
City of Charlotte, Michigan
City Manager



Interview Portfolio





December 10, 2020

Honorable Mayor and City Council Members
c/o Mayor Michael Armitage
111 E Lawrence Avenue
Charlotte, MI 48813

Dear Honorable Mayor and City Council Members:

This report contains the application materials for the four candidates selected for an interview on December 12th. As you are aware, the meeting will be via Zoom. The schedule for the day will be:

10:00 am – Open meeting and brief presentation from GovHR
10:10 am – City Manager interview #1 – Michael Cramer
11:00 am – City Manager interview #2 – Erin LaPere
11:50 am – Break
12:20 pm – City Manager interview #3 – Samuel Moore
1:10 pm – City Manager interview #4 – Thomas Thomas

For use in the selection process, the enclosed materials provide each candidate's career overview and comparative data, resume, application materials. Separately you have received suggested interview questions, and an interview evaluation form to be used during the City Manager candidate interviews.

We look forward to being of continued assistance as you conclude this recruitment. If you have any questions or if I can provide any additional information, please let me know.

Sincerely,

A handwritten signature in black ink that reads 'Jaymes Vettraino'.

Jaymes Vettraino
Vice President
GovHR USA, LLC



City of Charlotte, Michigan
City Manager Interview Schedule

Saturday, December 12th

10:00 a.m. – 10:10 a.m.	Open Meeting and Brief Presentation by GovHR
10:10 a.m. – 11:00 p.m.	Michael Cramer
11:00 a.m. – 11:50 p.m.	Erin LaPere
11:50 p.m. – 12:20 p.m.	Break
12:20 p.m. – 1:10 p.m.	Samuel Moore
1:10 p.m. – 2:00 p.m.	Thomas Thomas

Charlotte, Michigan

City Manager

Recommended to Interview

Presented in Interview Order

Candidate 1..... Michael B. Cramer
Management Consultant (Former)
Cape Fear Council of Government,
Wilmington, North Carolina

Candidate 2..... Erin E. LaPere
Planning and Zoning Administrator
Village of Beverly Hills, Michigan

Candidate 3..... Samuel L. Moore
City Administrator
City of Croswell, Michigan

Candidate 4..... Thomas E. Thomas
Interim City Manager
City of Charlotte, Michigan

— THE CITY OF —
CHARLOTTE
— MICHIGAN —

CITY MANAGER



EXECUTIVE RECRUITMENT



COMMUNITY BACKGROUND

Charlotte, MI (pop. 9,088) – The City of Charlotte is the county seat of Eaton County, Michigan. The city is a traditional downtown community with a dynamic city council ready to work with its next Manager to enhance the quality life of the community. Charlotte is known for its comfortable blend of small town living with easy access to major highways, the State Capital, and Michigan State University. The city offers residents and visitors an engaging mix of historic buildings and modern facilities.

CHARLOTTE AT A GLANCE



Population: **9,088**

Land Area: **6.4 square miles**

Households: **3,675**

Median age: **37.8**

Total Taxable Value: **\$217,487,885**

Median Home Value: **\$104,300**

Owner-Occupied Housing: **61.3%**

Median Household Income: **\$46,863**

Unemployment Rate: **6.0%**

Bachelor's degree or higher: **20.2%**

VISION 2025 STRATEGIC PLAN

In April 2020, the city adopted a [Vision 2025 Strategic Plan](#). Working with a team of community stakeholders, including participation for 25 different community/regional organizations and extensive public engagement efforts, the city constructed a strategic plan around the “Seven Elements of a Healthy Community”: (1) Arts and Culture, (2) Basic Needs of Residents, (3) Strong and Connected Neighborhoods and Communities, (4) Vibrant and Diversified Economy, (5) Quality Education and Learning Opportunities for all Ages, (6) Natural Environment, and (7) Health and Wellness. Vision 2025 offers data, recommended actions, and measures for improving the community’s elements of a healthy community. The project also included a dynamic success indicator spreadsheet to track and report progress.

From the Vision 2025 Strategic Plan, the next City Manager will have an opportunity to review data and opinion from a large cross section of the community and have an excellent “baseline” of where the community wants to go and strategies to move forward.

7 Elements of a Healthy Community

- Arts & Culture
- Basic Needs
- Community
- Economy
- Education
- Environment
- Health & Wellness

What people love about the Charlotte Area:



ORGANIZATION AND FISCAL ANALYSIS

In Fall 2020, City Council selected a municipal consulting firm to develop an organization and fiscal analysis for the city. The consultants recently kicked the project off and expect to present the final report in late 2020. The below excerpt from the request for proposal provides a summary of the goals of the project:

Charlotte city government has reached a critical juncture in its history and is facing both significant challenges and significant opportunities. Council members, the majority of whom have been seated since the November 2019 election, are interested in capitalizing on the organization's strengths to address community needs identified in the recently completed Vision 2025 strategic plan. Current management vacancies and those that will occur over the next nine months provide a unique opportunity to restructure the administrative plan to create a management structure ideally suited to meet Council's goals and objectives. Of particular interest to Council is addressing a large unfunded accrued actuarial liability in its employee pension program. Although progress has been made over the last few years in tackling a backlog of capital improvement needs, additional funding, particularly for street reconstruction projects, is needed to move more swiftly in the direction that more of that infrastructure is in good condition. Finally, tight budgets prevent Council's making quality of life investments that would further enhance the attractiveness of the community for those seeking a mid-Michigan location for their homes or businesses.

The next City Manager will have an opportunity to review policy and organizational recommendations to help guide the community forward. It will be critical for the Manager to work facilitatively with the City Council to diligently review all of the recommendations from the report and implement the best options for the community.

COMMUNITY

Charlotte has an abundance of unique eateries and shopping in the downtown area. The historic 1845 Courthouse can be seen at the south end of town and the beautiful Courthouse Museum is located downtown. There are several parks throughout the City as well as Crandell Lake located to the East of the City. Charlotte is host to many festivals throughout the year including the Michigan Nordic Fire Festival, Eaton County Home & Business Expo, Charlotte Celebrates, Charlotte Bluegrass Festival, and Frontier Days just to name a few.

