

# **AGENDA NOTE**

**New Business: Item #**

**MEETING DATE:** January 8, 2018

**PERSON PLACING ITEM ON AGENDA:** City Manager

**AGENDA TOPIC:** Review proposed Fund Balance policy

**EXPLANATION OF TOPIC:** As part of the budgeting process to better identify the financial goals of the Council it has been discussed by the Council in the past of identifying a baseline for unrestricted assets in the General Fund otherwise known as Fund Balance. After reviewing policies from several other Michigan communities and counties a draft policy is attached. The council will need to provide input on page 3 under the section titles **Minimum/Maximum Unrestricted Fund Balance**. Attached are copies of the policies that I reviewed in drafting this document.

**MATERIALS ATTACHED AS SUPPORTING DOCUMENTS:** Draft policy, policy examples from: City of Bridgeman, Midland County, City of Grand Blanc, City of East Tawas and Grand Haven Charter Township.

**POSSIBLE COURSES OF ACTION:** Review and edit to meet Council financial objectives, Review and reject, Reject

**RECOMMENDATION:** Review and edit to meet Council financial objectives.

**SUGGESTED MOTION:** N/A

**CITY OF SOUTH LYON**  
**FUND BALANCE POLICY**  
**REVISION PAGE**  
**Original, January 8, 2018**

Printed editions of this document are not guaranteed to be current. For the current edition of the Fund Balance Policy, please refer to the City of South Lyon website at [www.southlyonmi.org](http://www.southlyonmi.org)

## CITY OF SOUTH LYON

### FUND BALANCE POLICY

#### **Purpose**

To establish an appropriate level of fund balance in the General Fund, define the components of fund balance, and direct officials in the methods to be used for increasing or decreasing fund balance when trends indicate fund balance will fall outside the minimum/maximum levels.

#### **Policy**

Fund balance is created from excess revenues over expenditures. It is a fund's net assets, mostly made up of cash and investments and, unless otherwise restricted, available for spending. GASB Statement 54 distinguishes that fund balances be classified based on the relative strength of the constraints that control the purposes for which specified amounts can be spent. Beginning with the most restrictive constraints, fund balance amounts will be reported in the following five components of fund balance, namely:

1. **Nonspendable Fund Balance.** This portion of fund balance is *nonspendable* because of its form, for example inventory and non-financial assets, or because of legal or contractual requirements.
2. **Restricted Fund Balance.** This portion of fund balance is *restricted* due to external limitations placed on the use of the funds. The restriction typically comes from outside the local government as a condition of the revenue source.
3. **Committed Fund Balance.** Fund balance is *committed* if a limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation remains binding until the City Council takes formal action to remove it.
4. **Assigned Fund Balance.** Fund balance may be *assigned* to reflect the intended use of the resource. The assignment of funds may come from the City Council or from a designee of the City Council, for example the City Administrator. Less formality is needed to impose, remove, or modify a constraint reflected in *Assigned Fund Balance*. No funds other than the General Fund may have Unassigned Fund Balance, therefore any amounts remaining in excess of Nonspendable, Restricted, or Committed funds in funds other than the General Fund will automatically be reported as *Assigned Fund Balance*. If any portion of

existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized in *Assigned Fund Balance*.

5. **Unassigned Fund Balance.** The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report a surplus, an Unassigned Fund Balance.

Because Nonspendable and Restricted fund balance are not available for spending due to external enforceable conditions, this fund balance policy is focused on the appropriate level of General Fund Unrestricted fund balances, which are those classified as Committed, Assigned, and Unassigned.

Financial flexibility, provided by adequate fund balance, is needed to cushion the impact of unanticipated emergencies and revenue shortfalls. These include loss of major taxpayers, loss of state revenue sharing, infrastructure emergencies and other economic distresses that serve to impair the City's ability to deliver essential community services. Without this cushion taxpayers would be subject to millage increases, cuts in services, and/or deferred investment in and maintenance of infrastructure.

#### **Minimum/Maximum Unrestricted Fund Balance**

Minimum Unrestricted fund balance shall be the sum of the top two taxpayers' total annual City tax or \_\_\_\_% of General Fund revenue, whichever is higher.

Maximum Unrestricted fund balance shall be 100%.

The minimum/maximum range will be determined each year and reported as part of the fiscal budget.

#### **Remedy for Maintaining Minimum Fund Balance Range**

When fund balance approaches its minimum threshold the following measures, in priority order, shall be used to build up fund balance:

1. Cut or delay pay-as-you-go capital improvements from the CIP (Capital Improvement Plan).
2. Cut general operating expenses.
3. Increase rates and charges funding specific services to make them self-sufficient where possible.
4. Increase millage.

### **Remedy for Addressing Maximum Fund Balance Range**

When fund balance approaches its maximum threshold the following measures, in priority order, shall be used to reduce fund balance:

1. Fully fund the Employee Defined Benefit pension, if not already at full funding.
2. Pre-fund or accelerate capital improvements in the CIP by transferring funds to the Capital Improvement budgets.
3. Move up the debt schedule for existing bond payments to lower the City's debt burden.
4. Reduce millage.

## Lynne Ladner

---

**From:** Bill Cargo <BCargo@ght.org>  
**Sent:** Tuesday, December 12, 2017 3:20 PM  
**To:** Lynne Ladner  
**Subject:** RE: Fund Balance policy

Please see below ... the final paragraph directly addresses your question.

### 5.16 FUND BALANCE CLASSIFICATION POLICY

#### 5.16a PURPOSE

To disclose the fund balance classification policies and procedures, including disclosure of what constitutes the "highest level of decision-making authority" and the "formal action" that is required to be taken to establish, modify, and/or rescind a fund balance commitment; disclose the body or official authorized to assign amounts to a specific purpose; disclose the policy on determining which category of fund balance is considered to have been spent first when expenditures are incurred for purposes for which multiple classifications of fund balance are available; and to disclose the minimum fund balance policy.

#### 5.16b POLICY

Fund balance is only reported in governmental funds and is created from revenues in excess of expenditures. It is the balance of assets in excess of liabilities, unless otherwise restricted, available for spending. Following are the five components of fund balance:

1. **Nonspendable Fund Balance** – This portion of fund balance is nonspendable because of the related asset's form. The assets are either (a) not in a spendable form (e.g. prepaids, inventory, long term receivables) or (b) legally or contractually required to be maintained intact (e.g. corpus of an endowment).
2. **Restricted Fund Balance** – This portion of fund balance is restricted due to limitations placed on the use of the related assets. Restrictions have been placed on the use of the related assets either (a) externally by creditors (e.g., debt covenants), grantor, contributors, or laws or regulations of other governments; or (b) through enabling legislation or constitutional provisions. The limitations on the use of the related assets in this component of fund balance are legally enforceable.
3. **Committed Fund Balance** – This portion of fund balance is committed due to limitations placed on the use of related assets by formal action of the Township Board, which is considered the "highest level of decision-making authority" (e.g., motion, resolution, or ordinance). The limitations remain binding until the Township Board takes formal action to remove applicable limitations. This balance also incorporates contractual obligations to the extent that the existing assets have been specifically committed for use in satisfying contractual requirements
4. **Assigned Fund Balance** – This portion of fund balance is assigned to reflect the intended use of the related assets. This includes amounts that are intended to be used for specific purposes, but do not meet the stricter definitions of restricted or committed. The intent of funds may come from the Township Board or from the Superintendent (or his/her designee) after consultation with the Clerk and Treasurer. Less formality is needed to impose, remove, or modify a constraint reflected in assigned fund balance. Assigned fund balance also includes any residual amounts in governmental funds other than the General Fund. No governmental funds other than the General Fund may have unassigned fund balance, therefore any amounts remaining in excess of non-spendable, restricted, or committed fund balance in a governmental fund other than the General Fund will automatically be reported as assigned fund balance. If

any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as assigned fund balance.

5. Unassigned Fund Balance – Unassigned fund balance represents the residual amount in the general fund, or any deficits in other governmental funds. Only the General Fund can report a surplus, and unassigned fund balance.

When expenditures are incurred for purposes for which multiple classifications of fund balance are available, fund balance is considered to have been spent in the following order:

- a. Restricted Fund Balance
- b. Committed Fund Balance
- c. Assigned Fund Balance
- d. Unassigned Fund Balance

The Superintendent (or his/her designee), after consultation with the Clerk and Treasurer, shall designate the estimated fund balance in any government fund among the five fund balance components within the annual Budget Resolution. This designation shall be by percent (%) and estimated dollar amount. (The Committed Fund Balance component may only be designated by formal action of the Township Board.)

It is Grand Haven Charter Township's policy to maintain within the Assigned and unassigned components of the General Fund fund balance a minimum of 25% of General Fund expenditures and transfers out for cash flow and emergency purposes.

-----Original Message-----

From: managementforum@listserv.mml.org [mailto:managementforum@listserv.mml.org]  
Sent: Tuesday, December 12, 2017 3:05 PM  
To: managementforum@listserv.mml.org  
Subject: Fund Balance policy

This message was sent by Lynne Ladner [ladner@southlyonmi.org](mailto:ladner@southlyonmi.org)

Greetings all,

I am wondering if there are any communities out there that have adopted a policy/resolution setting a minimum general fund balance?  
If you have an example that would be greatly appreciated.

Lynne Ladner  
City Manager  
City of South Lyon, MI  
P: 248-437-1735

---

Post your message to the list by sending it to [MANAGEMENTFORUM@listserv.mml.org](mailto:MANAGEMENTFORUM@listserv.mml.org).

To contact the list owner, send your message to  
[MANAGEMENTFORUM-list-owner@listserv.mml.org](mailto:MANAGEMENTFORUM-list-owner@listserv.mml.org).

Michigan Municipal League 1675 Green Road Ann Arbor, MI 48105-2530 USA

CITY OF EAST TAWAS  
FUND BALANCE POLICY  
ADOPTED BY EAST TAWAS CITY COUNCIL  
MAY 2, 2011

**Purpose**

To establish an appropriate level of fund balance in the General Fund, define the components of fund balance, and direct officials in the methods to be used for increasing or decreasing fund balance when trends indicate fund balance will fall outside the minimum/maximum levels in compliance with Government Accounting Standards Board (GASB) Statement No. 54.

**Policy**

Fund balance is created from excess revenues over expenditures. It is a fund's net assets, mostly made up of cash and investments and, unless otherwise restricted, available for spending. There are five components of fund balance:

1. **Nonspendable Fund Balance.** This portion of fund balance is *nonspendable* because of its form, for example inventory and non-financial assets, or because of legal or contractual requirements.
2. **Restricted Fund Balance.** This portion of fund balance is *restricted* due to external limitations placed on the use of the funds. The restriction typically comes from outside the local government as a condition of the revenue source.
3. **Committed Fund Balance.** Fund balance is *committed* if a limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation remains binding until the City Council takes formal action to remove it.
4. **Assigned Fund Balance.** Fund balance may be *assigned* to reflect the intended use of the resource. The assignment of funds may come from the City Council or from a designee of the City Council, for example the City Manager or Clerk/Treasurer. Less formality is needed to impose, remove, or modify a constraint reflected in *Assigned Fund Balance*. No funds other than the General Fund may have Unassigned Fund Balance, therefore any amounts remaining in excess of Nonspendable, Restricted, or Committed funds in funds other than the General Fund will automatically be reported as *Assigned Fund Balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as *Assigned Fund Balance*.
5. **Unassigned Fund Balance.** The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report a surplus, an *Unassigned Fund Balance*.

