

SPECIAL MEETING - CITY MANAGER CANDIDATE INTERVIEWS

- 9:00 a.m. Call to Order.
- A. Roll Call.
 - B. Introduction of Meeting Schedule
 - 1. Citizen Comments
 - 2. Interview Questions
- 9:15 a.m. Interview with Andrew Dymczyk
- 1. Questions from the City Council
- 10:15 a.m. Interview with Jade Smith
- 1. Questions from City Council
 - 2. ****Short Recess****
- 11:15 a.m. Interview with Patrick McGinnis
- 1. Questions from City Council
- 12:15 p.m. BREAK
- 1:00 p.m. Interview with Peter Dame
- 1. Questions from the City Council
- 2:00 p.m. Interview with Nate Geinzer
- 1. Questions from City Council
 - 2. ****Short Recess****
 - C. Statements of Citizens
 - D. Discussion & Review of Next Steps
- Adjournment.



CITY OF PORTAGE

CITY MANAGER INTERVIEWS

SATURDAY, APRIL 23, 2022

Applicant: _____

1. Thank you for joining us today. The City Council has had the opportunity to carefully review your resume. Please take a couple of minutes and tell us about yourself beyond the scope of your professional credentials. **(Mayor Randall)**

2. Every candidate has a definition of their individual management style. Some are “bold leaders”, while others consider themselves as a “caretaker” or “visionary”. How would you describe your management style? **(Councilmember Knapp)**

3. Since you were notified that you were selected as a finalist, what have you learned about the City of Portage? **(Councilmember Ledbetter)**

4. One of the most significant challenges facing the City of Portage is the ever-changing retail landscape. The Crossroads Mall is feeling the effects of online shopping. What experience do you bring to Portage that would assist the community in strengthening our commercial space? **(Councilmember Urban)**

5. Leadership is an important quality of a City Manager. Please share with us the last time you exhibited extraordinary leadership in your current organization. **(Councilmember Brayton)**

6. Not every decision you make, or project you work on, turns out as planned. Sometimes there is disappointment in the results. Please share with us the last time you were involved in a decision/project that didn't turn out as planned. **(Councilmember Burns)**

7. It's been proven that municipal leaders who take the time to volunteer in the community tend to make great leaders. Please share your current volunteerism within your community. **(Mayor Pro Tem Pearson)**

8. Fast forward to April 2023. The City Council is preparing for your first performance review. Please share with us what you hope to have accomplished in your first year as our City Manager. **(Mayor Randall)**

9. Please take the next couple of minutes and share your vision for the City of Portage over the next 2-4 years? **(Councilmember Knapp)**

10. Please share your thoughts on diversity, equity and inclusion being incorporated in the workplace. Do you have specific examples of how you have encompassed it in your current and or past leadership roles? **(Councilmember Ledbetter)**

11. Teamwork amongst our staff is vital to our success. Please share an experience you have had in building teamwork in your organization. **(Councilmember Urban)**

12. Please describe the two toughest challenges currently facing the Portage community. **(Councilmember Brayton)**

13. What plan of action have you used in your current position to enhance your relationship with the adjacent neighboring communities? Please be specific. **(Councilmember Burns)**

14. Good leaders need to be great problem solvers; please share with us the last time you led a group in solving a significant community challenge. **(Mayor Pro Tem Pearson)**

15. Not every department operates effectively. There are times when modifications in leadership is required. Have you had any experience in your career in having to make organizational changes amongst your management team? **(Mayor Randall)**

16. Customer service truly defines an organization. In your current position, how do you track the satisfaction rate of customer service provided by your team of professionals?

(Councilmember Knapp)

17. What experience do you bring to the community in economic development? Please share a success story with us. **(Councilmember Ledbetter)**

18. We continue to work towards improving our communication with our citizens. What out-of-box methods have you used to enhance city-resident communications? **(Councilmember Urban)**

19. It's critical for our new City Manager to assimilate well into the community. What steps would you take to become a respected leader in a town of 50,000? **(Councilmember Brayton)**

20. We are about ready to wrap things up. Please take the next 2-3 minutes and share with us why you are the "ideal candidate" to serve as our next Portage City Manager. **(Councilmember Burns)**

21. Thank you for taking the time to be with us. Before you depart, do you have any questions for the City Council? **(Mayor Pro Tem Pearson)**

NOTES:

Andrew Dymczyk

Township Manager
DeWitt Charter Township,
Michigan

March 20, 2022

Walsh Municipal Services
ATTN: Frank L. Walsh
7900 South Westnedge Avenue
Portage, MI 49002

Dear Human Resources Manager,

I am applying for the City Manager position for City of Portage advertised by Walsh Municipal Services. The position coincides with my education, experience, and career interests.

Your position requires skills in various public administration functions, including day-to-day governmental responsibilities, civic leadership, and established industry best practices. In my experience as Township Manager of DeWitt Township over the last three and a half years, I have handled the day-to-day governmental responsibilities of the Township, applied industry best practices towards public infrastructure and economic development projects. I have also worked to engage more residents and help lead the community in a positive, fiscally responsible way. My enclosed resume provides more details on my qualifications.

My background and career goals match your job requirements well; I am confident that I can perform the job effectively. Furthermore, I am genuinely interested in the position and in working for such a unique community.