Charlotte is a proud Main Street community. Charlotte Rising, a community nonprofit, works closely with the city to follow the tenants of the National and Michigan Main Street programs. Downtown has a refreshed energy and is an outstanding place for residents and visitors to engage with the new shops, the history of the community and an exciting future. The ten block Main Street area offers a refreshed appeal of historic beauty, a compelling creative hub for unique arts and entertainment, and a welcoming destination to a myriad of residential spaces, businesses, and eateries. With an engaged community from all walks of life, downtown Charlotte magnifies an alluring and proud combination of past, present, and future—resulting in a place that truly creates a memorable experience for families, residents and guests.

The city administers a Downtown Development Authority (DDA), Building Authority, Brownfield Redevelopment Board and Local Development Finance Authority (LDFA); using these tools to support and improve the community. Together with a very active service group and business community the city is closely engaged in the development and redevelopment of the community.





HEALTH CARE

Charlotte is home to Sparrow Eaton Hospital. The hospital stands poised as a place where Eaton County residents can confidently receive quality care from high-caliber physicians and professionals with a wide range of capabilities and extensive relationships. The hospital has deep roots in the community, founded in the late 1800s and becoming the Hayes-Green hospital in 1933. In 1945 the hospital underwent a major expansion and became the Hayes Green Beach Memorial Hospital. Throughout its history, the hospital had made major investments in the community including ALIVE.

ALIVE is an experience-based destination health park, which provides inspiration and support for the greater Charlotte and mid-

Michigan communities to transform, empower, and enhance their personal well-being. ALIVE is the result of the local hospital's mission to provide quality care for patients and enhance the vitality of the community. ALIVE developed from an upward spiral of conversations about how to truly make a difference in community vitality, through innovative and meaningful ways to remove the barriers that interfere with healthy lifestyles. These conversations crisscrossed all facets of the community. The evolution of ALIVE took place over a two year period – but not as new and separate from the hospital. Rather, it arose from the very core values of the hospital and is an integrated, meaningful part of the overall organization.

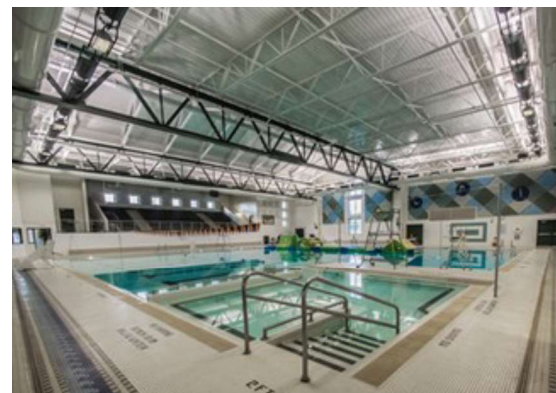
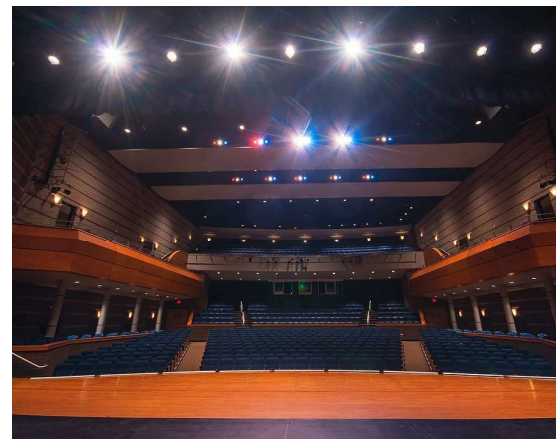
SCHOOL SYSTEM/EDUCATIONAL OPPORTUNITIES

Charlotte is a community where black and orange “Oriole Pride” runs deep and where one of our best qualities is the collaboration and support between the community and school district. Continuing to develop strong community partnerships benefits the students, local businesses, and our entire community as part of the greater Lansing region. The school district shares two outstanding facilities with the greater Charlotte community, the Charlotte Aquatic Center and the Charlotte Performing Arts Center.

The Charlotte Aquatic Center was designed and constructed as a multi-use facility for people of all ages. The main pool can simultaneously accommodate physical education students from the Middle School and High School, lap swimmers, and adult water fitness classes. The adjacent exercise pool is used daily for therapy patients from Hayes Green Beach Hospital, special needs students and adults, adult exercise classes, and personal training and independent water exercise.

Charlotte Public Schools produces more than 50 shows on stage at the Charlotte Performing Arts Center (CPAC) throughout the year. Add on another 35 shows produced by community groups renting the space, sprinkle in eight Arts for Youth performances, toss in a few assemblies for the schools, some professional productions, and top it off with a two-week summer theatre camp that includes producing a 45-minute one-act theatrical performance and you get the ingredients that make up our Charlotte Performing Arts Center.

The City of Charlotte is a short 20-minute drive from Michigan State University. MSU offers the community world-class educational and cultural opportunities. The city is also in close proximity to Kellogg Community College, Spring Arbor University, and Lansing Community College.



CHARLOTTE CITY GOVERNMENT

Charlotte has operated as a council-manager government since the adoption of the current charter in 1962. The seven-member City Council is made up of a Mayor elected at large for a two-year term and six Council members elected for staggered four-year terms. Two members of the Council are elected at large; the remaining four members are elected from the City's two districts. The next City Manager will have an opportunity to work closely with an innovative City Council, five of the seven who have been elected/appointed since November 2019.

An important responsibility of the City Manager is to prepare and administer the annual budget and manage the finances of the community, including developing recommendations regarding pension funding and capital improvement plans. Charlotte is a full service city, departments include police, fire, clerk, economic development, treasury, assessing and public works (streets, parks, water, sanitary sewer and recycling). In addition to the traditional public services, Charlotte operates a municipal airport and recycling center. The city has approximately 48 full-time and 12 part-time/seasonal employees. In 2019, the city's governmental activities expenditures was \$7.9 million and its water, sewer and recycling expenditures was \$3.6 million, for total expenditures of \$11.5 million.

