West Lake Extension – a \$820 million extension of the Northern Indiana Commuter Transit District that will include two stops in Munster.

Special Projects Manager, Town of Greenwich
Greenwich, Connecticut

January 2010 – October 2014

The Town of Greenwich is a full-service municipality of 62,000 35 miles northeast of Manhattan. The Town operates under a Representative Town Meeting form of government – a model similar to a corporation with shareholders, only without a board of directors. Residents of Greenwich are engaged and informed and have high expectations of service delivery. Participation in civic activity is the norm, rather the exception.

Accomplishments:

- Implemented the use of performance measures Town-wide and linked these to each department's operating plan and budget submission.
- Directed and edited the publishing of the FY2014 and FY2015 department operating plans.
- Managed the FEMA reimbursement process for six natural disasters - including Hurricane Sandy - with a cumulative magnitude of over \$8 million dollars.
- Implemented an annual Town-wide wellness program that is offered to all 2,600 employees to reduce medical claims exposure.
- Assisted Labor Relations Director in negotiating five labor contracts by developing proposal language and cost implications as well as participating in the bargaining session.

Management Advisor, Management Partners, Inc.

June 2007 – January 2010

Cincinnati, Ohio

Management Partners is a professional management consulting firm specializing in helping local governments increase their effectiveness by identifying issues and problems and recommending ways to improve operations. The firm believes that management in the public service should perform at the same high standard achieved by the very best of America's companies.

Accomplishments:

- Identified and quantify the impact of business process improvements for all aspects of local government operations, including but not limited to: reducing cycle times for development review, fleet utilization analysis, establishing financial models for long-term planning and budgeting.
- Prepared written reports, briefing memorandums, and conducted presentations for elected officials, organizational management, and the public.
- Managed the fact-finding and analytical phases for numerous organizational audits for clients ranging in size from 12,000 to 295,000 residents.
- Designed and assisted in the implementation of performance management systems.

ICMA Local Government Fellow, City of Loveland

June 2006 – June 2007

Loveland, Ohio

The International City/County Management Association (ICMA) awards a nationally competitive post-graduate fellowship to select individuals. In 2006 there were eight fellowships awarded with over 500 applicants. Loveland Ohio is a vibrant full-service municipality of approximately 12,000 residents.

Public Works Intern, City of Bloomington

May 2005 – June 2006

Bloomington, Indiana

Bloomington is a thriving community of over 66,000 people. Home to two major biotechnology labs, a premier public university, and within driving distance to Crane Naval Base, there is no shortage of economic and social diversity.

Team Leader, Harmony/VISTA Project

July 2003 – July 2004

Burlington, Vermont

The Harmony/VISTA project was an extension of the pedagogical model of the Harmony School of Bloomington Indiana, which aims to empower students through service-learning projects and youth-run initiatives. Project consisted of six VISTAs and the project Director.

EDUCATION

Masters of Public Affairs, 2006

Indiana University School of Public and Environmental Affairs

Bachelor of Arts, 2002

Political Science and Criminal Justice

Indiana University

INVOLVEMENT

- Den Leader, Munster Pack 542 – Pack and District Committee Member
- Rotarian, Paul Harris Fellow and Past President
- Munster Lion
- Indiana Municipal Managers Association
- International City/County Management Association
- ICMA Advisory Board on Graduate Education
- Emerging Leaders Development Program (Class of 2012)

#5

Confidentiality Requested

Dear Honorable Saugatuck City Council,

I am writing to apply for the position of City Manager for Saugatuck, MI. By way of introduction, my name is Ryan Heise, I was born and raised in Jackson, MI. I currently serve as the Village Administrator for Egg Harbor, WI (Door County); a position I have held for five years after serving ten years as the Director of Operations for Lakewood Ranch, FL.

The Village of Egg Harbor has been a fortunate experience for me, the Village's mission embodies forward thinking, environmental stewardship, and creativity on all levels. The Village of Egg Harbor is a premier tourist destination located on the shore of Green Bay. Seasonal fluctuations present unique opportunities and challenges, and the Village has done well to leverage the best that Door County has to offer with its promotion of environmental stewardship and the arts. I am proud of the projects that the Village has completed and the staff that supports the mission of the Village. In reviewing the future projects for Saugatuck, I feel confident in knowing that I have experience in all areas. I also completely understand the "right fit" concept proposed in the community profile. Understanding culture is crucial, and the approach I took to my job in Egg Harbor directly aligns...engage in community conversations and learn, and after thoughtful observation you can strategically prioritize objectives with the help of your team.