Please consider my request for a personal interview to discuss my qualifications further and learn more about this opportunity. I will call you in the upcoming weeks to see if a meeting can be arranged. In the meantime, if you need to call me, my phone number is [REDACTED], and my e-mail address is [REDACTED]. Confidentiality about my present employer is requested, and I look forward to talking to you.

Sincerely,

Andrew Dymczyk

Experience

DeWitt Charter Township – DeWitt, MI

June 2018 - Present

Township Manager

- Administers a 79.8 employee organization with a \$10.2 million operating budget to support a Charter Township of 15,073 residents.
- Chair of the Employee Benefits Committee examining employee health care costs annually to provide cost savings to the Township, improved employee morale and effective communication to all employees on benefit coverage and plan mechanics.
- Commissioner and Budget and Finance Committee Member since 2018 for the Southern Clinton County Municipal Utilities Authority in charge of \$14.8 million in assets and is permitted to process 5.5 MGD for DeWitt Charter Township, Bath Township, Watertown Township, and the City of DeWitt.
- Responsible for the bid, construction, and community relations for a \$2.5 million sanitary sewer interceptor that runs underneath a four-lane freeway, limiting our adverse environmental impact in high rain events and providing relief to future residential development.
- Researched, developed, and implemented an update to the Township's Purchasing Procedure Policy incorporating a Qualifications Based Selection procurement process, streamlined procedures and language that captured current practice and additional budget discretion for department heads.
- Facilitated and led the Township's update to our Strategic Plan, which included multiple public input efforts, Board Workshops and resulted in increased accountability measures built into bi-weekly, quarterly and annual Township mechanisms.
- Co-created and implemented innovative intergovernmental agreements between DeWitt Township, the City of DeWitt, and the City of Grand Ledge for Building and Assessing Department services, increasing efficiency and sustainable high-level professional service.

Harrison Charter Township – Harrison Township, MI

September 2012 – May 2018

Deputy Supervisor (December 2012 – May 2018)

- Responsible for Building and Ordinance, Water and Sewer, Assessing, Fire and Human Resource Departments to support a Township of 24,461 residents.
- Responsible for Township Senior Center, Senior Center Activities, Summer Bus Shuttle service, and SMART Bus Service for senior or disabled members of the community.
- Conducted, prepared and presented a financial overview and analysis of Building Department fees examining the sustainability and equity of the department permit fee structure with recommendations for an enhanced sustainable service model.

Administrative Clerk (September 2012 – December 2012)

- Responsible for maintaining property record information for every parcel of property in Harrison Township, including a legal description of the land and physical improvements such as commercial, industrial and residential buildings, including condominiums and accessory structures.
- Maintained the taxpayer of record information, received in various formats, such as Deeds, Property Transfer Affidavits, Homeowner's Principal Residence Exemption Affidavits, and other related forms.
- Maintained sales records on vacant and improved properties obtained through recorded deeds received from Macomb County Clerk's office and/or Property Transfer Affidavits.

Education

Oakland University – Rochester, MI

Graduated 2016

Masters of Public Administration, Local Government Management Concentration

Central Michigan University – Mount Pleasant, MI

Graduated 2011

Bachelor of Science, Political Science Major | Finance Minor

Jade Smith

Municipal Services Director
Canton Township,
Michigan

Jade M. Smith

A series of four black rectangular redaction boxes of varying widths, stacked vertically, covering contact information.

****Requesting confidentiality as provided and allowed under the Michigan law****

As an accomplished professional and proven leader in municipal administration as well as in the business sector, I offer expertise that would benefit both private and public entities. I am a highly motivated professional with a solid history in team driven management. Having strong analytical and planning skills, with a demonstrated ability to satisfy people served in both arenas consistently lead to better efficiencies, bottom line cost savings and long term sustainability.

I have spent the last 25+ years in leadership roles with the last 15 in municipal administration. Three years at Canton Township with a population of 100,000 (top ten in the State of Michigan) as the Municipal Services Director with a staff of over 120, three years at the City of Milan as the City Administrator, and 7 years at the City of Westland with a population of 85,000, as the Deputy Mayor/Chief of Staff. These positions have provided an opportunity to learn and practice many types of leadership requirements that you are seeking in the next City Manager. Experiences that have contributed to my success and will be a direct benefit to the City of Portage are budgeting, "team" focused management, community involvement, economic development and relationship building with lawmakers, residents and businesses, both big and small.

My experiences with all three communities have been vastly different. I am currently managing a combined budget of almost \$60.0 million of Canton Townships roughly \$150.0 million budget. Canton Township is a growing community with a very healthy fund balance and operating budget. With a large list of success stories, including being home to the only Ikea in the state, award winning golf courses, diverse housing, and accredited Public Works department. Prior to Canton Township, I was at the City of Milan which is a small city with a rich history and longtime residents but fast changing demographics as young families are finding it a place to call home. New commercial development was on the rise and a focus during my time in Milan as well. With a general fund budget of \$9.0 million dollars and its own water and wastewater treatment plant, a long-term budget plan was a priority for me and we saw our general fund balance rise from \$1.0 million to \$1.9 million in just three years. I was also with the City of Westland, an established community with a 60-year history that has been challenged with redevelopment but has a large list of success stories that include both recruitment and retention of the businesses in the community. I also collaborated on the implementation and oversight of its \$56.2 million-dollar budget. Additionally, the unparalleled economic downturn in Michigan has provided me significant experience in managing a reduced workforce, consolidation of departments and the use of technology for efficient delivery of service to the community.