The City Charter offers significant guidance for the powers and duties of the Manager:

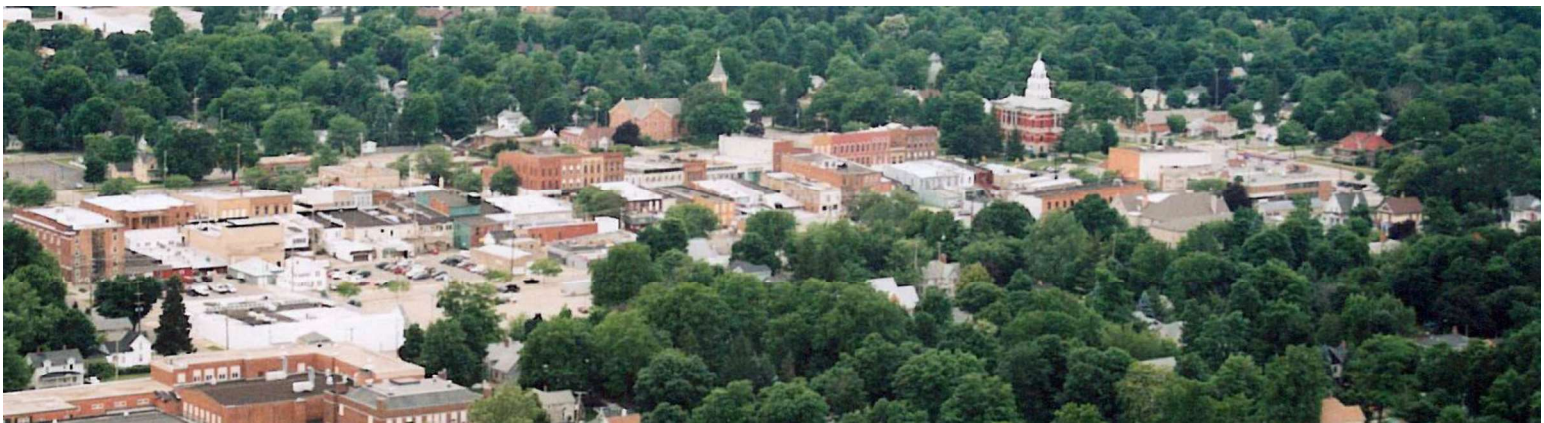
The City Manager shall be the administrative agent of the Council, shall be vested with all administrative powers of the city, except as otherwise provided by this Charter, and shall perform the duties of his office under the authority of, and be accountable to, the Council. Except as otherwise provided in this Charter or required by law, all administrative officers, other than the City Attorney and members of city boards, shall be responsible to him for the performance of their duties. It shall be the duty of the City Manager to: Supervise and coordinate the work of the administrative officers and departments of the city... Prepare and submit to the Council the annual budget proposal of the city, together with supporting information in explanation thereof; Establish and maintain a central purchasing service for the city; Supervise and coordinate the personnel policies and practices of the city; Keep informed and report to the Council concerning the work of the several administrative offices and departments of the city...