Because Nonspendable and Restricted fund balance are not available for spending due to external enforceable conditions this fund balance policy is focused on the appropriate level of General Fund Unrestricted fund balances, those classified as Committed, Assigned, and Unassigned.



Financial flexibility, provided by adequate fund balance, is needed to cushion the impact of unanticipated emergencies and revenue shortfalls. These include loss of major taxpayers, loss of state revenue sharing, infrastructure emergencies and other economic distresses that serve to impair the City's ability to deliver essential community services. Without this cushion taxpayers would be subject to millage increases, cuts in services, and/or deferred investment in and maintenance of infrastructure. The City Manager and Clerk/Treasurer are authorized to assign fund balance in support of Council goals.

### **Fund Balance "Spending" Prioritization**

As required by GASB 54, the City Council hereby establishes that the City's policy shall be that when multiple classifications are available and appropriate for particular expenditures, the most restrictive category of Fund Balance will be used first working toward unassigned fund balance. Relative restrictiveness of Fund Balance shall proceed from most to least in order of the five classifications listed in this policy, from one to five above.

### **Minimum/Maximum Unrestricted Fund Balance**

~~Minimum Unrestricted fund balance shall be 25% of General Fund revenue.~~

Maximum Unrestricted fund balance shall be the sum of the minimum, plus an infrastructure emergency reserve of \$500,000 plus an operating reserve of 15% of General Fund expenditures.

The minimum/maximum range will be determined each year and reported as part of the fiscal year budget.

### **Remedy for Maintaining Minimum/Maximum Fund Balance Range**

When fund balance approaches its minimum threshold the following measures, in priority order, shall be used to build up fund balance:

1. Cut or delay pay-as-you-go capital improvements from the CIP.
2. Cut general operating expenses.
3. Increase rates and charges funding specific services to make them self-sufficient where possible.
4. Increase millage.

When fund balance approaches its maximum threshold the following measures, in priority order, shall be used to reduce fund balance:

1. Pre-fund or accelerate capital improvements in the CIP by transferring funds to the Capital Improvement budgets.
2. Move up the debt schedule for existing bond payments to lower the City's debt burden.
3. Reduce millage.

# City of Grand Blanc

## Fund Balance Policy

### Purpose

The purpose of this policy is to specify the size and composition of the City's desired fund balance and to identify certain requirements for classifying fund balance in accordance with GASB Statement No. 54. It is essential that the City maintain adequate levels of unreserved fund balance to mitigate risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures and similar circumstances. The fund balance also provides cash flow liquidity for the City's general operations and working capital for community development and improvement projects.

### Policy

Fund balance is created from excess revenues over expenditures. It is a fund's net assets, mostly made up of cash and investments and, unless otherwise restricted, available for investment spending such as real estate or may be used for interfund loans. There are five components of fund balance, namely:

1. **Nonspendable Fund Balance.** This portion of fund balance is *nonspendable* because of its form, for example inventory and non-financial assets, or because of legal or contractual requirements.
2. **Restricted Fund Balance.** This portion of fund balance is *restricted* due to external limitations placed on the use of the funds. The restriction typically comes from outside the local government as a condition of the revenue source.
3. **Committed Fund Balance.** Fund balance is *committed* if a limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation remains binding until the City Council takes formal action to remove it.
4. **Assigned Fund Balance.** Fund balance may be *assigned* to reflect the intended use of the resource. The assignment of funds may come from the City Council or from a designee of the City Council. Less formality is needed to impose, remove, or modify a constraint reflected in *Assigned Fund Balance*. No funds other than the General Fund may have Unassigned Fund Balance, therefore any amounts remaining in excess of Nonspendable, Restricted, or Committed funds in funds other than the General Fund will automatically be reported as *Assigned Fund Balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as *Assigned Fund Balance*.
5. **Unassigned Fund Balance.** The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report a surplus, an *Unassigned Fund Balance*.

Because Nonspendable and Restricted fund balances are not available for spending due to external enforceable conditions, this fund balance policy is focused on the appropriate level of General Fund Unrestricted fund balances, those classified as Committed, Assigned and Unassigned.

Proceeds of any real estate sales must be returned to fund balance to be recorded in the fund income statement (this could be a net against the general fund expenditure should the sale occur during the year of a deficit budget).

### **Utilization of Fund Balance**

The policy regarding fund balance shall be that when multiple classifications are available and appropriate for particular expenditures, fund balance will be utilized first from the most restrictive category working toward unassigned fund balance. Relative "restrictiveness" of fund balance shall proceed from the most to least in order of the five classifications listed in this policy, from one to five above.

### **Minimum Fund Balance**

For the General Fund, the budget shall be prepared and activities managed to result in an ending unassigned fund balance of at least 50% of the average of the past three (3) fiscal year general fund expenses, except in the case of emergency or financial distress. Circumstances of emergency or financial distress shall be reported to the City Council at the earliest practical time.

When fund balance approaches its minimum threshold the following measures, in priority order, shall be used to build up fund balance:

1. Cut or delay pay-as-you-go capital improvements.
2. Cut general operating expenses.
3. Increase rates and charges funding specific services to make them self-sufficient where possible.
4. Increase millage.

### **Maximum Fund Balance**

In the event that Unassigned Fund Balance exceeds the maximum of 100% of the general fund expenses, the excess may be utilized for a one-time millage reduction utilizing the excess within the fund in which it was generated. In order to minimize the long term effect of such use, the excess shall be appropriated to fund one time expenditures or expenses which do not result in reoccurring operating costs, or other one-time costs including the establishment or increase in legitimate reservations or designations of fund balance.

### **Other Provisions**

***Maintenance.*** In the event the unassigned general fund balance is so calculated to be less than the policy anticipates, the City shall plan to adjust the budget resources in the subsequent fiscal years to restore the balance. Except in extraordinary circumstances, unassigned fund balance should not be used to fund any portion of the ongoing and routine year-to-year operating expenditures of the

City. It should be used to primarily insure adequate assigned balances, to respond to unforeseen emergencies, to provide cash flow and overall financial stability.

***Administrative Responsibilities.*** The Finance Director shall be responsible for monitoring and reporting the City's various assignments. The City Manager is directed to make recommendations to the Finance Committee of the City Council on use of the unassigned funds both as an element of the annual budget submission and from time to time throughout the year as needs may arise.

***Annual Report.*** The Finance Director shall annually submit a report to the Finance Committee of the City Council outlining the status of the City's various components of the fund balance. This report shall be submitted within thirty days of receipt of the annual financial audit. The Finance Director shall also provide status reports at other times to the Finance Committee or the City Council as may be requested.

May 9, 2012

ADOPTED  
Midland County Board  
Of Commissioners  
Date: September 6, 2016

  
Attested:

Number: 301  
Section: 301.12  
Subject: FUND BALANCE POLICY

County Clerk and  
Clerk of the Board of Commissioners

1. Purpose: The Board of Commissioners recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the County and is fiscally advantageous for both the County and the taxpayer. This policy establishes goals and provides guidance concerning the desired level of fund balance maintained by the County to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances.
2. Authority: The Midland County Board of Commissioners.
3. Application: This policy applies to the General Fund.
4. Responsibility: The Administrator/Controller shall be responsible for implementation and administration of this policy.
5. Definitions:
  - .. Fund balance is a measurement of available financial resources and it the difference between total assets and total liabilities in each fund.

GASB Statement 54 distinguishes that fund balances be classified based on the relative strength of the constraints that control the purposes for which specified amounts can be spent. Beginning with the most restrictive constraints, fund balance amounts will be reported in the following categories:

- 5.1 Non-spendable fund balance-amounts that are not in a spendable form (e.g., inventory) or are legally or contractually required to be maintained intact (e.g., prepaid expenses or long term advances).
- 5.2 Restricted fund balance-amounts that can be spent only for the specific purposes stipulated by external parties either constitutionally or through enabling legislation (e.g., debt covenants, grants or donations).
- 5.3 Committed fund balances-amounts that can be used only for the specific purposes determined by a formal action of the Board of Commissioners. Commitments may be changed or lifted only by referring to the formal action that imposed the constraint originally (e.g., the Board of Commissioners commitment in connection with future construction projects).

- 5.4 Assigned fund balance-amounts intended to be used by the government for specific purposes. Intent can be expressed by the Board of Commissioners or by a designee to whom the governing body delegates the authority. In governmental funds other than the General Fund, assigned fund balance, represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- 5.4.1 The Board of Commissioners has determined that any residual fund balance that is not designed as non-spendable, restricted, or committed to be assigned for future budget periods.
- 5.5 Unassigned fund balance-includes all amounts not contained in other classifications and is the residual classification of the General Fund only. Unassigned amounts are available for any legal purpose.
6. Order of expenditure of funds: When multiple categories of fund balance are available for expenditure (e.g., project is being funded partly by a grant, and funds set aside by the Board of Commissioners), the County will start with the most restricted category and spend those funds first before moving to the next category of available funds.
7. Target fund balance: It is the goal of the Board of Commissioners to maintain a total fund balance (all categories) in the General Fund, at fiscal year-end of not less than 30% of the annual operating expenditures in the General Fund.
8. Minimum Fund Balance: The County will maintain a minimum fund balance in the General Fund, in assigned category of 8.33% (or the equivalent of one month) of the subsequent year's adopted General Fund budgeted expenditures and transfers out, to protect against cash flow shortfalls related to timing of projected revenue receipts and to maintain a budget stabilization commitment. If the assigned fund balance at fiscal year-end falls below 8.33%, the Administrator/Controller shall develop a restoration plan to achieve and maintain the minimum required amount.
9. Special Revenue Funds that receive contributions from the General Fund shall be analyzed each year end by the Administrator/Controller and any excess fund balance shall be restored to the General Fund.

End

**CITY OF BRIDGMAN**  
**FUND BALANCE POLICY**  
**REVISION PAGE**  
**Original, January 16, 2017**

Printed editions of this document are not guaranteed to be current. For the current edition of the Fund Balance Policy, please refer to the City of Bridgman website at [www.bridgman.org](http://www.bridgman.org)

## CITY OF BRIDGMAN

### FUND BALANCE POLICY

#### Purpose

To establish an appropriate level of fund balance in the General Fund, define the components of fund balance, and direct officials in the methods to be used for increasing or decreasing fund balance when trends indicate fund balance will fall outside the minimum/maximum levels.