Prior to my time in the public sector my experiences in the private sector have given me great knowledge working with the business community, knowing what they want and how they want it. Networking and relationship building are the keys to successful business transactions and I find it very rewarding when people come together for a common goal or cause and see it through to completion.

If you are looking for a dynamic, versatile and forward-thinking leader that can provide immediate impact with long term stability to the City, then I would welcome a personal interview to discuss how my qualifications would benefit you as the next City Manager for the City of Portage. Thank you for taking the time to review my resume for your consideration.

Jade M. Smith

CAREER PROFILE

Municipal Services Director

Canton Township, Michigan / July 2019 - present

- Multi-disciplinary supervisory and administrative position involving the overall planning, coordination and leadership of the Municipal Services Department. Functional areas of responsibility include the Building & Inspection Services, Planning Services, Engineering Services, Facilities and Public Works Divisions for Township with 100,000 population.
- Responsible for the efficient and effective operation of the Municipal Services Department, including the direct supervision of the Department's management employees and 120+ employees.
- Formulates strategic goals & objectives for areas of responsibility, and works with the Township Supervisor and other Directors to integrate these into overall Township goals & objectives, plans and programs.
- Reviews and authorizes the plans and programs of subordinates, ensuring that they are in harmony with and in furtherance of Township strategic goals & objectives, plans and programs.
- Develops and authorizes specific levels of service for each functional area of responsibility ensuring operational efficiency, innovation, best use of physical and financial resources, and public responsibility; evaluates the performance against these levels of service and coaches and develops subordinates in improving their job performance.
- Accreditation by APWA (American Public Works Association)

City Administrator

City of Milan, Michigan / September 2014 - July 2019

- Manage daily activities and operations of all City functions and including business development.
- Oversee and manage all City departments and management, staying current on new issues and legislation that has an impact on the City.
- Prepare the City's budget and execute upon City Council's approval.
- Maintain resident and business communications, media and public relations contact, acts as communications coordinator for other elected officials locally, regionally and nationally.

EXPERTISE & TRAITS

Organizational Leadership
Team Building
Visionary
Budgeting
Strategic Planning
Government Procurement
Labor Negotiations
Economic Development
Resourceful
Internal/External
Communications
Public Speaking
Community and Media
Relations
Event Management
Highly Motivated
Problem Solver

BOARD SERVICE

MMRMA

Public Works Advisory
Committee

MICHIGAN MUNICIPAL LEAGUE

ED & LU Committee

MICHIGAN MAIN STREET/MEDC

Advisory Board

SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS

Water Resources Task Force

MILAN ZONING BOARD OF APPEALS

Deputy Mayor/Chief of Staff

City of Westland, Michigan / May 2009 – September 2014

- Chief of Staff and Chief Operating Officer for the Mayor, meeting regularly with 15 department heads to properly oversee and manage all City departments consisting of over 300 employees, staying current on new issues and legislation that has an impact on the City with a population of 85,000.
- Represents the Mayor at events and meetings in his absence, maintains resident and business communications, media and public relations contact, acts as communications coordinator for other elected officials locally, regionally and nationally.
- Assumed the direct daily operations and staff of Parks and Recreation Department after the position was vacated. Included 9-hole golf course, ice arena and newly constructed multi-million dollar Farmers Market and splash pad facility.

Controller/Purchaser

City of Westland, Michigan / December 2007 – May 2009

- Maintained a general accounting system for the City and each of its officers, departments, and boards, and supervised the disbursement of all City moneys and had control over all expenditures to insure that the budget appropriations are not exceeded.
- Contracted and purchased all services, supplies, materials, and equipment required by any office, department or agency of the City

Vice President/Branch Manager

Comerica Bank, Saline, Michigan / February 2007 – December 2007

- Managed underperforming branch to a top performing in the State and Region
- Responsible for day to day operations and staff of financial center
- Generated sales through marketing and selling new retail and commercial accounts, loan funding and investments products through community involvement, telemarketing and outside sales

Assistant Vice President/Branch Manager

ABN Amro/LaSalle Bank, Troy, Michigan / March 2000 – February 2007

- Responsible for operations and staff of \$105 million deposit base
- Generated sales through marketing and selling new retail and commercial accounts, loan funding and investment products through community involvement, telemarketing and outside sales

CHAMBER OF COMMERCE

Vice Chairman

MILAN MAIN STREET/DDA**PURE EXISTENCE DANCE COMPANY**

Vice Chairman

WAYNE-WESTLAND YOUTH ASSISTANCE PROGRAM**WESTLAND ROTARY**

President Elect

EDUCATION**EASTERN MICHIGAN UNIVERSITY**

Ypsilanti, Michigan

B.S., Psychology

Patrick McGinnis

City Manager
City of Grand Haven,
Michigan

Pat McGinnis



March 8, 2022

Frank L. Walsh
Walsh Municipal Services

Dear Mr. Walsh:

Please accept this letter and the attached resumé as application for the position of City Manager for the City of Portage, Michigan.