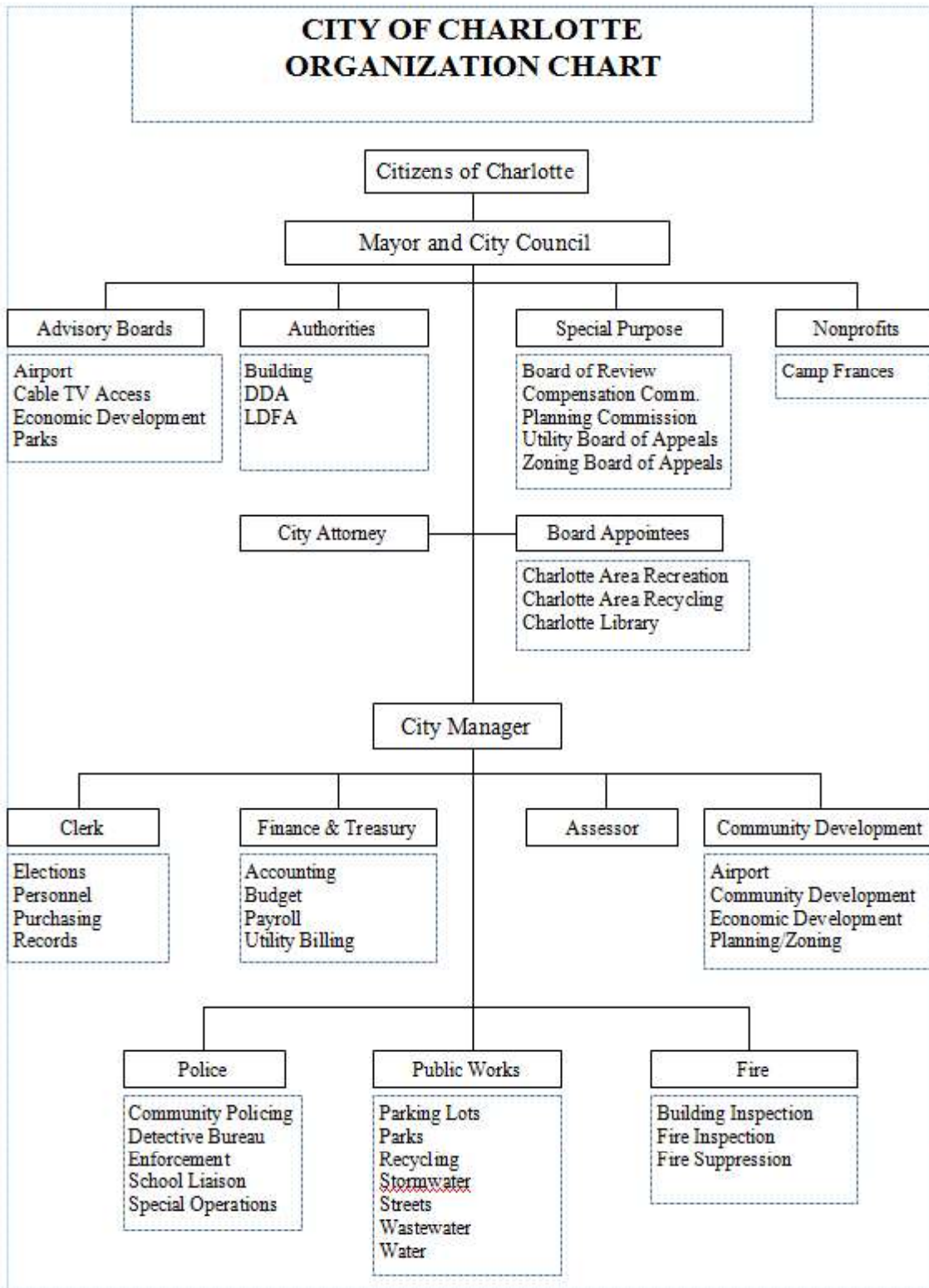


CHALLENGES/OPPORTUNITIES FOR THE CITY MANAGER

The City of Charlotte offers its next manager an exceptional opportunity to lead a downtown community during a time of dynamic change. The city is looking for a city manager ready to partner with City Council to lead the community forward toward an inspirational future.

- The successful candidate will be able to both focus on the big picture goals of Vision 2025 Strategic Plan and effectively implement the day-to-day recommendations of the Operational and Fiscal Analysis.
- Focus simultaneously on increasing the economic vitality of a traditional downtown and neighborhood revitalization.
- Continue to build on the city's early-stage branding and communication plan, embracing traditional, social media and innovative messaging to reach all citizens and the business community. The City Manager will be directly, and in-detail, involved in the communications activities of the city.
- Candidates must possess well developed strategic planning (both organizational and community) and be highly effective in evaluating opportunities and facilitating change.
- A willingness to consider innovative public service initiatives, including public safety, public works, airport management, economic development and community engagement.
- Diligently research, prepare application and administer grant project in support of the community goals.





MANAGEMENT STYLE AND PERSONAL TRAITS

- The city is most interested in individuals who have strong leadership, facilitation, prioritization skills and who will embrace a fast-paced work environment.
- Ideal candidates will have a proven track record in administration, finance, economic development, public safety, code enforcement and community-wide communication.
- The successful candidate will be trustworthy and exhibit a collaborative, welcoming approach with elected officials, residents, the business community, and employees. Possess a high level of personal and professional integrity, gaining respect and inspiring the trust and confidence of co-workers and elected officials, and other stakeholders.
- Be skilled at attracting and retaining highly capable professional staff and experienced in evaluating staffing needs and implementing changes to meet current and future fiscal and program service needs.
- Have an open communication style and a calm demeanor, while holding individuals accountable to challenging goals.
- Have a facilitative style that can coordinate resources with the private sector and the non-profit community.
- Have a genuine passion for public service; be devoted to the staff, citizens and the community.



BACKGROUND AND EXPERIENCE

- Demonstrate an ability to keep the City Council informed about emerging issues with advanced notice to provide ample opportunity for them to consider the implications and alternatives for action.
- Exhibit skill in researching, preparing and defending well-considered recommendations to elected officials, and proactively setting priorities for employees to complete primary objectives.
- Possess a thorough knowledge of the principles and practices of advanced public administration, including finance, budgeting, planning, human resources, public safety and public works.
- Experience in working with a blended volunteer/professional fire department is preferred.
- Highly experienced in municipal budgeting and financial management is necessary. Demonstrated experience in considering long-term liability funding options and capital improvement plans, including execution of a well development funding of the liabilities/ plans is desirable.
- Experience in leading similar organizations and a track record of effectively working with community partners.
- The position requires five or more years of progressively more responsible municipal management experience, preferably as a City Manager and/or Assistant Manager; or other professional experience comparable to this requirement.
- A Bachelor's degree in Public Administration, Business Administration, or closely related field is required, Master's Degree in Public Administration or related discipline is preferred.
- Starting salary is \$95,000 - \$115,000, dependent on qualification and experience (DOQE).





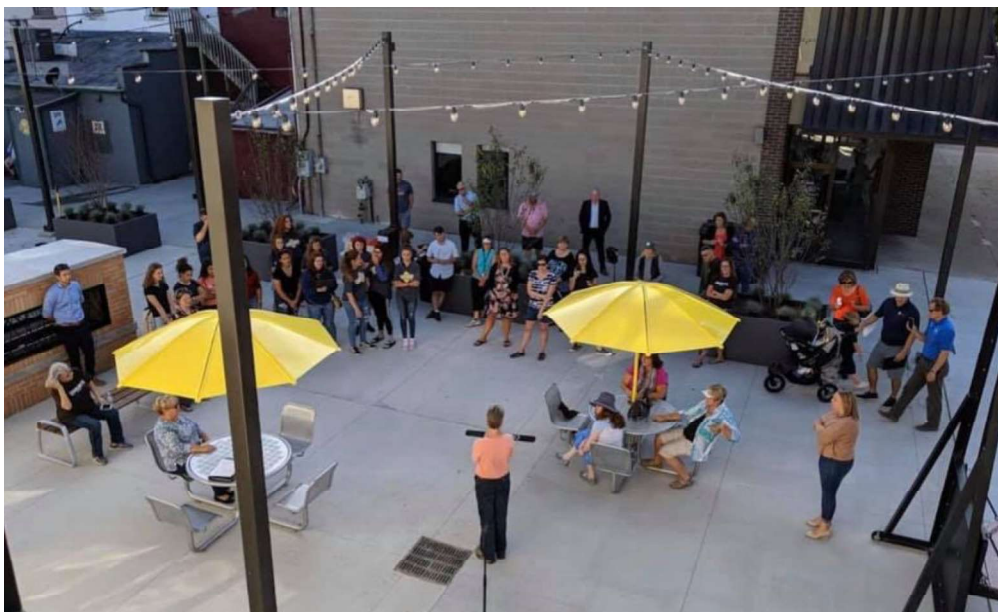
HOW TO APPLY

Apply with resume, cover letter, contact information and professional references by November 12, 2020. Any questions or inquiries regarding the position can be made to the attention of Jaymes Vettrano, Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062, Tel: (o) 847-380-3240. Charlotte is proud to be an Equal Opportunity Employer.