#### Policy

Fund balance is created from excess revenues over expenditures. It is a fund's net assets, mostly made up of cash and investments and, unless otherwise restricted, available for spending. There are five components of fund balance, namely:

1. **Nonspendable Fund Balance.** This portion of fund balance is *nonspendable* because of its form, for example inventory and non-financial assets, or because of legal or contractual requirements.
2. **Restricted Fund Balance.** This portion of fund balance is *restricted* due to external limitations placed on the use of the funds. The restriction typically comes from outside the local government as a condition of the revenue source.
3. **Committed Fund Balance.** Fund balance is *committed* if a limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation is set in place by formal action of the City Council prior to the end of the fiscal year. The limitation remains binding until the City Council takes formal action to remove it.
4. **Assigned Fund Balance.** Fund balance may be *assigned* to reflect the intended use of the resource. The assignment of funds may come from the City Council or from a designee of the City Council, for example the City Administrator. Less formality is needed to impose, remove, or modify a constraint reflected in *Assigned Fund Balance*. No funds other than the General Fund may have Unassigned Fund Balance, therefore any amounts remaining in excess of Nonspendable, Restricted, or Committed funds in funds other than the General Fund will automatically be reported as *Assigned Fund Balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized in *Assigned Fund Balance*.



5. **Unassigned Fund Balance.** The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report a surplus, an Unassigned Fund Balance.

Because Nonspendable and Restricted fund balance are not available for spending due to external enforceable conditions, this fund balance policy is focused on the appropriate level of General Fund Unrestricted fund balances, which are those classified as Committed, Assigned, and Unassigned.

Financial flexibility, provided by adequate fund balance, is needed to cushion the impact of unanticipated emergencies and revenue shortfalls. These include loss of major taxpayers, loss of state revenue sharing, infrastructure emergencies and other economic distresses that serve to impair the City's ability to deliver essential community services. Without this cushion taxpayers would be subject to millage increases, cuts in services, and/or deferred investment in and maintenance of infrastructure.

#### **Minimum/Maximum Unrestricted Fund Balance**

Minimum Unrestricted fund balance shall be the sum of the top two taxpayers' total annual City tax or 40% of General Fund revenue, whichever is higher.

Maximum Unrestricted fund balance shall be 100%.

The minimum/maximum range will be determined each year and reported as part of the fiscal budget.

#### **Remedy for Maintaining Minimum Fund Balance Range**

When fund balance approaches its minimum threshold the following measures, in priority order, shall be used to build up fund balance:

1. Cut or delay pay-as-you-go capital improvements from the CIP (Capital Improvement Plan).
2. Cut general operating expenses.
3. Increase rates and charges funding specific services to make them self-sufficient where possible.
4. Increase millage.

### **Remedy for Addressing Maximum Fund Balance Range**

When fund balance approaches its maximum threshold the following measures, in priority order, shall be used to reduce fund balance:

1. Fully fund the Employee Defined Benefit pension, if not already at full funding.
2. Pre-fund or accelerate capital improvements in the CIP by transferring funds to the Capital Improvement budgets.
3. Move up the debt schedule for existing bond payments to lower the City's debt burden.
4. Reduce millage.

# AGENDA NOTE

New Business: Item #

**MEETING DATE:** January 8, 2018

**PERSON PLACING ITEM ON AGENDA:** City Manager

**AGENDA TOPIC:** Potential candidates for appoint as interim manager during the approved leave of the City Manager.

**EXPLANATION OF TOPIC:** With the budget season quickly approaching and the desire of Council to begin the budgeting process as early as January the thought is that it would be advantageous to bring in an experienced professional manager to assist on the regular and necessary steps to prepare the full budget for all departments and funds for first consideration by the council. It is also important to remember that there is a need to open negotiations with the three remaining bargaining units related to the transition to the DC Plus plan for new hires. While I am certain that Chief Collins can manage these and other items that would come up with his department short a full-time clerical employee that places a strain already with the amount of additional work that he has taken on.

The attached info and resume documents are for individuals that have asked to be considered by communities for short term interim positions. Are there potentially other equally or more qualified candidates yes but I don't have access to their names or professional background.

**MATERIALS ATTACHED AS SUPPORTING DOCUMENTS:** MME Interim Listing, Individual Info and Resumes for Bill Cousins, Ted Andrzejewski, Timothy McLean, Ryan Cotton and Bryon Mazade

**POSSIBLE COURSES OF ACTION:** Engage in negotiations with one of the listed professional interim managers, reject selection on any of the listed interim managers, identify other possible interim candidates or retain the status quo with Chief Collins as the interim manager

**RECOMMENDATION:**

**SUGGESTED MOTION:** Motion by \_\_\_\_\_, supported by \_\_\_\_\_ to \_\_\_\_\_



**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

[Home](#) [About MME](#) [Professional Development](#) [Membership](#) [Resources](#) [Awards](#)

## Interim Manager Listing

[Join the Interim Manager List>](#)

**Limitations:** It is the intent of the Michigan Municipal Executives to provide the Interim Manager List as a convenience to Michigan local governments and professional public managers. MME does not employ individuals directly or indirectly through this service and in no way endorses or recommends any person on the list. MME will not conduct reference or background checks or perform any other employment screening related to this list. Rather, local government leaders are strongly encouraged to undertake these critical employment activities independently. As well, local governments will be responsible for negotiating the terms and conditions of employment independently with the individual they select.

**Process:** Interim Manager Applicants will be approved by the MME Ethics Committee and then be listed on the website. The Ethics Committee only confirms whether there is or is not an open or possible ethics investigation involving an applicant. In the event of a denial, applicants can appeal to the MME Board of Directors. MME will refresh online applicants annually by reaching out directly to those individuals on the list at the start of the calendar year. If an applicant would like to be removed prior to that time frame, they should send an email to [webposting@mml.org](mailto:webposting@mml.org).

### Interim List

Cousins, Bill

Andrzejewski, Ted

McLean, Timothy

Cotton, Ryan

Mazade, Bryon

Share!



### MME Listserv

[Join today](#)

### MME Blog



December 19, 2017

**The State of MME ...  
Thankfulness**



December 14, 2017

**From Kalamazoo to Ann  
Arbor and Beyond!**



October 27, 2017

**Service to the Profession –  
Awards & Nominations**



October 27, 2017

**Reflections on the 2017 ICMA  
Annual Conference**

### JOIN THE NETWORK



### Contact Information

#### General Information:

Ph: 734-662-3246

Fax: 734-669-4223

#### Membership Services:

Email: [membership@mme.org](mailto:membership@mme.org)

#### Conference Registration:

Email: [registration@mme.org](mailto:registration@mme.org)

#### MME Listserv:

Email: [listmanager@mme.org](mailto:listmanager@mme.org)

#### MME Website:

Email: [webposting@mml.org](mailto:webposting@mml.org)

 Search


**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

[Home](#) [About MME](#) [Professional Development](#) [Membership](#) [Resources](#) [Awards](#)

## Interim Manager List – Individual Info

[Back to main listing>](#)
**Name:**
**Bill Cousins**
**City, State:**

Grand Haven, Michigan

**Phone:**

(616)307-9982

**Cell Phone:**

(616)307-9982

**MME Membership:**

I am a member in good standing with MME.

**ICMA Membership:**

I am not a member.

**Years of Experience:**

I have at least 5 years of experience as a manager, administrator or assistant of a city, village, township, county, or council of government.

**Resume:**


### Interim Assignment Availability

**What is your interest in interim management assignments?**

Retired, want to stay active in profession.

**In what regions would you accept interim assignments?**

Northern Lower Peninsula, Mid-Michigan, West Michigan, Southwest Michigan, Southeast Michigan

**Hours of Availability:**

Monday Hours: Full Day

Tuesday Hours: Full Day

Wednesday Hours: Full Day

Thursday Hours: Full Day

Friday Hours: Full Day

Saturday Hours:

Sunday Hours:

**Extra Availability:**

I am periodically available for evening meetings.

**Months you are available:**

January, February, March, April, May, June, July, August, October, November, December

**Other information about your availability:**

### MME Listserv

[Join today](#)

### MME Blog



December 19, 2017

**The State of MME ...  
Thankfulness**


December 14, 2017

**From Kalamazoo to Ann  
Arbor and Beyond!**


October 27, 2017

**Service to the Profession –  
Awards & Nominations**


October 27, 2017

**Reflections on the 2017 ICMA  
Annual Conference**

### JOIN THE NETWORK



## Management Expertise

Select areas in which you have demonstrated expertise:

Finance/Budgeting, Personnel/Labor Relations, Planning/Zoning, Community/Economic Development, Public Safety

Total years as a public Manager/Administrator: 13

## References

### First Reference:

Jerry Hunsburger, Township Supervisor, Park Charter Township; 52 152nd Avenue, Holland, MI 49424 (616) 738-4225

### Second Reference:

Tim Palmer, Mayor, City of Ithaca; 129 W. Emerson Street, Ithaca, MI 48847  
(517) 875-3200

### Third Reference:

Robert Beahan, Township Supervisor, Cascade Charter Township; 2865 Thornhills Drive SE, Cascade Township, Michigan 49546 (616) 949-1500

Share!



## Contact Information

### General Information:

Ph: 734-662-3246

Fax: 734-669-4223

### Membership Services:

Email: [membership@mme.org](mailto:membership@mme.org)

### Conference Registration:

Email: [registration@mme.org](mailto:registration@mme.org)

### MME Listserv:

Email: [listmanager@mme.org](mailto:listmanager@mme.org)

### MME Website:

Email: [webposting@mml.org](mailto:webposting@mml.org)

**WILLIAM T. COUSINS III**  
**15290 Winchester Circle**  
**Grand Haven, Michigan 49417**  
**Phone - (616) 307-9982**  
**Email – billcousins@sbcglobal.net**

## **EXPERIENCE**

**PARK CHARTER TOWNSHIP, MICHIGAN** August, 2016 – January, 2017  
52 152<sup>nd</sup> Avenue, Holland, MI 49424 (616) 738-4225

Interim City Manager. Appointed to serve while search for a permanent manager was conducted. Responsible for daily operation of City departments including Department of Public Services and Fire Department. Met with the Supervisor on a regular basis to insure good coordination between the Board and staff. Assisted in the process to hire a new Township Manager.

**CITY OF ITHACA, MICHIGAN** June, 2014 – April, 2015  
129 W. Emerson Street, Ithaca, MI 48847 (989) 875-3200

Interim City Manager. Appointed after departure of full-time manager. Responsible for daily operation of City departments including Department of Public Works and Fire Department. Met with Mayor regularly to insure good coordination between Council and staff. Oversaw construction of grant-funded projects including a DDA Streetscape improvement, construction of a farm market pavilion and elevator access to the Library. Performed as the City Planner and Zoning Administrator during tenure. Also performed as the rental housing inspector and trained a staff person for the position. Worked closely with the DDA; started the process for the DDA property owners to receive Façade grants and rental rehab grants.

**CASCADE CHARTER TOWNSHIP, MICHIGAN** October, 2007 – January, 2013  
2865 Thornhills Drive SE, Grand Rapids, MI 49546 (616) 949-1500

Township Manager. Responsible for smooth operation of all township departments. Daily schedule included performing as the Township Finance Officer (10.5 Million Dollar budget), oversight of the work within the Township Office, Planning Department, Construction Inspection Department, Building & Grounds Department and Fire Department (37 full-time, 17 paid-on-call and 4 part-time employees). Adept at use of Microsoft Office Applications, and BSA financial software. Provided regular oral and written communications to the Township Board. Significant time spent on financial administration, problem solving and long range planning.