As it relates to community profile and specific projects, I have direct experience with the following: road construction, managing a bandshell and performances, establishing capital improvement project plans (CIP), municipal building construction, high visibility in the community, water quality improvement, creating regional partnerships, erosion issues related to high water, and park improvements.

When not working, I am outside enjoying all things outdoors, but especially surfing, fishing, and gardening. My wife Alicia and I are proud parents to a six-month-old girl. The family is excited for this opportunity because it would allow us to move closer to our family in Michigan and remain in a fun coastal community.

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

With all sincerity,

Ryan Heise

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

– Theodore Roosevelt

Ryan Heise, MPA



OBJECTIVE

Play an integral role in advancing the mission of Saugatuck City leadership. Develop an understanding of the unique culture of the city and assist with nurturing a team to execute projects supported by the community and council.

PROFESSIONAL EXPERIENCE

Village Administrator

Egg Harbor, WI - 2015 - Present

- Acquired over twenty years of combined work and educational experience in local government management.
- Responsible for leading multiple departments including: Harbor/Marina, Wastewater Treatment, Parks and Public Works, Plan Commission (Zoning Administrator), Library Community Center.
- Managed design and construction of the Kress Pavilion and Egg Harbor Library. Total capital cost of \$7,250,000.00; of which \$5,750,000.00 was privately funded. Building completed in 2018.
- Completed Village Comprehensive Plan and Comprehensive Outdoor Recreational Plan.
- Applied for and received transportation improvement grants in the amount of \$2,400,000.00 in Fiscal Year 2020.
- Completed successful beach improvement that addressed erosion concerns and provided ADA access. Leveraged grants through Wisconsin Coastal Management and Fund for Lake Michigan.
- Implemented academic partnerships with University of Wisconsin- UniverCity Program.
- Successful in creating new partnerships with surrounding municipalities and County government.
- Egg Harbor was first municipality in Door County to join the Department of Natural Resources Green Tier Legacy Communities program.

PROFESSIONAL EXPERIENCE CONT.

Director of Operations

Lakewood Ranch, FL - 2006 - 2015

- Accountable for the efficient construction, maintenance and operation of all publicly owned property and facilities. Infrastructure included but was not limited to: buildings, roadways, sidewalks, street lights, landscape/irrigation, reuse water system, potable water mainlines, sanitary systems, conservation lands, stormwater systems, park facilities, 150 miles of paved and nature trails, 685 acres conservation, 132 acres of nature parks including Dog Park, numerous park facilities, Town Hall and Operations Facility.
- Recognized for strengths in customer service and assured service levels to citizens were established and followed through policy implementation; 7,000 homes and numerous commercial areas.
- Implemented operations budget of \$10,000,000.00. Identified cost effective approach in the management of day to day operations.
- Identified and implement strategies that incorporate sustainable maintenance practices for Florida's largest green certified community.
- Directly managed staff of 21 and \$4,000,000.00 in contracted services.
- Developed and maintained positive productive partnerships with local public entities, developers, state agencies, universities, and private business enterprises in order to achieve common regional goals.
- Conducted frequent public presentations at Town Hall meetings allowing for resident input and development of strategic planning.
- Successfully completed construction of \$2,200,000.00 Operational Facility.
- Established capital improvement plan.
- Represented Lakewood Ranch on the Emergency Management team for Manatee County, FL (FEMA training in Emmitsburg, Maryland).
- Responsible for the operations of Lakewood Ranch Stewardship District's public property contained within 23,000 acres.
- Incorporated new mapping technologies utilizing Geographical Information Systems (GIS), professionally maintaining properties with high efficiencies.

EDUCATION

- Executive Masters Public Administration: EMPA University of South Dakota 2014
- General Studies: B.S. Western Michigan University
- Urban Planning: Western Michigan University
- Environmental Studies: Northern Michigan University

AFFILIATIONS

- Executive Board Member - Door County Environmental Council
- Door County Tourism Zone Commissioner
- Liaison - Egg Harbor Public Arts Initiative
- Liaison - Egg Harbor Business Association
- Steering Committee - Door County Attainable Housing
- Steering Committee - Door/Kewaunee Legislative Days
- Author - Door County Living Magazine, and Door County Pulse Newspaper

GRANTS & AWARDS

- State Arts in Community Award - 2018
- Governors Stewardship Tourism Award (awarded to Village) -2020
- Coastal Management Grant - \$40,000.00
- Fund For Lake Michigan Grant - \$120,000.00
- Local Road Improvement Grant - \$1,000,000.00
- Transportation Alternatives Grant - \$1,400,000.00