[CLICK HERE TO APPLY](#)

***Credit for contributing to the narrative a photographs: the City of Charlotte, census.gov, BestPlaces.net, CharlotteRising, Sparrow Eaton Hospital, Al!ve, Charlotte Public Schools, MI Charlotte Events.*

— THE CITY OF —
CHARLOTTE
 — MICHIGAN —



EXECUTIVE RECRUITMENT
www.govhrusa.com



Candidate 1

Michael B. Cramer

Contact Information

Address:

Email:

Education

- Master of Public Affairs
University of North Carolina, Greensboro, North Carolina
- Bachelor of Arts, Political Science
University of North Carolina, Greensboro, North Carolina

Work History

2018 to 2019	<u>Cape Fear Council of Government, Wilmington, North Carolina</u> Management Consultant
2013 to 2018	<u>Town of Carolina Beach, North Carolina (population 6,300)</u> Town Manager
2011 to 2013	<u>City of Menominee, Michigan (population 8,100)</u> City Manager
1995 to 2011	<u>City of Greensboro, North Carolina (population 290,200)</u>
2000 to 2011	Business and Operations Division Manager
1997 to 2000	Financial Manager and Special Project Coordinator
1996 to 1997	Interim Storm Water Services Financial Analyst
1995 to 1996	Assistant to Internal Audit Director

Data Summary:

Candidate:	Michael B. Cramer
Organization:	Cape Fear Council of Government, North Carolina
Position:	Management Consultant (former)
Organization Budget:	\$25,000,000 Operations and \$36,000,000 + Capital Budget
Department Budget:	Administration \$750,000 est
Total Number of Employees in Organization:	117
Total Number of Employees in Department:	2
Expected Salary:	
Reporting Relationship:	Town Council
Years of Experience:	25

Professional Affiliations:

- International City/County Management Association
- North Carolina City/County Managers Association

MICHAEL BRYAN CRAMER, ICMA-CM



November 4, 2020

Mr. Michael Armitage
Honorable Mayor
111 E. Lawrence Avenue
Charlotte, MI 48813

Dear Mayor Armitage,

I was recently made aware of the open position for City Manager for Charlotte, Michigan through a Job Posting on the Michigan Municipal League Website. I am a highly motivated ICMA Credentialed Manager, who is searching for a progressive, customer service oriented and results driven community to positively contribute too. I would welcome an opportunity to talk to you further about the City Manager position. My resume and a summary of my relevant accomplishments is attached.

My previous and current experience in local government administration has been extensive and includes budget and financial management, public works administration and operations, intergovernmental relations and economic / community development and marina management. I was encouraged to read that Charlotte is looking for a strong, open and dynamic leader. These are just a few of the leadership abilities that I would bring to your community.

I am a self-confident and visionary leader who can see the big picture without losing the details in implementation. I am outgoing, personable, relate well to others and pride myself on being a participatory problem solver, who enjoys working with others to find the best way to resolve issues. I am an enthusiastic, "out front" individual who is respectful of people, approachable and accessible. I have effective collaborative management skills with no hidden agendas; who is comfortable in delegating responsibility and authority to professional staff as a team player, not a micro-manager. I treat all employees equally and hold staff accountable for actions and policy direction. I promote a strong, service-oriented, "customer relations" approach in dealing with residents, visitors, the business community and all individuals who access governmental services and programs.

I would welcome an opportunity to talk to you about the City Manager position, your community and advancing my career in local government. Attached you will find two documents; a Resume and highlights page, which provides more detailed look at my relevant accomplishments and experience. I look forward to hearing from you soon.

Sincerely,

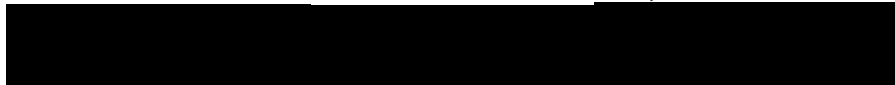


Michael Cramer

Attachments

- Resume
- Relevant Experience and Accomplishments

MICHAEL BRYAN CRAMER, ICMA-CM



EXECUTIVE SUMMARY LEADERSHIP / MANAGEMENT / COMMUNICATION

Seasoned executive with proven expertise leading complex staff operations in large and small organizations. Effectively manages goal-directed, high functioning team through clear direction, motivation, staff development and mentoring. Highly skilled in personal communications strategy and execution. Demonstrated knowledge of legislative and regulatory processes, including extensive experience in budget, financial services, risk and compliance. Career goal is to obtain a position as a City Manager in a progressive, customer service focused community that shares my values of professional quality services.

AREAS OF EXPERTISE

Financial Management	Long Range Planning	Capital Improvement Projects
Communications	Media Relations	Legislative Relations
Personnel Management	Staff Development	Emergency Management

PROFESSIONAL EXPERIENCE

Management Consultant, Cape Fear Council of Government November 2018 – August 2019

Commission based project specific consultant for the regional council of government, while actively searching for a new permanent community to serve. During that time my wife found new employment out of the region and we moved to a new location for her employment.

- Consult with local government members of topics such as Municipal Government Administration, Personnel and Human Resources, Grant Administration, Fiscal Control / Budgeting, Utility Asset Management Plans and Policy / Procedure development.

Town Manager, Town of Carolina Beach, North Carolina October 2013 to October 2018

Served the Town of Carolina Beach for approximately 5 years. In November of 2017, the Town of Carolina Beach local elections resulted in the departure of the mayor and a council member who had served the community for many years. This election dramatically changed the balance of power on the council, which led to the change in council direction.

- Development of annual Capital Improvement Program and Operating Budget of over \$24.5 million for Fiscal Year 2018-2019.
- Direct leadership of ten departments (117 FTE's and 40+ Part Time) that administer to a five-member Mayor/Council form of government.
- Ensure efficient operations of all departments. Departments include Executive, Finance, Human Resources, Planning and Development, Building Inspection/Code Enforcement, Public Safety including Police and Fire, Public Works, Parks and Recreation, Marina, Economic Development and Water / Sewer Operations.
- Coordination and Leadership over eight specialized committees, Boards and Commissions.