**VILLAGE OF KALKASKA, MICHIGAN** December, 2002 – October, 2007  
200 Hyde Street, Kalkaska, MI 49646 (231) 258-9191



Village Manager. Responsible for smooth operation of all village departments. Daily schedule included performing as the Village Finance Officer (2.5 Million Dollar budget), Village Planner, Zoning Administrator, Downtown Development Authority Director, Administrator of the Police Department, Administrator of the Department of Public Works including infrastructure development and oversaw the work within the Village Office (14 full-time & 7 part-time employees). Administrative liaison and member of the Planning Commission and Downtown Development Authority. Administrative liaison to the Zoning Board of Appeals. Adept at use of Microsoft Office Applications, and Civic system financial software. Provided regular oral and written communications to the Village Council. Significant time spent on problem solving and long range planning. Successful at writing grants for Water Treatment plant, Streetscape improvements and recreational trail construction.

VILLAGE OF HOLLY, MICHIGAN                      February, 1998 – December, 2002  
202 S. Saginaw Street, Holly, MI 48442                      (248) 634-9591

Community Development Director. Department head position. Responsible for budget and operation of department. Assisted the Village Manager on a daily basis to find solutions to issues. Functioned as the acting manager in his absence. Daily schedule included performing as the Village Planner, Zoning Administrator, Building Official, Building Inspector, Mechanical Inspector, Code Enforcement Officer and Plan Review Specialist. Administrative Liaison to the Planning Commission, Zoning Board of Appeals and Historical Commission. Successful at writing grants for road widening and train depot restoration. Worked daily with the Downtown Development Authority Director. Certified Building Inspector (ICBO #91405). Michigan Building Inspector Registration #4070.

CITY OF GRAND HAVEN, MICHIGAN                      July, 1992 – February, 1998  
519 Washington St. Grand Haven, MI 49417                      (616) 842-3210

Building Official, Building Inspector, Mechanical Inspector, Zoning Administrator and Plan Review Specialist for the City of Grand Haven, Michigan. Full responsibility for all Building Division programs, including budget and operations. Responsible for insuring compliance with the Uniform Building Code concerning all phases of construction, remodeling, rental inspection program and repairs to buildings in the city. Administrative Liaison to the Zoning Board of Appeals, Historical Commission and the Housing Advisory & Appeals Board.

CITY OF NORTON SHORES, MICHIGAN                      September, 1990 - July, 1992

Building Inspector, Mechanical Inspector and Plan Review Specialist for the City of Norton Shores, Michigan. Responsible for insuring compliance with the Uniform Building Code concerning all phases of construction, remodeling and



repairs to buildings in the city.

#### CITY OF FARMINGTON HILLS, MICHIGAN

September, 1989 - September, 1990

Mechanical Inspector for the City of Farmington Hills, Michigan (Part-time). Responsible for insuring compliance with the Uniform Mechanical Code concerning the installation of all mechanical equipment in the city.

#### COUSINS HEATING & COOLING, REDFORD, MICHIGAN

April, 1982 - June, 1991

Owner of Cousins Heating & Cooling, 26909 Plymouth Rd., Redford, MI 48239. Managed and operated contracting business. Responsibilities included budgets, payroll, purchasing and labor relations. Supervised the fieldwork of four service and installation personnel, and two office staff. Primary contact with customers for sale of heating and cooling systems. Serviced and installed heating and cooling equipment.

#### PART-TIME MARINE PATROL DEPUTY

May, 1997 -- September, 2002

Served Ottawa County Sheriff from 1997-1998 and Oakland County Sheriff from 1999-2002 as a Marine Patrol Deputy. Primary duties included operating various boats on the waters of both counties to provide police and educational services to the public.

#### VOLUNTEER SERVICE

##### PLANNING COMMISSION CHAIR

September, 2015 - Present

Serve as a Planning Commission chair for Grand Haven Township to review site plans, zoning issues and long term plans for the Township

##### AMERICAN CANCER SOCIETY

April, 2013 - Present

Volunteer driver for American Cancer Society. Drive Cancer patients to and from their cancer-related appointments and treatments in Ottawa & Kent Counties.

##### MICHIGAN DEPARTMENT OF NATURAL RESOURCES

May, 2013 -- Present

Volunteer as "Camp Host" at various state parks in Michigan. Assist campers new to camping; provide information about activities in the area; provide craft classes for children; assist park staff to maintain park grounds and buildings.

## EDUCATION

GRAND VALLEY STATE UNIVERSITY Sept., 1992 - Dec., 1995  
Bachelor of Science Degree in Public Administration with major emphasis in  
Planning, Management and Computer Science (GPA: 3.46).

MUSKEGON COMMUNITY COLLEGE September, 1991 - June, 1992  
Associate of Arts Degree (GPA: 3.72).

## MILITARY SERVICE

U. S. Navy October, 1965 – October, 1969  
Worked as a shift supervisor on computer and radar systems for A-6 and F-8  
Naval jet aircraft. Completed two tours to Vietnam on aircraft carriers.

## REFERENCES

Tim Palmer, Mayor, City of Ithaca; 129 W. Emerson Street, Ithaca, MI 48847  
(517) 875-3200

Robert Beahan, Township Supervisor, Cascade Charter Township; 2865  
Thornhills Drive SE, Cascade Township, Michigan 49546 (616) 949-1500

Jerry Hunsburger, Township Supervisor, Park Charter Township; 52 152<sup>nd</sup>  
Avenue, Holland, MI 49424 (616) 738-4225

Michael DeVries, Township Supervisor, Grand Rapids Charter Township;  
1836 E. Beltline NE, Grand Rapids, Michigan 49425 (616) 361-7391

Jon Weiss, Executive Director, Grand Valley Metropolitan Council; 678 Front  
Street, Suite 200, Grand Rapids, Michigan 49504 (616) 766-7604

Christine Burns, Village Manager, Village of Spring Lake; 102 W. Savidge St.,  
Spring Lake, MI 49456 (616) 842-1393



**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

[Home](#) [About MME](#) [Professional Development](#) [Membership](#) [Resources](#) [Awards](#)

## Interim Manager List – Individual Info

[Back to main listing>](#)

**Name:**

Ted Andrzejewski

**City, State:**

Eastlake, OH

**Phone:**

(440)946-3815

**Cell Phone:**

(440)382-0999

**MME Membership:**

I am a member in good standing with MME.

**ICMA Membership:**

I am not a member.

**Years of Experience:**

I have at least 5 years of experience as a manager, administrator or assistant of a city, village, township, county, or council of government.

**Resume:**



### MME Listserv

[Join today](#)

### MME Blog



The State of MME ...  
Thankfulness

December 19, 2017



From Kalamazoo to Ann  
Arbor and Beyond!

December 14, 2017



Service to the Profession –  
Awards & Nominations

October 27, 2017



Reflections on the 2017 ICMA  
Annual Conference

October 27, 2017

### JOIN THE NETWORK



### Interim Assignment Availability

**What is your interest in interim management assignments?**

In transition, looking for a full-time permanent placement.

**In what regions would you accept interim assignments?**

All regions

**Hours of Availability:**

Monday Hours: Full Day

Tuesday Hours: Full Day

Wednesday Hours: Full Day

Thursday Hours: Full Day

Friday Hours: Full Day

Saturday Hours: Full Day

Sunday Hours: Full Day

**Extra Availability:**

I am periodically available for evening meetings.

**Months you are available:**

Any Month

**Other information about your availability:**

I am available to begin immediately

## Management Expertise

Select areas in which you have demonstrated expertise:

Finance/Budgeting, Personnel/Labor Relations, Engineering/Public Works, Planning/Zoning, Community/Economic Development, Parks/Recreation & Cultural Services, Public Safety

Total years as a public Manager/Administrator: 14

## References

### First Reference:

Jean Stegeman, Mayor City of Menominee Michigan, 906-250-6038  
jstegeman@cityofmenominee.net

### Second Reference:

Leon Felch Former Councilman City of Menominee Michigan  
715-587-7374

### Third Reference:

Bob Radwanik Retired CFO  
HC Starck Company Euclid, Ohio  
440-667-0381

Share!



## Contact Information

### General Information:

Ph: 734-662-3246  
Fax: 734-669-4223

### Membership Services:

Email: [membership@mme.org](mailto:membership@mme.org)

### Conference Registration:

Email: [registration@mme.org](mailto:registration@mme.org)

### MME Listserv:

Email: [listmanager@mme.org](mailto:listmanager@mme.org)

### MME Website:

Email: [webposting@mml.org](mailto:webposting@mml.org)

# Ted Andrzejewski

## Education

John Carroll University

University Heights, OH

**Degree: MBA**

University of Buffalo

Buffalo, NY

**Degree: Bachelor of Science, May 1975**

**Major: Business Management**

**April 2016 – August 2017**

**City of Canandaigua New York**

**City Manager**

**City Manager for this resort city of 10,500 residents in Western New York . The City has 100 full time employees and a general fund budget of \$ 12 million dollars .Accomplishments include creating a solar farm with private companies that supplies credits for 84% of the cities electric usage .Successfully negotiated all union contracts in 2017 and a new sales tax agreement with the county.**

**February 2014-April 2016**

**City of Menominee ,Michigan**

**Menominee, Michigan**

**City Manager**

**City Manager for this City of 8900 residents in the Upper Peninsula of Michigan. Annual budget of \$12 million with 80 Full time employees. Responsible for all departments, Police and Fire, Finance , Public Works, Law and the Tax department. Accomplishments include a water and rate sewer study that stabilized the funds. Many road reconstruction projects and successful redevelopment of several downtown buildings.**

**2004-2013**

**City of Eastlake, OH**

**Eastlake, OH**

**Mayor / Safety Director / Economic Development Director**

**Managed 101 employees including police, fire, service, finance, building and a tax for a city of 19,500 residents and 12 square miles of city property. Oversaw a general fund budget of \$12.5 million and overall budget of \$24 million.**

**Brought the city out of state financial probation to achieve a balanced budget in all nine years as mayor.**

**Lead negotiator in past three union contract talks with police, fire and AFSCME unions.**

**Revitalized Eastlake's main retail district with new businesses including: Walgreens, Key Bank, Charter One Bank, Valu King grocery, and a new Super Wal-Mart .**

**Assisted in developing a tax incentive program that has thus far brought into Eastlake five companies with a total payroll of \$8 million.**

**Worked with the ownership of Eastlake's Class A minor league baseball team to ensure a profitable relationship for both the city of Eastlake and team.**

**1998-2004**

**KeyBank**

**Cleveland, OH**

**Branch Manager**

- **Managed several of Key Bank's branches in the Cleveland area with duties that included supervising bank tellers, assistant managers, loan processors, and other operations such as end of day balancing.**

- Achieved Key Bank's highest recognition as a member of the president's club which honors the top 100 branches nationwide for four straight years.

1980-1998

Various Companies

Cleveland, OH

### **Management and Marketing Positions**

- Built my career by working at and advancing through many of the leading organizations in the Cleveland area. Gained management and business acumen at companies including AT&T, Sherwin Williams, and Medical Mutual of Ohio.

- Broadened my expertise by working in numerous industries like retail sales, telecommunications, and health insurance.