Portage is an exceptional destination. The City attracts investment from globally relevant high tech industry and interest from young families looking to build a life in a beautiful Michigan community. The stable local government, professional public safety services, low tax rate and a commitment to redefining mobility and citizen engagement make this an exceptional destination for this committed public servant.

My passions are collaboration and immersion in every aspect of the communities in which I've served. Our municipal service deliveries are amplified when we connect and supplement the efforts of our partners. Building relationships with leadership and the community establishes the trust needed to succeed in local government. These practices have helped me effectively and efficiently manage two Michigan municipalities during my career.

My current position in Grand Haven is stable and secure, so I ask for confidentiality consistent with the Michigan Open Meetings Act.

I am grateful for this opportunity and am available to talk further as the search process continues. Please use my cell phone for communication (text or call).

Sincerely

A handwritten signature in black ink, appearing to read 'Pat McGinnis', followed by a horizontal line.

Pat McGinnis



Patrick McGinnis

EDUCATION

Michigan State University, East Lansing, MI
Degree: **Master of Public Administration**
Graduated June 1988

Michigan State University, East Lansing, MI
Degree: **Bachelor of Arts**
Dual Major: **Public Administration/Pre-Law**
Graduated June 1985

EMPLOYMENT

August 2003 – Present

City of Grand Haven, MI

City Manager

Manager of full service, home rule Michigan Municipal Corporation. Responsible for leadership and oversight of all municipal departments, including airport, public works, sewer and water utilities, human resources, planning, building and zoning, public safety, clerk/treasurer, housing, community development and finance. Duties include acting as liaison with all local, state and federal agencies as well as private business in west Michigan. The post of City Manager of the County seat of Ottawa County is a high-profile, leadership-oriented position.

May 1990 – August 2003

City of West Branch, MI

City Manager

Manager of full service, home rule Michigan Municipal Corporation. Responsible for oversight and efficient operation of all municipal functions, including streets, sewer collection and treatment, water treatment and distribution, police, human resources, planning, airport, fire, hospital, library, housing, community development, economic development, finance and budgeting, treasury, elections, fleet maintenance and capital improvements. Duties include acting as liaison with all local, state and federal agencies as well as private business in northeast Michigan. The post of City Manager of the County seat of Ogemaw County is a high-profile, leadership-oriented position.

January 1998 – August 2003

Baker College, West Branch

Part Time Faculty Member

Recruited by Baker College, Flint Academic Administration to instruct under the direct supervision of the Dean of the Business College.

September 1988 - May 1990

City of Wauwatosa, WI

Assistant to the Administrator

Administrative duties ranging from the support of general government operations in the Office of the

Mayor and City Administrator to the support of several citizen/council advisory and regulatory boards and commissions. Responsibilities included the oversight of an extensive school crossing guard program (45 positions), administration of cable television franchise and Editor of City newsletter. Worked closely with City staff on various projects in all City departments.

September 1986 - June 1988

Department of Political Science, Michigan State University

Graduate/Teaching Assistant

Performed duties as assigned by Chair of Political Science Department. Served as teaching aide to several professors, graded research papers and essay exams, assisted in academic research projects in several areas. Provided support to students, faculty members and fellow graduate students in all areas of political study.

June 1987 - September 1987

City of Farmington Hills, MI

Management Intern

Research oriented position. Gathered and compiled information on City operations, local history and state and federal legislation as it affected the City. Produced reports and furthered several long-term City projects. Position provided the opportunity to observe the growing pains of this rapidly expanding community. Experience in Farmington Hills fulfilled academic requirement and provided basis for Master's final research project.

HIGHLIGHTS

- Physically active and energetic husband and father of three grown children
- Member of International and City/County Management Association (ICMA) since 1993
- Member of Michigan Municipal Executives (MME) since 1991
- ICMA Credentialed Manager 2003 - 2019
- Board Member, MLGMA (now MME), 2006 - 2009
- History of membership in multiple local foundations, private non-profit corporations, service clubs and community groups, including current Secretary of Grand Haven Lighthouse Conservancy, Kids Hope Mentor, St. Patrick's St. Anthony's Pastoral Council, Coordinator of Grand Haven Flag Project, past President of Rotary Club of Grand Haven and Optimist Club of West Branch
- Current Chair of Ottawa County Central Dispatch Authority and Board Member of Grand Haven Spring Lake Sewer Authority, West Michigan Drug Enforcement Team, Harbor Transit Multi Modal Transportation System, Ottawa County Technology Collaborative, Grand Haven/Spring Lake/ Ferrysburg Chamber of Commerce and Rotary Club of Grand Haven (Membership Chair)
- Successful grant-writing and administration experience attracting over \$13 million to local government since 1990 (over 50 grants)
- Significant ongoing education in all areas of municipal management
- Considerable current knowledge of State and Federal policies in regard to local government
- Recipient of various awards, including MLGMA Excellence in Local Government (2012), MML Community Builder Award (2021), Tolfree Foundation Angel Volunteer Award (2011), United Way Outside the Box Award (2021) and Grand Haven Rotarian of the Year Award (2016 & 2020)

Peter Dame

City Manager
City of Grosse Pointe,
Michigan

March 5, 2022

Frank L. Walsh
Walsh Municipal Services, LLC

RE: Portage City Manager
CONFIDENTIALITY REQUESTED

Dear Mr. Walsh,

As we discussed, I write in application for the position of City Manager of Portage, Michigan. I am excited about the opportunity to work for Portage, the community where I grew up and where my parents still live in the same home.