City Manager, City of Menominee, Michigan May 2011 to October 2013

- Responsible for the operational leadership of ten departments that administer to a nine member city council and the general public in the areas of Legal services, Clerk/Treasurer activities, Assessing services, Building Inspection and Code Enforcement responsibilities, Public Safety services including Police and Fire, Public Works activities, Library services, Parks and Recreational management, Marina management and Economic Development.
- Coordination and Leadership responsibilities with various public governing bodies, such as; City Council, five Specialized Council Committees, and 13 Boards and Commissions.
- Development of annual Capital Improvement Program and Operating Budget of \$12 million.

Business & Operations Division Manager, City of Greensboro January 2000-2011

- One of Four Division Managers reporting to the Director of Transportation.
- Responsible for \$32 million Departmental Budgets, Administration, Technology, Parking Operation, Signs and Markings and Signal Operations and Capital Improvement Budget

Financial Manager and Special Project Coordinator, City of Greensboro 1997-2000

- Responsible for \$10 million Divisional Budgets, Administration, Technology and Utility Billing System and Capital Improvement Projects of \$6 million.

Interim Storm Water Services Financial Analyst, City of Greensboro 1996-1997

- Responsible for Customer Service and Utility Billing Database.

Assistant to Internal Audit Director, City of Greensboro 1995-1996

- Performed audits and inventory control checks, researched and tested financial documentation.

EDUCATION

Masters of Public Affairs, University of North Carolina at Greensboro

Bachelor of Arts Degree, Political Science Major, University of North Carolina at Greensboro

TECHNOLOGY SKILLS

- Expert Level user of Microsoft Office Suites (Word, Excel, Powerpoint)
 - Financial and HR Enterprise Resource Planning Systems – Lawson, BS & A, Southern Software FMS Financial Software, Hyperion Pillar Budget Software
 - Asset Management / Work Management Systems – Cityworks, Datastream/EAM Info Systems
 - Geographic Information System - ESRI ArcMap, Trimble Global Positioning Satellite Systems
 - Operational Systems- T2 Parking System Software, Digital Pay Stations
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MANAGEMENT TRAINING

- Center for Creative Leadership – Leadership Development Program
 - The Institute of Cultural Affairs – Technology of Participation Group Facilitation Program
 - Applied System Management and Supervision- Steve Straus, Ph.D.
 - 2010 Emerging Leaders Development Program – ICMA
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PROFESSIONAL ORGANIZATIONS & CERTIFICATIONS

- International City/County Manager Association- Credentialed Manager (October 2019)
- Member of International City/County Management Association (ICMA)
- North Carolina City/County Managers Association
- Previous Member of American Public Works Association (APWA)

Candidate 2

Erin E. LaPere

Contact Information

Address:

[REDACTED]

[REDACTED]

Email:

[REDACTED]

Education

- Master of Public Administration and Policy
University of Michigan, Dearborn, Michigan
- Bachelor of Science, English Language
Eastern Michigan University, Ypsilanti, Michigan

Work History

2006 to Present

Village of Beverly Hills, Michigan (population 10,300)

2015 to Present

Planning and Zoning Administrator

2006 to 2015

Administrative Assistant

Data Summary:

Candidate:	Erin E. LaPere
Organization:	Village of Beverly Hills, Michigan
Position:	Planning and Zoning Administrator
Organization Budget:	3.5 million
Department Budget:	500k
Total Number of Employees in Organization:	~40
Total Number of Employees in Department:	4
Expected Salary:	
Reporting Relationship:	Village Manager
Years of Experience:	14

Professional Affiliations:

- American Planning Association
- Michigan Association of Planning
- Michigan Municipal League
- International City/County Management Association

October 13, 2020

Jaymes Vettraiño, Vice President
GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062

Re: City of Charlotte, City Manager opportunity

Dear Mr. Vettraiño:

Please find my resume for the role of City Manager for the City of Charlotte enclosed. I have over thirteen years of municipal experience, and since 2015 I have been serving as the Planning & Zoning Administrator for the Village of Beverly Hills. I am excited about the opportunity to join the Council in their work to improve the community, especially the implementation of the Vision 2025 strategic plan.

In my years of service for a similarly sized town, I have developed a strong affinity for the mixture of small town atmosphere and high quality of customer service that can be found in municipal government of this size. I understand the importance of properly funding current services and ensuring long term fiscal sustainability. My experience in a close-knit community where the staff is kept efficient in number has provided me with numerous opportunities to engage in hands-on municipal work in varying capacities. Additionally, I am accustomed to fast-shifting priorities and the need to think of creative solutions to complex problems.

Upon reviewing the expectations for the role, I feel uniquely qualified given my work history and educational background. My current role was a new position in the community and this role was created to address a need to oversee the community development activities in the Village. In the five years I've held this role the responsibilities have expanded to include overseeing the code enforcement, head of the building department, and I am the lead for engagement in Redevelopment Ready Communities Program with the MEDC. I have updated processes and policies to ensure best practices are followed and the Council's policy goals are achieved. Prior to my current role, I worked on numerous projects that involved community-wide engagement, including grant funding and website updates. I believe strong collaboration among the citizens, municipal staff, and elected officials is the key to the successful realization of the City's vision for the future.

In addition to my professional experience I hold a Bachelor of Science in English Language and a Master of Public Administration and Policy. I am a believer in life-long learning and understand the importance of continuously seeking out the best practices in municipal governance. To that end, I attend conferences and training seminars regularly, including engaging in professional development through MML and ICMA.

I am looking forward to meeting with you to discuss my qualifications and learn more about this opportunity to serve the City of Charlotte and its residents.