### **Skills**

- Planning and Organization
- Consensus Building
- Ability to Motivate Employees
- Knowledgeable with health insurance, labor relations, financial planning, budgeting and safety forces operations



**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

[Home](#) [About MME](#) [Professional Development](#) [Membership](#) [Resources](#) [Awards](#)

## Interim Manager List – Individual Info

[Back to main listing>](#)

**Name:**

Timothy McLean

**City, State:**

Allen Park, MI

**Phone:**

(419)699-2522

**Cell Phone:**

**MME Membership:**

I am a member in good standing with MME.

**ICMA Membership:**

I am not a member.

**Years of Experience:**

I have at least 5 years of experience as a manager, administrator or assistant of a city, village, township, county, or council of government.

**Resume:**



### MME Listserv

[Join today](#)

### MME Blog



The State of MME ...  
Thankfulness

December 19, 2017



From Kalamazoo to Ann  
Arbor and Beyond!

December 14, 2017



Service to the Profession –  
Awards & Nominations

October 27, 2017



Reflections on the 2017 ICMA  
Annual Conference

October 27, 2017

### JOIN THE NETWORK



### Interim Assignment Availability

**What is your interest in interim management assignments?**

In transition, looking for a full-time permanent placement.

**In what regions would you accept interim assignments?**

Mid-Michigan, Southeast Michigan

**Hours of Availability:**

Monday Hours: Full Day

Tuesday Hours: Full Day

Wednesday Hours: Full Day

Thursday Hours: Full Day

Friday Hours: Full Day

Saturday Hours: Partial Day

Sunday Hours:

**Extra Availability:**

I am periodically available for evening meetings.

**Months you are available:**

Any Month



Other information about your availability:

## Management Expertise

Select areas in which you have demonstrated expertise:

Personnel/Labor Relations, Planning/Zoning, Community/Economic Development, Parks/Recreation & Cultural Services

Total years as a public Manager/Administrator: 7

## References

First Reference:

Michelle Herman, City of Wayland-Clerk, (616) 262-3182, mherman@cityofwayland.org

Second Reference:

Jeff Gray, City of Jonesville-City Manager, (517) 849-2104, manager@jonesville.org

Third Reference:

Ellen Hodorek, City of Troy-Mayor Pro Tem, (248) 217-0431, ellen.hodorek@troymi.gov

Share!



## Contact Information

General Information:

Ph: 734-662-3246

Fax: 734-669-4223

Membership Services:

Email: membership@mme.org

Conference Registration:

Email: registration@mme.org

MME Listserv:

Email: listmanager@mme.org

MME Website:

Email: webposting@mml.org



## **Timothy M. McLean**

15584 McLain Ave. Allen Park, MI 48101

Mobile: (419) 699-2522

E-mail: [gvsu12345@aol.com](mailto:gvsu12345@aol.com)

<https://www.linkedin.com/in/tim-mclean-57367b21/>

---

### **Summary**

A professional administrator with seven years of progressively responsible experience and expertise in the following areas:

- Planning/Zoning
- Human Resource Management
- Budgeting & Financial Management
- Capital Improvement Planning/Management
- Interest Based Collective Bargaining
- Strategic Planning
- Economic Development
- Grant Writing
- Public Works
- Leadership

### **Professional Experience**

**City Manager: City of Wayland, Michigan**

**Jan 2016-August 2017**

Wayland is a home rule city with a population of approximately 4,079 residents located in Allegan County (population 114,615).

#### Duties & Responsibilities

- Chief Administrative Officer of a full-service municipality with 20 full-time employees.
- Responsible for preparing and managing a \$4.8 million budget and developing a multiple-year Capital Improvements Plan.
- Responsible for employee recruitment, hiring, human resource management.
- Reported to a seven-member City Council.
- Responsible for management of all departments, including Police, Fire, Public Works, Water/Wastewater, Clerk, Finance, and Assessing.

#### Activities & Achievements

- Successfully negotiated a five-year contract with Wayland Police Officers (represented by POLC) through a strategy of interest-based bargaining.
- Developed a balanced budget for Fiscal Year 2018 which included pay increases for all employees despite a Headlee millage rollback.
- Developed and wrote an ordinance aimed at Cost Recovery for emergency services.
- Successful in bringing \$12 million development for a training facility for Michigan Regional Council of Carpenters.
- Successful in negotiating a land sale of undeveloped City property to a private entity for a multi-million dollar commercial development.
- Management of two major street improvement projects in 2017.
- Completed a pavement assessment (PASER) in 2016 which prioritized street improvement projects in 2017.
- Oversight of the construction of a \$521,000 park renovation project.
- Engaged City of Wayland in the Redevelopment Ready Communities program.
- Wrote a successful grant for tree planting in Wayland in 2016.

**Assistant to the City Manager: City of Jonesville, Michigan**

**July 2011-December 2015**

Jonesville is a home rule city with a population of approximately 2,260 residents located in Hillsdale County (population 45,971).

Duties & Responsibilities

- Assisted City Manager with management of daily operations.
- Management of Human Resources, Planning, Accounts Payable.
- City liaison to several boards and Commissions (Planning Commission, Zoning Board of Appeals, Downtown Development Authority, Local Development Finance Authority, Charter Commission, Cemetery Commission).
- Manage resident inquiries, requests for information, complaints.
- Research & Special Projects.

Activities & Achievements

- Successfully transitioned Jonesville from a General Law Village to a Home Rule City in three years.
- Developed a brand new City Charter.
- Re-write of downtown zoning into a system of Form Based Codes.
- Wrote successful grants for the acquisition of abandoned railroad property and its development into a non-motorized trail.
- Successful in helping to bring about an adaptive re-use of a factory building into a \$6 million apartment complex for moderate income residents.

**Administrative Intern: City of Troy, Michigan**

**July 2010-June 2011**

Troy is a home rule city with a population of 83,181 residents located in Oakland County (population 1,202,362).

Duties & Responsibilities

- Assist the City Manager and two Assistant City Managers with special projects.
- Assist the Planning Department with daily operations.
- Assisted Human Resources with daily operations.
- Served as part of the management negotiating team on collective bargaining issues.
- Take and respond to citizen inquiries and complaints.
- Liaison to Troy Retirement Board.

Activities & Achievements

- Assisted with the development and management of a rolling three-year budget for the Downtown Development Authority.
- Assisted with the implementation of organizational sustainability initiative which included staff reductions, privatization of municipal golf courses, severe budget reductions, and outsourcing of specific municipal services.
- Helped City Manager develop a consortium of organizational best practices, which included other city managers in Oakland County.

### **Education**

**Bowling Green State University**, Bowling Green, OH

- *Master of Public Administration, December 2010*
- *Concentration in Local Government Management*

**Grand Valley State University**, Allendale, MI

- *Bachelor of Science—Political Science, December 2003*

### **Professional Associations**

- *Michigan Municipal Executives*
- *Wayland Kiwanis Club (2016-2017)*
- *Jonesville Lions Club (2011-2015)—(President 2014-2015, Acting President 2013-2014, Vice President 2012-2014, 2015).*



**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

## Interim Manager List – Individual Info

[Back to main listing>](#)

**Name:**

Ryan Cotton

**City, State:**

Grand Haven, Michigan

**Phone:**

(616)638-8910

**Cell Phone:**

(616)638-8910

**MME Membership:**

I am a member in good standing with MME.

**ICMA Membership:**

I am a member in good standing with ICMA.

**Years of Experience:**

I have at least 5 years of experience as a manager, administrator or assistant of a city, village, township, county, or council of government.

**Resume:**



### Interim Assignment Availability

**What is your interest in interim management assignments?**

Retired, want to stay active in profession.

**In what regions would you accept interim assignments?**

Northern Lower Peninsula, Mid-Michigan, West Michigan, Southwest Michigan, Southeast Michigan

**Hours of Availability:**

Monday Hours: Full Day

Tuesday Hours: Full Day

Wednesday Hours: Full Day

Thursday Hours: Full Day

Friday Hours: Full Day

Saturday Hours: Partial Day

Sunday Hours: Partial Day

**Extra Availability:**

I am periodically available for evening meetings.

**Months you are available:**

January, February, March, April, May, June, July, September, October, November, December

**Other information about your availability:**

I teach Tuesday nights at Grand Valley State University and Wednesday nights at Hope College.

### MME Listserv

[Join today](#)

### MME Blog



The State of MME ...  
Thankfulness

December 19, 2017



From Kalamazoo to Ann  
Arbor and Beyond!

December 14, 2017



Service to the Profession –  
Awards & Nominations

October 27, 2017



Reflections on the 2017 ICMA  
Annual Conference

October 27, 2017

### JOIN THE NETWORK



## Management Expertise

Select areas in which you have demonstrated expertise:

Finance/Budgeting, Personnel/Labor Relations, Engineering/Public Works, Planning/Zoning, Community/Economic Development, Parks/Recreation & Cultural Services, Public Safety, Grantsmanship, Crime reduction

Total years as a public Manager/Administrator: 31

## References

### First Reference:

Nancy DeBoer, Mayor, City of Holland, Michigan 616-405-5236, n.deboer@cityofholland.com

### Second Reference:

Dan Keller, Past President, Village of Spring Lake, Michigan, 616-502-6689; email available upon request

Quincy Byrd, At-large Council Member, City of Holland, 616-499-1415, q.bryd@cityofholland.com

### Third Reference:

Phil Miller, Chairman of the Board, Howard Miller Clocks, 616-396-4824, 616-772-9402 or 616-786-9427; email available upon request

### Share!



## Contact Information

### General Information:

Ph: 734-662-3246

Fax: 734-669-4223

### Membership Services:

Email: [membership@mme.org](mailto:membership@mme.org)

### Conference Registration:

Email: [registration@mme.org](mailto:registration@mme.org)

### MME Listserv:

Email: [listmanager@mme.org](mailto:listmanager@mme.org)

### MME Website:

Email: [webposting@mml.org](mailto:webposting@mml.org)



# RYAN COTTON

**WORK & HOME** Vice President and Independent Contractor, **GovHRUSA**, Northbrook, Illinois, [rcotton@govhrusa.com](mailto:rcotton@govhrusa.com), 855-684-6847, and 168 West 8<sup>th</sup> Street, Holland, Michigan 49423, [ryancotton56@gmail.com](mailto:ryancotton56@gmail.com) and 616-638-8910.  
**Grand Valley State University (GVSU)**, Adjunct, [cottonr@gvsu.edu](mailto:cottonr@gvsu.edu)

**EDUCATION** **Masters of Public Administration**, University of Kansas, 1982.  
**Masters of Arts in Political Science**, Western Michigan University, 2010.  
**Bachelors of Arts in Public Administration**, Miami University, Ohio, 1978.