Attached please find a resume outlining my background. For nearly sixteen years, I have served as the Grosse Pointe City Manager. Prior to that, I worked as the Deputy Manager for the Village of Oak Park, Illinois, a community of 54,000 people. My career demonstrates dedication and commitment to communities like Portage that strive for excellence. I am a strategic thinker and pride myself on the ability to help communities achieve their goals. With a history that includes multiple administrative roles in Oak Park, and the chief executive role for one of the finest communities in southeastern Michigan, I have broad experience that has prepared me well for the challenges facing the City of Portage.

In Oak Park, I enhanced my skills in economic and community development as I was assigned a myriad of redevelopment projects and community building activities. Much of my effort in Grosse Pointe has been focused on economic development in Grosse Pointe's downtown, the traditional retail center on the eastside of Detroit. Drawing on my background, Grosse Pointe has adopted my recommendations for tax incentives and economic development tools to promote investment and redevelopment. Several projects -- including the successful redevelopment of the largest downtown building which had been vacated due to bankruptcy -- have helped in its ongoing transformation. I held a key role as the Director of the City's Downtown Development Authority since its conception in 2008, until we successfully achieved Michigan Main Street designation and expanded the DDA's capacity in 2020. Another notable initiative is spearheading the Mack Avenue commercial corridor improvement plan completed last year. This revitalization plan is the first that any neighboring suburb has undertaken in direct cooperation with the City of Detroit.

Page Two

Many endeavors during my tenure in Grosse Pointe have involved developing intergovernmental partnerships with municipal neighbors. These include automatic aid agreements for fire response, construction of a fire and police training center as part of the City's new Public Safety building, and a shared dispatch authority. I am actively engaged with our county, state and federal officials and have coordinated legislative relations. In recognition of my experience and interest in this arena, I was appointed to and currently serve on the Michigan Municipal League Board of Trustees.

While in Grosse Pointe, I have led the City through difficult program reviews and tough budgetary decisions. During and in the aftermath of the Great Recession, nearly every aspect of City departments and operations was reviewed and re-engineered to reduce costs. Despite having lost half of its residential assessed value, the City was able to maintain its high level of services. Due to this sound financial stewardship, in 2017 the City achieved an upgrade to a AAA bond rating, the highest rating granted by Standard and Poors.

It would be a welcome and natural move to come home to Portage. I look forward to the opportunity to work in partnership with the members of the Portage City Council and the community. Regarding my commitment, please be assured that I would plan to work for Portage for at least a decade, if desired. I would greatly appreciate the opportunity to discuss my qualifications further in person.

Please consider this application confidential to the extent permitted by Michigan law.

Sincerely,

A handwritten signature in blue ink that reads "Peter J. Dame". The signature is fluid and cursive, with the first name "Peter" and last name "Dame" clearly legible.

Peter J. Dame

Peter J. Dame

Professional Objective

A high achieving executive seeking a leadership position in management for a premier community

Summary of Qualifications

Experience and skill in the following fields:

- Administration of communities with exceptional service delivery expectations
- Economic and community development and planning
- Intergovernmental cooperation, legislative affairs, and community partnerships
- Stakeholder engagement in planning and initiatives for community betterment
- Financial planning and budgeting
- Grants and grant administration – secured millions of dollars for community improvements
- Public information and information technology
- Capital and building improvement projects – public safety, parking, public works, wayfinding, transit
- Citizen board and commission liaison
- Collective bargaining and human resources

Experience

City Manager | City of Grosse Pointe, Michigan | April 2006 – present

- Restructured services and restored financial stability after the Great Recession reduced property tax revenues; achieved bond rating upgrade to AAA
- Secured voter approval of 2.5 mills for a fifteen-year road improvement levy
- Completed \$13 million in public safety, public works, and court facilities improvements under budget
- Implemented a public-private partnership to redevelop the largest downtown commercial building
- Obtained approval of project to reuse of a historic Grosse Pointe school building for multifamily use
- Coordinated drive to designate the downtown as a Michigan Main Street participant

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

- Oversaw the administration of Development Services, Planning and Community Development, Community Relations, and Parking divisions
- Created and coordinated the Village's intergovernmental and legislative affairs program and outreach
- Participated in the development and planning teams for major redevelopment projects and business district plans
- Managed wayfinding and gateway projects, tourism development initiatives, development of \$18 million multi-modal transportation center, and a master downtown parking plan needed to accommodate new retail and mixed-use developments

Empowerment Zone Consultant | Benton Harbor, Michigan | February 1994 - June 1994

- Crafted and organized the grass-roots community development strategic planning process
- Documented and wrote the Empowerment Zone/Enterprise Community application to HUD

Director of Legislation and Projects - Congressman Fred Upton | Washington, D.C. | September 1991 - December 1993