Sincerely,

Erin E. LaPere



Employment

Village of Beverly Hills

Beverly Hills, MI

Planning & Zoning Administrator, August 2015 – Present

Duties and Accomplishments:

- Administrative liaison for residential and commercial development within the Village, including review of:
 - residential and commercial construction plans,
 - sign permit applications, and
 - site plans and special land use applications.
- Engage in Redevelopment Ready Communities program with MEDC
- Serve as community representative for County grant committee for Small Business Relief Program
- Coordinate with Planning Commission and Planning Consultant to adopt and implement Master Plan including the creation of Planning Commission Bylaws, formalize Annual Report per MPEA
- Develop and implement language updates to Zoning Ordinance in accordance with Master Plan
- Oversee Building Department and Planning Consultant contract services with safeBuilt
- Supervise Building Clerk and Code Enforcement Officer
- Administrative liaison to Planning Commission and Zoning Board of Appeals
- Prepare meeting agenda/packets, legal notices, and ensure compliance with statutory requirements of MPEA, MZEA, and Open Meetings Act
- Ensure ordinances and policies comply with State and Federal laws
- Administer CDBG funds through partnership with Oakland County
- Coordinate with Finance Director to complete bond reconciliation, budgetary goals, and audit compliance
- Passport Acceptance Agent/Passport Facility Manager

Administrative Assistant, December 2006 – August 2015

Duties and Accomplishments:

- Implemented electronic packets for Council meetings
- Implemented web streaming of Council and Cable Board meetings
- Updated Five-Year Recreation Plan for community
- Obtained grant funding from Cable Board for web streaming equipment
- Obtained grant funding from Michigan Department of Natural Resources for park improvements
- Updated community website including page and content design, introduced New Resident Packets, and created informational brochures about community for public use
- Represented community on ongoing collaborative environmental projects
- Assisted Clerk's office with daily operations including passport applications
- Served as Recording Secretary for Council/Boards
- Provided administrative support to Village Manager and Department Heads

Education

University of Michigan – Dearborn
Dearborn, MI
Master of Public Administration and Policy, April 2020
Concentration in Public Policy
Graduated with High Distinction

MSU Extension
Planning Certificate, 2015
Zoning Administrator Certificate, 2016

Eastern Michigan University
Ypsilanti, MI
Bachelor of Science in English Language, December 2006
Graduated Cum Laude
Dean's List - Multiple Semesters
Member of Golden Key International Honor Society

Candidate 3

Samuel L. Moore

Contact Information

Address:

Email:

Education

- Bachelor of Science, Parks and Recreation Management
Michigan State University, East Lansing, Michigan

Work History

2013 to Present

City of Croswell, Michigan (population 2,300)

City Administrator

2013 to 2014

Croswell Light and Power, Croswell, Michigan

Interim Superintendent

5/2014 to 8/2014

Croswell WWTP, Croswell, Michigan

Interim Superintendent

2009 to 2013

Village of Cass City, Michigan (population 2,300)

Parks and Recreation, Community Development Director

2007 to 2008

Sea Sports Scuba, Houston, Texas

Sales Consultant

Data Summary:

Candidate:	Samuel L. Moore
Organization:	City of Croswell, Michigan
Position:	City Administrator
Organization Budget:	10 million
Total Number of Employees in Organization:	55
Total Number of Employees in Department:	25
Expected Salary:	
Reporting Relationship:	City Council
Years of Experience:	13

Samuel Moore

November 11, 2020

City of Charlotte

To Whom It May Concern:

It is with great interest that I submit my resume in consideration for the position of City Manager for the City of Charlotte. For the past decade I have been working for local governments in Michigan in various capacities. With my current position, I enjoyed a diverse job in the field of planning, zoning, community development, grant writing, municipal management, staff management, and project development and oversight. I hold a Bachelor's Degree from Michigan State University in Parks and Recreation Management and am a lifelong Michigander. I am excited for the opportunity to offer my experience and expertise to maintain the excellent standing of the City of Charlotte.

Here are a few of my significant accomplishments you may find useful:

- Proven success in planning, implementation, coordination, and execution of a diverse variety of maintenance projects, grants, public works, social programs, events, development and implementation 20 million dollar utility upgrades over the past five years.
- Ability to locate and write grants, complete forms necessary to successfully assist with re/development projects needed to enhance the community, hands on OPEB management.
- Hands-on team member with extensive leadership experience who can quickly learn new systems, develop new expertise, and produce significant contributions.
- Experience in government management which includes, but is not limited to; staff development, creating partnerships, interacting with diverse groups of people, juggling multiple projects at once, and developing and maintaining intergovernmental agreements.
- Personal passion and commitment to learn new skills and obtain certifications to broaden my expediency to the community, driven people person

With my formal education, experience, public speaking, and writing skills, I believe that I have the qualifications and enthusiasm needed to complete the tasks of this position. I thrive on challenges and spend the time and effort it takes to succeed in all tasks. Thank you for your consideration, if you would like to sit down and discuss my qualifications further, I may be reached via phone at 989.529.6733. I look forward to meeting with you.

Sincerely,

Samuel Moore

Samuel Moore

364 N. Howard Avenue, Croswell, MI 48122 Phone: 989-539-6722 Email: smoores@croswell.com

Experience:

City of Croswell Croswell, MI April 2013-Present

- City Administrator
- Management and operation of all the affairs and departments of the City
- Grant administration
 - Coordinate and managed multiple grant funded projects in excess of \$20M
- Business development and community relations to enhance the local economy
- Working with multiple boards, and community organizations

2020 **Croswell Light and Power** Croswell, MI June 2013-October 2014 May

- Interim Superintendent
- Management of Light and Power: operation, maintenance, staffing and infrastructure
- Power Purchase Negotiation
- Business development and community relations
- Staff Development, retention and planning succession

Croswell WWTP Croswell, MI May 2014-August 2014

- Interim Superintendent
- Management of WWTP: operation, maintenance, staffing and infrastructure
- Grant Writing to secure funding, reporting and program implementation
- Staff development, retention and acquisition practices
- Working with multiple engineering firms, contractors, and DEQ