**MANAGEMENT** **City Manager, City of Holland**, 2012-2017; Consultancy Agreement to 2018

- Achieved planning, design, funding and design for the Civic Center (\$13 million), including \$3 million in private gifts
- Initiated & saved \$3 million in bond interest via Qualified Energy Conservation Bonds
- Facilitated a stakeholder strategic plan for Windmill Island Gardens and established financial solvency for three years running for \$300,000 in savings
- Created a retirement/succession Plan a Holland Leadership Academy; four graduates are now successful Department Heads and two are Chief Administrative Officers
- Implemented portions of the Community Energy Plan (On-bill Financing statewide legislation, Home Energy Retrofit program, Holland Energy Fund incorporation, etc.)
- Implemented \$3.7 million Energy Performance and Reinvestment Plan for City bldgs. and parks (30-80% energy savings and 11-year payback)
- Secured \$1.75 million in state and local grants and \$550,000 in private fundraising for Windmill repair and Windmill Island Gardens Connector Path and Bridge project.
- Established the Holland Youth Connections jobs program for at-risk youth (57% reduction in juvenile crime since inception)
- Facilitated doubling of snowmelt capacity from 2.4 miles to 4.9 miles
- Developed a \$1.5 million private/public neighborhood stabilization strategy
- Re-established the 20-Year Street repair and reconstruction plan
- Reduced budget and increased revenue to match 6% reduction in Taxable Value during the deep recession (\$2.0 million)
- Chair of Board of Public Works Regional Waste Water Treatment Board; Vice-Chair of Ottawa County 911 Board; former Chair of Ottawa County Tax Stabilization Board

**Village Manager, Spring Lake, Michigan**, 2002-2012.

- Secured \$5.1 million in downtown economic development and brownfield funds
- Reduced tax rate by 14%
- Achieved bond upgrade from A to A+ (Standard and Poor's)
- Renovated/expanded the Spring Lake/Ferrysburg Police Department (\$2 million)
- Coordinated regional collaboration & eliminated one department
- Spurred innovations -- saved 50% of the annual budget over eight years
- Coordinated ten-year Master Plan, five-year Financial Plan, two Joint Police Department Strategic Plans, and Downtown Master Plan
- Completed 25-year old Master Plan goal (Grand River Greenway, \$1.3 million)
- Chair of Regional Sewer Authority, 2002 to 2012
- Vice Chair, Ottawa County Land Bank Board, 2010 to 2012.

**City Manager, Grand Haven, Michigan**, 1995-2002, full-service city.

- Secured \$4.6 million infrastructure and brownfield redevelopment grants
- Achieved Council and voter consensus on capital improvements (\$10.2 million)
- Managed personnel and negotiations (Four union contracts)
- Put airport in black and managed \$2 million of improvements
- Created 20-acre park from former landfill and dredge spoils area
- Increased downtown residential five-fold with new parking and code policies
- Amassed 18 acres of brownfield for comprehensive redevelopment
- Coordinated joint projects with the municipally-owned Board of Light and Power
- Coordinated the outcomes of 22 boards and commissions, including utility boards.

**Administrative Systems Manager, New England Culinary Institute**, 240 employees, \$11 million budget, Montpelier, Vermont, 1994 – 1995. Executive position, four-year culinary school. Developed \$2 million in facilities & increased financial performance.

**City Manager, Montpelier, Capital City of Vermont**, 1986 to 1994, full-service city.

- Chief administrative officer for full-service city, fire/medical, water/sewer treatment
- Achieved voter approval of \$12 million in bonds, economic growth center and grants
- Primary lobbyist to state legislature
- Led emergency response to a flood disaster (presidential declaration)

**Director, Vermont League of Cities and Towns Technical Services Center, Montpelier, Vermont**, 1995. On-site consulting to municipalities for recruitment and team building (part-time).

**Assistant City Manager, City of Upper Arlington, Ohio**, full-service city, (pop. 35,000), 230 employees, 1984-1986.

- Chief negotiator (three unions) and established service delivery system.

**Assistant to the City Manager, City of Lake Forest, Illinois**, 1981-1984.

- General assistance on cost cutting, services and revenue enhancement programs.

## **PROFESSIONAL ACTIVITIES & CONSULTING**

**Michigan Local Government Managers Association**, Board of Directors, 2009-2012.

**ICMA Conference Planning Committee (Phoenix)**, 2011

**Board of Directors**, West Michigan Strategic Alliance, 2002-08.

**Chair**, Grand Haven/Spring Lake Sewer Authority, 2003 to 2012.

**Chair**, North Ottawa Water Treatment System, 1995-2000.

**Consultant**, Water Plant Permits, City of Montpelier, 1994-95.

**Vermont Town and City Managers Board**, 1992-1994.

**Strategic Planning Consultant** Tri-Cities Strikers Board & City of Roosevelt Park, MI.

## **AWARDS**

**Escape Ministries Award**, Co-Founder, Holland Youth Connections Appreciation, 2017

**Economic Development Award**, Michigan Mun. League, *Savidge Street Makeover*, 2006.

**People's Choice Award for City/County Employee in NW Ottawa County**, 2003.

**Community Collaboration Award**, Michigan Municipal League, *Tri-Cities Connector Path and Skywalk*, 2002.

**Night of One Hundred Stars Community Award**, United Way, 2002.

**Outstanding Municipal Management Achievement Annual Award**, Vermont Town and City Management Association, 1992.



**Michigan  
Municipal  
Executives**

A State Affiliate of ICMA

[Home](#) [About MME](#) [Professional Development](#) [Membership](#) [Resources](#) [Awards](#)

## Interim Manager List – Individual Info

[Back to main listing>](#)

**Name:**

Bryon Mazade

**City, State:**

Muskegon, MI

**Phone:**

(231)759-8635

**Cell Phone:**

(231)206-6044

**MME Membership:**

I am a member in good standing with MME.

**ICMA Membership:**

I am a member in good standing with ICMA.

**Years of Experience:**

I have at least 5 years of experience as a manager, administrator or assistant of a city, village, township, county, or council of government.

**Resume:**



### Interim Assignment Availability

**What is your interest in interim management assignments?**

Retired, want to stay active in profession.

**In what regions would you accept interim assignments?**

Mid-Michigan, West Michigan

**Hours of Availability:**

Monday Hours: Full Day

Tuesday Hours: Full Day

Wednesday Hours: Full Day

Thursday Hours: Full Day

Friday Hours: Full Day

Saturday Hours:

Sunday Hours:

**Extra Availability:**

I am periodically available for evening meetings.

**Months you are available:**

Any Month

**Other information about your availability:**

### MME Listserv

[Join today](#)

### MME Blog



The State of MME ...  
Thankfulness

December 19, 2017



From Kalamazoo to Ann  
Arbor and Beyond!

December 14, 2017



Service to the Profession –  
Awards & Nominations

October 27, 2017



Reflections on the 2017 ICMA  
Annual Conference

October 27, 2017

### JOIN THE NETWORK





## Management Expertise

Select areas in which you have demonstrated expertise:

Finance/Budgeting, Personnel/Labor Relations, Engineering/Public Works, Planning/Zoning, Community/Economic Development, Parks/Recreation & Cultural Services, Public Safety

Total years as a public Manager/Administrator: 33

## References

### First Reference:

Stephen J. Gawron, Mayor  
City of Muskegon  
(231) 755-3425  
gawron.stephen@gmail.com

### Second Reference:

Steve Warmington, Former Mayor  
City of Muskegon  
(231) 755-5057  
warmington\_steve@yahoo.com

### Third Reference:

Tony Kleibecker, Former Police Chief  
City of Muskegon  
(517) 290-7759  
tkleibecker@gmail.com

Share!



## Contact Information

### General Information:

Ph: 734-662-3246  
Fax: 734-669-4223

### Membership Services:

Email: [membership@mme.org](mailto:membership@mme.org)

### Conference Registration:

Email: [registration@mme.org](mailto:registration@mme.org)

### MME Listserv:

Email: [listmanager@mme.org](mailto:listmanager@mme.org)

### MME Website:

Email: [webposting@mml.org](mailto:webposting@mml.org)

# **BRYON L. MAZADE**

---

1686 West Harbour Towne Circle, Muskegon, Michigan 49441  
(231) 759-8635 (Home) (231) 206-6044 (Cell) mazadeb@gmail.com

## **PROFESSIONAL EXPERIENCE**

### **City Manager – Roosevelt Park, Michigan**

**01/2016 – 04/2017**

Responsible for the daily city administration for this city of 3,831. This was initially an interim position, but lasted fifteen months due to the construction of a major infrastructure project. I also assisted the City Council in the recruitment of their next city manager.

### **Special Assistant to the Village Administrator – Shelby, Michigan**

**08/2015 – 12/2015**

Assisted the village administrator in getting acclimated to her role as the new village administrator. This was a limited term assignment.

### **City Manager - Muskegon, Michigan**

**11/1994 – 10/2013  
(Retired)**

Responsible for the daily city administration as the City's Chief Administrative Officer. The City of Muskegon is a full service city, has a population of 38,401 and is the county seat for Muskegon County (170,000 residents). The City is served by 227 full-time employees and has an annual budget in excess of 55 million dollars. The responsibilities of this position include:

- Budgeting – Prepare, present and oversee the annual city budget.
- Personnel Management – Approve personnel actions, including hiring, firing, and discipline and recommend salary and benefit structuring.
- Labor Relations – Negotiate labor contracts (five unions) and address grievances.
- Purchasing Management – Provide prior and post purchase authorizations.
- Business Development – Work with numerous existing and new companies for business expansion or relocation to the City. The City utilizes a variety of economic development programs to assist companies.
- Administrative – Negotiate service agreements, real estate and development agreements and intergovernmental agreements (including a major unified water agreement with multiple municipalities).
- Media Relations – Serve as the spokesperson for the City on most matters.
- Represent the City – Serve on a number of boards and committees as a representative of the City. Some include the Central Dispatch Board of Directors, Muskegon Area First (economic development agency) and the Muskegon County Port Advisory Committee.
- Customer Service – Respond to citizen inquiries and complaints. Also address constituent relations on behalf of City Commissioners.
- Conflict Resolution – Responsible for resolving conflicts internal and external to the organization.
- Project Management – Lead and manage City projects. The following are examples of some of the significant projects:
  - Led the City's effort in developing high-speed passenger and car ferry service (The Lake Express) between Muskegon and Milwaukee, Wisconsin. The project included lease negotiations and construction of terminal facilities.

- Coordinated the planning to develop Shoreline Drive East. This roadway became the state business route once completed.
- Worked with state and local agencies to re-open the City's downtown street grid for re-development of the former Muskegon Mall property.
- Participated in the fundraising campaign, project design and implementation for the renovation of the L.C. Walker arena. This was a seven million dollar renovation of the 5,000 seat civic arena.
- Oversaw the design and construction of two new fire stations.
- Coordinated the internal renovation of City Hall.

**Assistant City Manager – Muskegon, Michigan**

**01/1989 – 10/1994**

Directed the Administrative Services Division of the City. This area of responsibility included the City Clerk, Affirmative Action and Civil Service departments. Also served as the Acting City Manager during the absence of the City Manager. Primary duties included labor relations, purchasing approvals, special projects and general city administration such as budgeting, constituent relations and communications with the City Commission. Served as the Interim City Manager on two separate occasions for a total of ten months when the City Manager position was vacant.

**City Manager/City Clerk – Coopersville, Michigan**

**08/1984 – 12/1988**

Responsible for the daily operations for this city of approximately 3,000 residents with thirteen full-time employees. The annual City budget was approximately two million dollars.