Projects Director and Assistant - Cong. Fred Upton | Washington, D.C. | 1988 - 1991

- With the stated directive of “getting things done”, served as the primary policy person for the Congressman and as the liaison to municipal officials and local groups to help achieve their objectives, secure grants, cut through the red tape, and advance needed community projects

Education

Masters, Public Administration | George Washington University | 1993

BA, History | University of Michigan | 1988

Continuing Professional Development

Credentialed Manager, International City/County Managers Association (ICMA)

High Performance Leadership Certificate, 2021, ICMA Professional Development Academy

Redevelopment Ready Communities Training Certification, 2017, MEDC

Professional/Volunteer Affiliations

Current: Board of Trustees, Michigan Municipal League (MML)

Current Member: International City/County Managers Association (ICMA)

Current Member: Transportation, Infrastructure & Technology Policy Committee, MML

Current Member: Michigan Municipal Executives

Past Member: Ethics Committee, Michigan Municipal Executives

Past Member: Intergovernmental Committee, West Central Municipal Conference, IL

Nate Geinzer

City Manager
City of Brighton,
Michigan

March 20, 2022

Dear Mr. Frank Walsh,

It is with a great deal of enthusiasm that I submit the following letter of introduction and attached resume to be considered for the position of City of Portage City Manager. As allowed under Michigan law, I am respectfully requesting confidentiality throughout the early stages of this search process.

I write this letter on the tail end of an energizing site visit. While in Portage I saw quality of life, redevelopment opportunity, vast open space and natural areas, industry, and a community where I would like to take my career to the next level. Further, I saw a demonstrated interest in energy and environmental sustainability with the electric charging stations and Ford C-Max hybrid fleet vehicles at City Hall. I see a community that shares with me some of the same priorities and values.

I have served as both a City Manager in a small but growing City and have had the opportunity to assist my mentor for most of my eight and a half years in one of the largest cities in Oakland County, Michigan. As you will see, my experiences are vast and my work ethic, creativity, and personable approach to local government management will suit the City of Portage well. You will not find my name in numerous search processes as I am not one always seeking opportunity. Rather, I am one to seek only what seems to be the right opportunity. As you go through your review of candidates, you may notice that I have formally submitted my resignation with the City of Brighton after six years of highly effective service and game changing accomplishments. As can happen in the city management profession, I have concluded that my professional priorities and approach to government service no longer align with those of the current Brighton City Council. I currently expect my tenure to end on May 31, 2022, which I offered in order to assist staff and City Council with finalizing the annual budget process. Further, I have offered interim city management services for up to an additional 90 days should I be available. In other words, my intent is to assist in the transition to a new city manager if I am available. Any potential concerns you may have will be easily alleviated by contacting any one of my references or existing City of Brighton management staff.

My experiences to date have made me the professional I am today, a professional who exemplifies a passion for city management. Whether it is navigating change by assembling strong staff teams and facilitating a positive organizational culture, analyzing, and addressing complex challenges regardless of the obstacles and consequences, or volunteering my time, I have always strived to have a positive impact on my organization and employees, my community, and my profession.

When I came to the City of Brighton, I faced an onslaught of unrelenting challenges. Staff turnover and the need to build a new management team following the retirement of the 26 year incumbent, the death of a highly regarded department director, personnel challenges and a concerning organizational culture, severe budget difficulties, failing infrastructure with no discernible measurement of the true scope of need or a strategy in place to address the need, and unsustainable pension and OPEB obligations were just a handful of the challenges successfully addressed by this first-time city manager.

One of my proudest accomplishments is the restructuring of the city's community and economic development efforts. I was in the position to promote and develop a non-traditional community development manager who shared my interest in customer service. He moved the department from a largely regulatory office to a concierge level of service. Informed by a truly comprehensive master plan, ordinances were updated, created, and applied to attract well-over \$100 million (and growing) in new and pending development and redevelopment throughout the community. Together, we have built a reputation amongst developers as a community "that will work with you." Additionally, working with our existing economic development partner Ann Arbor SPARK, I developed a new economic development team model that has now been incorporated into their regional service priorities.

The City of Brighton and its Downtown Development Authority are slated to be recognized for this innovation in May at SPARK's Annual Meeting.

Most personally rewarding has been my experience in developing staff and my current management team. I focused on building a positive and engaging team based organizational culture that supports exceptional service delivery and connections to each other and the community. I believe strongly in accountable and supportive servant leadership. Whether coming in early to cook and serve staff breakfast, surprising a couple employees with pizza because they went above and beyond when no one asked and when they thought no one was looking, or simply taking time to pick up the trash in the parking lot on the way into city hall, I work hard to set an example hoping these gestures are contagious. What can sometimes get lost is that an organization's people are its physiological center and must be nourished. Nourishment leads to relational trust, empathy, and humility. Additionally, this nourishment can be leveraged to support talent attraction, retention, and space for the entire staff team to feel part of something more and to succeed.