Village of Cass City Cass City, MI March 2009-April 2013

- Parks and Recreation/Community Development Director
- Management and operation of all the affairs and departments of the Village
- Grant writing and administration
 - Personally involved in acquiring more than \$600,000 in grant funding for the Village of Cass City.
- Business development and community relations
- Worked with and in support of Village Manager on daily operations

Sea Sports Scuba Houston, TX November 2007 – August 2008

- Sales Consultant
 - Customer service - functional product and local water knowledge
 - Sales and customer service
-

Education:

Michigan State University East Lansing, MI June 2003-August 2007

College of Agriculture and Natural Resources
Bachelor in Science in Parks and Recreation Management

Skills:

- Proficient with a wide variety of computer applications including: Microsoft Word, Excel, PowerPoint, and Publisher
- Experience using GIS software
- Willing and Capable to learn new software technology
- Past experience in the process of finding, writing, and developing community and business grants
- Knowledge and ability to complete section 106 review documents
- Working relationship with USDA Rural Development, MEDC, and State and Federal Agencies

Personal/Professional Accomplishments and Affiliations:

- Acting Administrator/President Croswell Lexington Chamber of Commerce
- Croswell EDC Board Member
- Croswell TIFA Board Member
- Croswell DDA Board Member
- Sanilac County UnitedWay Board of Directors

Candidate 4

Thomas E. Thomas

Contact Information

Address:

Email:

Education

- Master of Public Administration
Georgia College and State University, Milledgeville, Georgia
- Bachelor of Arts, Political Science
Valdosta State University, Valdosta, Georgia

Work History

2020 to Present

City of Charlotte, Michigan (population 9,100)

Interim City Manager

2018 to 2019

City of Unalaska, Alaska (population 4,700)

City Manager

2011 to 2016

City of Rock Island, Illinois (population 40,000)

City Manager

2008 to 2011

City of Macon, Georgia (population 97,000)

City Administrative Officer

2003 to 2008

County of Dougherty, Georgia (population 96,000)

Assistant County Administrator

2001 to 2002

City of Pinellas Park, Florida (population 46,139)

Associate Planner

1999 to 2001

Audiology by Gott, Mount Vernon, Illinois

Manager & Co-Owner

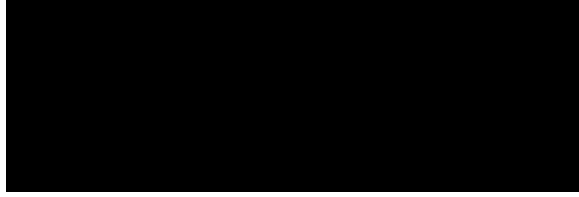
Work History - Continued

1998 to 1999	<u>City of Largo, Florida (population 70,000)</u> Assistant to the City Manager
1996 to 1998	<u>City of Rockville, Maryland (population 57,000)</u> Assistant to the City Manager
1994 to 1996	<u>City of Tallahassee, Florida (population 140,000)</u> Budget Analyst
1993 to 1994	<u>Florida Department of Labor & Employment Security</u> Worker's Compensation Case Analyst
1/1993 to 6/1993	<u>Consultec, Incorporated</u> Medicaid Claims Examiner
1/1992 to 3/1992	<u>City of Albany, Georgia (population 78,122)</u> City Manager's Office Internship

Data Summary:

Candidate:	Thomas E. Thomas
Organization:	City of Charlotte, Michigan
Position:	Interim City Manager
Years of Experience:	28

Thomas Thomas



Dear Mayor and Council,

Having spent 25+ years in public service leadership I am excited about the potential to continue my career in a community like Charlotte, MI. My service in multiple states and communities has yielded experiences in nearly every aspect of the industry and a sense for what works and what does not. This prepares me above any other candidate to move the organization forward.

My greatest strength also reflects the most positive feedback I receive from those I work with at many levels, and that is consensus building. The approach I utilize brings together visioning, planning, budgeting, designing, project management, operations and stakeholders. Elected officials, subordinates and peers, as well as community partners all reflect highly on the success of this approach to management.

For the past few months I have had the privilege to serve as Interim City Manager of Charlotte, Michigan. I have developed a working relationship with Mayor and Council understanding policy directives and goals they share for the community. I have also assessed the Directors and operations and understand the challenges and opportunities ahead.

My first few months will be implementing the Operational and Financial Study developed by Municipal Analytics. Having the opportunity to provide data and interact with them provides me the ability to move quickly once a policy direction has been set by the Mayor and Council.

My leisure time activities can be summed up in two words; family and football. With two children still living at home, many of our evenings are filled with events that revolve around their participation in extracurricular activities.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Thomas".

Thomas Thomas

Thomas Thomas

CAREER SUMMARY

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Outstanding manager of employees and experience with annual and biennial operating and capital improvement budgets. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

Interim City Manager, Charlotte, MI 2020 to Present

Charlotte is a full-service city of 9,100. Reporting to a Mayor and City Council of seven members, oversee Fire, Police, Public Works, Community Development, the Assessor, City Clerk, Finance and Treasury). Its total budget is approximately \$6.3 million.

City Manager, Unalaska, Alaska 2018 – 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

Duties and Responsibilities

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

Achievements

- ❖ Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- ❖ Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- ❖ Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

City Manager, Rock Island, IL

2011 – 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

Duties and Responsibilities

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

Achievements

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.
- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

Chief Administrative Officer, Macon, GA

2008 – 2011

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

Duties and Responsibilities

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

Achievements

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.
- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

OTHER PROFESSIONAL EXPERIENCE

Served as County of Dougherty, Georgia (Population 96,000, Daytime Population 160,000), Assistant County Administrator for Dougherty County, GA, for five years, an Associate Planner for the City of Pinellas Park, Florida (Population – 46,100) for 19 months, an Assistant to the City Manager of Largo, FL (one year) and of Rockville, MD (two years), a Budget Analyst for the City of Tallahassee, FL for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years) and served as a certified public school substitute teacher.

EDUCATION

Master of Public Administration
BA in Political Science

Georgia College and State University - 1992
Valdosta State University - 1990

PROFESSIONAL ORGANIZATIONS

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- National Forum for Black Public Administrators (NFBPA)