**City Manager/City Clerk – Newaygo, Michigan**

**03/1984 – 07/1984**

Directed the daily operation of city services for this city of 1,300 residents. The City had an annual budget of \$600,000 with ten full-time employees.

**Administrative Assistant – Coopersville, Michigan**

**01/1982 – 02/1984**

Assisted with daily administration of the City. The duties of the position included special projects, managing insurance programs, personnel matters, and addressing constituent inquiries and concerns.

**Recreation Director – Coopersville, Michigan**

**07/1981 – 12/1981**

Administered the recreation programs for the City.

**EDUCATION**

Western Michigan University, Master of Public Administration – August, 1987  
 Michigan State University, Bachelor of Science – June, 1980  
 Muskegon Community College, Associate in Arts – June, 1978

**PROFESSIONAL ORGANIZATIONS**

International City/County Management Association (30 year service award)  
 Michigan Local Government Management Association

JOHNSON, ROSATI, SCHULTZ & JOPPICH, P.C.  
27555 Executive Drive, Suite 250  
Farmington Hills, MI 48331  
(248) 489-4100 Tax ID# 38-3107356

December 12, 2017

City of South Lyon  
Attn: Lisa Deaton, Clerk/Treasurer  
335 S. Warren Street  
South Lyon, MI 48178

Invoice # 1069706

In Reference To: General Labor Matters

Professional Services Rendered Through November 30, 2017

	<u>Hrs/Rate</u>	<u>Amount</u>
11/6/2017 PAA Preparation for Arbitration	2.10 160.00/hr	336.00
11/7/2017 PAA Continued preparation for Arbitration; Telephone conferences with witnesses	1.80 160.00/hr	288.00
11/8/2017 PAA Continued preparation for Arbitration; Telephone conference with witness; Correspondence to opposing counsel	3.00 160.00/hr	480.00
11/9/2017 PAA Attend Arbitration	4.70 160.00/hr	752.00
11/10/2017 PAA Preparation of labor document for police healthcare arbitration	0.90 160.00/hr	144.00
11/16/2017 PAA Receipt/review correspondence from opposing counsel regarding Arbitration; Correspondence to City Manager	0.40 160.00/hr	64.00
11/21/2017 PAA Work on pension transition	0.20 160.00/hr	32.00

Johnson, Rosati, Schultz & Joppich, P.C.

	<u>Hrs/Rate</u>	<u>Amount</u>
11/22/2017 PAA Meeting with AFSCME representatives regarding Collective Bargaining Agreement	4.20 160.00/hr	672.00
11/29/2017 PAA Review of issue regarding advance step level for new hire	0.40 160.00/hr	64.00
For professional services rendered	17.70	\$2,832.00

## Additional Charges :

	<u>Qty/Price</u>	
11/15/2017 Special Arbitrator Fee - Joseph P. Girolamo	1 570.00	570.00
Total additional charges		\$570.00
Total amount of this bill		\$3,402.00
Previous balance		\$768.00
11/22/2017 Payment - thank you. Check No. 73006		(\$768.00)
Balance due		\$3,402.00

---

Please include your Invoice Number on your payment. Thank you.

JOHNSON, ROSATI, SCHULTZ & JOPPICH, P.C.  
27555 Executive Drive, Suite 250  
Farmington Hills, MI 48331  
(248) 489-4100 Tax ID# 38-3107356

December 12, 2017

City of South Lyon  
Attn: Lisa Deaton, Clerk/Treasurer  
335 S. Warren Street  
South Lyon, MI 48178

Invoice # 1069707

In Reference To: Michigan Tax Tribunal Matters

Professional Services Rendered Through November 30, 2017

			<u>Hrs/Rate</u>	<u>Amount</u>
<u>McDonald's/Docket 17-001243</u>				
11/2/2017	SSM	Receipt/review of email from Petitioner's attorney; Review file; Preparation of response to Petitioner's attorney	0.60 130.00/hr	78.00
11/13/2017	SSM	Preparation of Motion for Default	2.10 130.00/hr	273.00
11/22/2017	SSM	Preparation of Motion for Default and to Compel; Correspondence regarding same	1.50 130.00/hr	195.00
11/27/2017	SSM	Continued preparation of Motion for Default and to Compel; Correspondence regarding same	5.50 130.00/hr	715.00
Subtotal:			[ 9.70	1,261.00]
<u>Roco Brookwood/Docket 17-4029</u>				
11/21/2017	SSM	Receipt/review of discovery responses; Correspondence regarding same	0.50 130.00/hr	65.00

Johnson, Rosati, Schultz & Joppich, P.C.

	<u>Hrs/Rate</u>	<u>Amount</u>
11/21/2017 SSM Preparation of income and expense discovery requests	0.90 130.00/hr	117.00
Subtotal:	[ 1.40	182.00]
For professional services rendered	11.10	\$1,443.00
Additional Charges :		
	<u>Qty/Price</u>	
<u>McDonald's/Docket 17-001243</u>		
11/28/2017 Motion Fee - Motion for Default and to Compel	1 50.00	50.00
Photocopies - Motion for Default and to Compel	94 0.20	18.80
Subtotal:		[ 68.80]
Total additional charges		\$68.80
Total amount of this bill		\$1,511.80
Previous balance		\$520.00
11/22/2017 Payment - thank you. Check No. 73006		(\$520.00)
Balance due		\$1,511.80

---

Please include your Invoice Number on your payment. Thank you.

JOHNSON, ROSATI, SCHULTZ & JOPPICH, P.C.  
27555 Executive Drive, Suite 250  
Farmington Hills, MI 48331  
(248) 489-4100 Tax ID# 38-3107356

December 12, 2017

City of South Lyon  
Attn: Lisa Deaton, Clerk/Treasurer  
335 S. Warren Street  
South Lyon, MI 48178

Invoice # 1069708

In Reference To: City Attorney Retainer Work

Professional Services Rendered Through November 30, 2017

	<u>Hours</u>
<u>Alexander Center</u>	
11/6/2017 TSW Multiple correspondence to and from S Khan regarding requests to Zoning Board of Appeals and status	0.80
11/8/2017 TSW Multiple correspondence to and from Planning Director regarding timing for hearing Alexander Center request and related issue	0.10
<hr/>	
SUBTOTAL:	[ 0.90 ]
<u>Arcadis</u>	
11/6/2017 TSW Review file and previous correspondence to Council and details of proposed restrictive covenant and DEQ process and requirements for 128 S. Lafayette in preparation for sending information to consultants	2.00
11/7/2017 TSW Continued preparation of package of background documents for consultants	0.50

Johnson, Rosati, Schultz & Joppich, P.C.



			<u>Hours</u>
11/8/2017	TSW	Receipt/review correspondence from G Taylor regarding meeting and review of documents	0.10
11/9/2017	TSW	Correspondence to City Engineer and Environmental Engineer regarding documents pertaining to 128 S. Lafayette and proposed restrictive covenant	0.50
	TSW	Correspondence to and from G Taylor at Arcadis regarding proposed restrictive covenant	0.30
	TSW	Telephone conference with environmental consultant regarding proposed restrictive covenant for 128 S. Lafayette	0.20
SUBTOTAL:			<hr/> [ 3.60 ]
<u>City Council</u>			
11/13/2017	TSW	Attend Council meeting	2.10
11/27/2017	TSW	Preparation for Council meeting and review of materials for agenda items	1.20
	TSW	Attend Council meeting	4.00
SUBTOTAL:			<hr/> [ 7.30 ]
<u>District Court Prosecutions</u>			
11/6/2017	CDS	Review of files for 11/7/17 Docket	0.30
11/7/2017	CDS	Receipt/review of Judge Bondy's 11/14/17 Docket	0.10
	CDS	Prosecute morning docket	3.20

	<u>Hours</u>
11/9/2017 CDS Receipt/review of Warrant Request ( )	0.40
11/10/2017 CDS Correspondence to South Lyon Police Department and Defense Counsel regarding Discovery ( )	0.10
11/13/2017 CDS Receipt/review correspondence from ( )	0.20
CDS Receipt/review correspondence from ( )	0.20
CDS Receipt/review correspondence from ( )	0.20
11/14/2017 SGM Prosecute morning docket of Pretrials	3.50
CDS Receipt/review of Judge Law's 11/21/17 Docket	0.10
CDS Receipt/review of Judge Reeds' 11/21/17 Docket	0.10
CDS Telephone conference with client	0.10
11/15/2017 CDS Telephone conference with client ( )	0.10
11/16/2017 CDS Telephone conference with client ( )	0.20
CDS Receipt/review of Warrant Request ( )	0.40
CDS Telephone conference with ( )	0.20
CDS Telephone conference with client ( )	0.10

				<u>Hours</u>
11/16/2017	CDS	Telephone conference with client ( )		0.10
	CDS	Preparation of Warrant ( )		0.40
11/20/2017	CDS	Review of files for 11/21/17 Docket		0.30
	CDS	Telephone conference with client ( )		0.20
11/21/2017	CDS	Preparation of Judge Trial Subpoenas to Officer and Victim ( )		0.30
	CDS	Receipt/review of Judge Bondy's 11/28/17 Docket		0.10
	CDS	Receipt/review of Judge Reeds' 11/28/17 Docket		0.10
	CDS	Prosecute morning docket		3.50
11/27/2017	CDS	Telephone conference with client ( )		0.10
	CDS	Telephone conference with client ( )		0.10
	CDS	Review of files for 11/28/17 Docket		0.30
11/28/2017	CDS	Prosecute morning docket		3.50
	CDS	Review of Driver's License - Proof ( )		0.20
SUBTOTAL:				<hr/> [ 18.70 ]

			<u>Hours</u>
<u>Elections</u>			
11/10/2017	TSW	Telephone conference with City Manager regarding County certification of election results	0.10
11/11/2017	TSW	Legal research regarding certification of election requirements and procedure for city to accept the results	0.40
11/30/2017	TSW	Legal research regarding nominating petition deadline	0.80
	TSW	Preparation of resolution changing nominating petition deadline and agenda note	1.50
SUBTOTAL:			<hr/> 2.80
<u>General City Attorney Work</u>			
11/1/2017	TSW	Continued investigation regarding impact of union contracts on changes to MERS retirement plan for new hires	0.20
	TSW	Telephone conference with labor attorney regarding update on POLC and POAM grievance arbitrations	0.10
	TSW	Telephone conference with Planning Director regarding resident question regarding industrial zoning	0.10
	TSW	Receipt/review correspondence from City Manager regarding Cable Commission underwriting proposal	0.10
	TSW	Correspondence to and from Economic Development Director regarding invitations to subcommittee meeting issued to license holders	0.20
	TSW	Continued preparation and revise correspondence to City Manager regarding security at City Hall	0.20
11/2/2017	TSW	Legal research regarding and investigation regarding ADA requirements	1.70