In closing, I see an opportunity to grow in Portage, to support a new community through its known/unknown challenges and opportunities. I would welcome the opportunity to assist in advancing community priorities and to work with stakeholders to progress challenging, yet attainable redevelopment initiatives. Further, I would be remiss not to mention the primary factor that compelled this submission beyond the opportunity to work in the home of Pfizer and Stryker. The City of Portage offers a strong connection to the outdoors that I believe would be beneficial to me and my family. Peace is a short walk, ride, or drive away, even if it is just 10 minutes walking within the West Lake Nature Preserve or a couple hours casting a fly line from my kayak on Austin Lake, access to the benefits of nature and the outdoors is abundant.

During my tenure in both small and large communities/organizations, I excelled in many areas that the City of Portage has prioritized in its position announcement, making me confident that I can provide the city with the leadership it is seeking. Furthermore, a move to Portage as its next City Manager is not only an alluring next step along my career path, but from the looks of it, such a move could prove to be the place where I end my career.

I welcome your outreach should you have any questions or if you would like to continue to evaluate my attributes as they apply to this incredible opportunity.

Sincerely,



Nate Geinzer

NATE GEINZER

PROFESSIONAL PROFILE

Driven, effective, and creative professional with a strong background in economic development, strategic planning and facilitation, team development and leadership, and project and change management. Demonstrated oral, written, and public communication abilities with an aptitude for creating relationships with organizational and community stakeholders. Effective builder of open, collaborative, and values based organizational culture across diverse functional areas. Principled and passionate leader with high standards for professional conduct and a commitment to excellence.

PROFESSIONAL HIGHLIGHTS

- Robust community and economic development background with strength in developing stakeholder relationships prioritizing a concierge customer service approach to community and economic development versus a regulatory process focus.
- Pragmatic approach to budget development and execution guided by the goals and priorities of the elected body while anticipating lifecycle costs and unforeseen challenges.
- Builder of strong management and staff teams through talent attraction, recognizing and developing internal staff assets, and reinforcing a positive, supportive, and team based, yet accountable, organizational culture.
- Accessible leader who welcomes the opportunity to collaborate on shared jurisdictional priorities and to assist staff and stakeholders in addressing community and customer service challenges.

PROFESSIONAL EXPERIENCE

CITY OF BRIGHTON, BRIGHTON, MICHIGAN
City Manager

FEBRUARY 2016 - PRESENT

Serve as the Chief Administrative Officer of a full-service and growing community of 8,000 people within a surrounding population of over 100,000. Judiciously administer a budget of ≈ \$33.0 million (FY 21/22 - \$10.1 million General Fund, \$9.7 million Utilities Fund, and \$13.1 million in other funds). Work collaboratively with a seven-member city council to develop and implement policies, service priorities, and capital investments. Lead fifty-seven employees, including a core management team of seven, in the efficient and effective delivery of exemplary services: always seeking continuous improvement.

SELECTED ACHIEVEMENTS

- Successfully maneuvered an organization-wide transition following the departure of the 26-year manager incumbent and long tenured management staff by rebuilding the organization and management team, which resulted in improvements in organizational culture, service delivery, capital maintenance and investment, and fiscal sustainability.
- Effectively orchestrated, in collaboration with the Community Development Manager, a departmental customer service overhaul by enhancing relationships with the community and developers through concierge level customer service. This approach has earned the city a formidable reputation with developers resulting in a project pipeline of well over \$100 million with additional development/redevelopment opportunities being assessed.
- Innovated to create a more robust economic development team apparatus through an expanded contractual relationship with Ann Arbor SPARK. This new model has been embraced by Ann Arbor SPARK and incorporated into its broader regional economic development strategy.
- Collaborated with Community Development staff to engage a planning consultant to develop a truly comprehensive master plan. This plan includes, and integrates, a master land use plan, downtown plan, complete streets plan, and parks and recreation plan.
- Developed and led various strategic planning and team building activities with City Council, Downtown Development Authority, and city staff.

- Continue to assist City Council in facing and addressing the city's "fiscal realities" and significant capital investment needs. Examples include failing streets and related infrastructure, crippled capital equipment, aging utility systems, and unfunded pension and OPEB liabilities with substantial progress made to date including, but not limited to:
 - Implemented, and continue to implement, organizational and operational strategies to improve city services and financial stability through organizational optimization and developing a fiscally conscious management team who are protective of the limited resources available and the needs/wants of the whole.
 - Successfully collaborated with the City Council Fiscal Realities Task Force and city staff to develop and implement a robust strategy to address the city's massive street infrastructure investment needs. This \$2 million strategy was built around a community compromise that included a 2.5 mill Headlee Override generating \$1.2 million, the generation of additional revenues through increased fees, DDA revenue sharing to support costs associated with the downtown, new economic development, and approximately \$500,000 in additional operational cost savings.
 - Worked with City Council, employees, retirees, and unions to convey the circumstances surrounding the city's unsustainable pension and OPEB liabilities and the impacts of changing assumptions. Developed contract negotiation strategies, working with the Human Resources Manager and Labor Counsel, which exceeded City Council expectations for controlling benefit costs, while avoiding arbitration. Estimated reductions in unfunded liabilities, per 2020 actuarial reports and the Comprehensive Annual Financial Report, include approximately \$1.1 million in pension liabilities and approximately \$4.4 million in other post-employment benefit liabilities.
 - Developed new budget policies to ensure revenues were directed to funding the city's Capital Improvement Plan by designating the "first mill" to capital improvements and funding 10% of annual depreciation.
 - Maximized the city's new and more stable financial position, in conjunction with record low municipal bond interest rates, to launch a \$17.5 million capital improvement bond program to bolster capital investments across the city's portfolio of needs.
- Redesigned the city budget document to provide an engaging, interactive, and user-friendly document that effectually communicates relationships between revenues/expenditures and city goals, priorities, and functions. Further enhancements were gained following the city's transition to the ClearGov platform.
- Secured nearly \$5.0 million in state grants and federal aid to support the rehabilitation of various major streets.
- Worked with the city's management team to maintain service delivery throughout the COVID-19 pandemic, while implementing strategies to contain expenses, buffering the City from unknown financial impacts.

DOUBLE HAUL SOLUTIONS, LLC, BRIGHTON, MICHIGAN
Chief Executive Officer

OCTOBER 2021 – CURRENT

Provide as needed municipal and organizational consulting services focusing primarily on strategic planning, facilitation, organizational development, and capacity support.

SELECTED ACHIEVEMENTS

- Effectively collaborate with the Michigan Municipal Services Authority (MMSA) Executive Director to administer and grow the service offerings available to support the unique and evolving needs of Michigan's communities.
- Positively engage elected officials, staff, and community stakeholders to facilitate the development of strategic and actionable community and organizational priorities.

CITY OF FARMINGTON HILLS, FARMINGTON HILLS, MICHIGAN**OCTOBER 2007 – FEBRUARY 2016**

Assistant to the City Manager (2012 – 2016)

Management Assistant (2007 – 2012)

Supported the City Manager in providing effective policy development and execution within a diverse community of 80,000 constituents and over 6,000 businesses. Responsible for the management of special projects, including cross-departmental and multi-jurisdictional, ombudsman to constituents, corridor redevelopment, energy and environmental sustainability, and other duties as assigned by the City Manager.

SELECTED ACHIEVEMENTS

- Represented the city at local, regional, and statewide meetings, conferences, events, and speaking engagements.
- Cooperatively facilitated multiple cross-jurisdictional and cross-departmental projects including the Grand River Corridor Improvement Authority, 10 Mile and Orchard Lake Road PlacePlans Project, and the Georgetown University Energy Prize effort in collaboration with the City of Farmington.
- Efficiently coordinated over \$12 million in facility improvements including the 52,000 ft² LEED Gold certified City Hall Revitalization Project without interrupting public service and remaining open during construction.
- Effectively administered the city's sustainability initiatives including the Commission for Energy and Environmental Sustainability, Georgetown University Energy Prize effort, annual Earth Day event, www.sustainablefh.com, and energy efficiency projects contributing to over \$200,000 in annual savings that established Farmington Hills as a statewide leader in sustainability.
- Served as front line liaison to city residents and businesses, particularly working with major utility companies to resolve issues of power reliability and coordinating utility related projects within the community.
- Worked productively across all departments and with the City Attorney to develop and implement city policies, projects, and procedures.
- Successfully applied for and administered over \$1 million in federal, state, and nonprofit grants, as well as over \$100,000 in project sponsorships.

CITY OF BERKLEY, BERKLEY, MICHIGAN**APRIL 2007 – OCTOBER 2007**

Downtown Development Authority Manager

Provided administrative support to Downtown Development Authority Board including project management.

SELECTED ACHIEVEMENTS

- Authored the updated Berkley DDA Development and Tax Increment Financing Plan
- Participated in Main Street Oakland County Mentoring Program

CITY OF BRIGHTON, BRIGHTON, MICHIGAN**SEPTEMBER 2005 – OCTOBER 2007**

Principal Shopping District Consultant (April 2007 – October 2007)

Planning/Community Development Tech (January 2006 – April 2007)

Student Intern (September 2005 – January 2006)

Supported the Planning and Community Development Director and downtown businesses with marketing and promotional efforts including advertising, business recruitment, and special events. Provided research into downtown best practices as seen in other model communities. Assisted the City Manager with policy and procedural research including technical reports and budget analysis.

SELECTED ACHIEVEMENTS

- Successfully built productive relationships with downtown business and property owners, Downtown Merchants Association, Chamber of Commerce, and City Council.
- As an intern, researched Principal Shopping Districts (PSD) and worked with a local business champion on the development and implementation of a PSD including \$100,000 general fund "seed" money and three-year special assessment generating over \$70,000 in annual revenue.

Eastern Michigan University, Ypsilanti, MI

Eastern Michigan University, Ypsilanti, MI

COMMUNITY LEADERS CAMP: 13 Ways Inc (April 2022)

IS-700, ICS-100, ICS-200, ICS-300, & ICS-400: FEMA National Incident Management System

MEMBER SINCE 2008

MICHIGAN MUNICIPAL EXECUTIVES

Board of Directors (2014 – 2016)

Nextgen Committee 2011 - 2014 (Vice Chair 2011 - 2012)

Energy, Environment, and Technology Policy Committee 2012 – 2018 (Chair 2015 – 2018)

Board Secretary 2022 to Present

Board Member 2016 to Present

MEMBER 2016 - 2021

Foundation Board Member (2017 – 2020)

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]