		<u>Hours</u>	
11/2/2017	TSW	Correspondence to Council regarding employee request for ADA accommodation	0.30
	TSW	Correspondence to employee acknowledging receipt of request for ADA accommodation	0.20
11/3/2017	TSW	Review summary of GFL solid waste contract proposal provided by RROSOC and related documents	1.70
	TSW	Correspondence to City Manager regarding comments on GFL solid waste contract proposal	0.60
	TSW	Telephone conference with Council Member Kivell regarding ADA personnel matter	0.20
			No Charge
	TSW	Correspondence to City on liquor license ordinance regarding preliminary list of topics for discussion	0.20
	TSW	Telephone conference with Council Member Kramer regarding ADA personnel matter	0.10
			No Charge
11/6/2017	TSW	Receipt/review correspondence from City Manager regarding new council member orientation materials	0.20
11/7/2017	TSW	Telephone conference with City Manager regarding Council agenda items and MERS changes to retirement plan for new hires	0.30
	TSW	Continued review of orientation materials for newly elected officials	0.30
	TSW	Correspondence to City Manager confirming that changes to MERS plan for new hires must be bargained with unions	0.20
	TSW	Review previous proposed amendment to Section 11 of City Manager employment agreement regarding period performance evaluations and status	0.20
	TSW	Correspondence to and from Clerk regarding posting notice of meeting of subcommittee to discuss liquor license ordinance	0.10

		<u>Hours</u>
11/8/2017	TSW Correspondence to City Manager regarding items for council agenda	0.10
	TSW Correspondence to City Manager regarding redacted JRSJ invoice	0.10 No Charge
	TSW Correspondence to City Manager regarding new elected official reference materials	0.10
	TSW Correspondence to clerk regarding required notice of meeting regarding liquor license ordinance	0.10
	TSW Continued preparation and revise/edit correspondence to City Manager regarding MERS plan changes for new hires and collective bargaining units	0.30
	TSW Review MERS resolution and agreement for new DC Plus retirement divisions for new hires	1.00
	TSW Correspondence to City Manager regarding review of MERS resolution and agreement for DC Plus plan	0.50
	TSW Correspondence to City Manager regarding Menards v Escanaba big box store court opinions	0.20
	TSW Correspondence to and from Council Member Parisien regarding Council agenda and rules	0.20
11/9/2017	TSW Continued research regarding budget and millage resolution provisions	0.80
	TSW Telephone conference with City Manager regarding labor arbitration, council agenda, council transition, MERS	0.50
	TSW Receipt/review correspondence from City Manager forwarding notice of tax foreclosure on alley parcel and inquiring about status	0.30
	TSW Begin preparation of internet use, email and social media policy for personnel manual	1.00

			<u>Hours</u>
11/10/2017	TSW	Correspondence to City Manager regarding changes in MERS retirement plan for new hires and impact of union contracts on changes	0.50
	TSW	Attend meeting regarding liquor license ordinance	2.50
	TSW	Telephone conference with Economic Development Director regarding banner pole agreement	0.10
	TSW	Receipt/review of Council agenda and packet	0.20
11/13/2017	TSW	Continued legal research regarding ADA interactive process and permitted scope of request for medical information	1.60
	TSW	Review emails and proposal regarding GFL proposal to extend solid waste disposal agreement	0.10
	TSW	Review of notice of tax foreclosure and background documents on alley parcel 21-29-101-013 and correspondence to City Manager regarding options for proceeding	1.00
	TSW	Telephone conference with City Manager regarding County certification of election results	0.20
	TSW	Review Council packet and preparation for meeting	0.30
	TSW	Investigation regarding RCOC truck routes and no turn enforcement	0.20
11/14/2017	TSW	Continued preparation and editing correspondence to City Manager regarding alley parcel Township Attorneys foreclosure and options	0.10
	TSW	Research regarding voting on mayor pro tem	0.10

			<u>Hours</u>
11/14/2017	TSW	Research regarding comments during Council meeting relating to Council Members attending other board and commission meetings and related legal issues and best practices and correspondence to City Manager regarding same	2.20
	TSW	Multiple correspondence to and from Planning Director regarding Alexander Center questions	0.20
	TSW	Legal research regarding Zoning Board of Appeals membership issues raised during council meeting and correspondence to City Manager regarding same	0.80
	TSW	Correspondence to Economic Development Director regarding minutes and notes from meeting on liquor license ordinance	0.10
11/15/2017	TSW	Receipt/review correspondence from City Manager regarding expiration of Volunteer Park farming agreement	0.40
	TSW	Research regarding enhanced crosswalk and pedestrian ordinances	0.60
	TSW	Receipt/review correspondence from MERS regarding proposed plan changes	0.10
11/16/2017	TSW	Begin preparation of correspondence to Council regarding personnel matter	1.40
	TSW	Review terms for proposed contract for downtown banner pole installation	0.40
	TSW	Continued review and research regarding Volunteer Park Maintenance Agreement and multiple correspondence to and from City Manager regarding same	0.90
	TSW	Continued review of proposed amended Oakland County IT Services Interlocal Agreement	1.00
	TSW	Correspondence to and from Planning Director regarding status of Alexander Center request	0.10



		<u>Hours</u>
11/17/2017	TSW Receipt/review correspondence from City Manager to and from S Feinberg regarding MERS plan changes for new hires	0.20
	TSW Continued research regarding personnel matter	0.80
11/20/2017	TSW Continued legal research regarding ADA and interactive process related to personnel matter	0.80
	TSW Continued preparation of correspondence to Council regarding personnel matter	0.60
	TSW Telephone conference with J Beutler and D Martin of ASTI Environmental regarding Arcadis request for restrictive covenant on 128 S. Lafayette Street	0.30
11/21/2017	TSW Continued Investigation, research and analysis for personnel matter	1.00
	TSW Receipt/review of multiple correspondence to and from and between City and MERS regarding changes to retirement plans for new hires	0.50
	TSW Correspondence to and from Lt Sovik regarding HVA Blood Draw Agreement	0.10
	TSW Correspondence to and from Economic Development Director regarding banner pole agreement	0.10
	TSW Continued preparation of correspondence to Council regarding personnel matter	1.10
	TSW Continued research and analysis for amended personnel policies	0.20
11/22/2017	TSW Attend meeting with City Manager regarding GFL proposal	0.50
	TSW Attend meeting with City Manager regarding MERS retirement plan changes	1.00

			<u>Hours</u>
11/22/2017	TSW	Attend meeting with City Manager regarding Arcadis	0.30
	TSW	Preparation of agenda note and materials for Arcadis request for restrictive covenant for 128 S. Lafayette and correspondence to City Manager regarding same	0.50
	TSW	Correspondence to City Engineer and environmental consultant regarding Arcadis information	0.20
	TSW	Correspondence to City Manager regarding Oakland IT Services Interlocal Agreement	0.60
	TSW	Preparation of contract for banner pole installation and correspondence to Economic Development Director and City Manager regarding same	0.80
	TSW	Correspondence to City Manager regarding agenda item and closed session	0.20
	TSW	Correspondence to City Manager regarding ASTI invoice for Arcadis matter	0.10
			No Charge
	TSW	Continued preparation of amendments for Personnel Manual	0.20
11/28/2017	TSW	Legal research regarding elected official attending other board and commission meeting	1.50
	TSW	Correspondence to City regarding credit card use policy and related issues	0.60
	TSW	Continued analysis for personnel matter	1.00
	TSW	Telephone conference with City Manager regarding IUOE union contract	0.40
11/29/2017	TSW	Research regarding personnel manual policies for computer network, email, internet, devices and social media	0.20

			<u>Hours</u>
11/29/2017	TSW	Investigation and analysis regarding MERS plan changes for new hires and union contracts	1.80
	TSW	Continued analysis regarding personnel matter	1.30
	TSW	Telephone conference with Mayor regarding personnel matter, MERS, upcoming council agenda items	0.50
	TSW	Correspondence to and from Planning Director regarding status of Alexander Center request	0.10
11/30/2017	TSW	Multiple correspondence to and from City regarding meeting on liquor license ordinance	0.20
	TSW	Research regarding cable commission underwriting proposal	1.30
	TSW	Receipt/review correspondence from City Manager regarding MERS plan changes	0.40
	TSW	Continued analysis relating to personnel matter	1.00
	TSW	Multiple correspondence to and from City Manager regarding miscellaneous issues	0.20
SUBTOTAL:			<hr/> 48.10
			[ ]
<u>Michigan Seamless Tube</u>			
11/16/2017	TSW	Receipt/review of notice of proposed third amended plan or reorganization	0.30
11/27/2017	TSW	Receipt/review correspondence from Clerk regarding disbursement from MST Bankruptcy	0.10
11/28/2017	TSW	Continued review of disbursement from MST Bankruptcy and proof of claim and correspondence to clerk regarding same	0.50

			<u>Hours</u>
SUBTOTAL:			[ 0.90 ]
<u>Ordinance Amendment</u>			
11/3/2017	TSW	Preparation for meeting on liquor license ordinance	0.90
11/6/2017	TSW	Continued research regarding on-premises licenses and requirements in preparation for sending information to City and for meeting	1.10
11/9/2017	TSW	Begin preparation of ordinance amendment to allow charitable soliciting in right-of-way per new state law	0.60
11/14/2017	TSW	Revisions to Liquor License ordinance pursuant to discussion and comments at meeting	3.30
11/28/2017	TSW	Preparation of revised liquor license ordinance	1.70
11/29/2017	TSW	Continued preparation of revised liquor license ordinance and correspondence to City regarding revisions	2.20
11/30/2017	TSW	Prepare for meeting on revised liquor license ordinance	0.50
SUBTOTAL:			[ 10.30 ]
<u>Personnel</u>			
11/3/2017	TSW	Continued research regarding ADA personnel matter	0.60
11/6/2017	TSW	Continued legal research regarding personnel matter - ADA accommodation	2.30
11/7/2017	LBB	Legal research regarding Americans with Disabilities Act issues in preparation of legal opinion to Board	1.50

		<u>Hours</u>
11/7/2017	TSW Correspondence to and from and telephone conference with L Mosier regarding ADA personnel matter	0.50
	TSW Continued research regarding ADA accommodation process	0.60
11/8/2017	TSW Legal research regarding reasonable accommodations under ADA	1.30
	TSW Correspondence to City Manager regarding personnel matter	0.10
11/9/2017	TSW Receipt/review correspondence from bookkeeper regarding personnel matter	0.10
	TSW Correspondence to and from City Manager regarding video surveillance in city building for special event and research regarding same	0.80
11/10/2017	LBB Legal research regarding Americans with Disabilities Act issues in preparation of legal opinion to Board	1.70
	LBB Begin preparation of legal opinion to Board regarding disability accommodations	0.90
11/11/2017	LBB Legal research relating to interactive process under the Americans with Disabilities Act in preparation of legal opinion to Board	1.70
	LBB Continued preparation of legal opinion regarding disability accommodations	0.80
11/12/2017	LBB Legal research regarding Rehabilitation Act in preparation of legal opinion regarding disability accommodations	1.70
	LBB Legal research regarding Persons with Disabilities Civil Rights Act in preparation of legal opinion regarding disability accommodations	2.60

		<u>Hours</u>
11/12/2017	LBB Continued preparation of legal opinion regarding disability accommodations	1.70
11/13/2017	LBB Continued legal research regarding "undue hardship" in preparation of legal opinion regarding disability accommodatoins	0.80
	LBB Continued legal research regarding Rehabilitation Act in preparation of legal opinion regarding disability accommodations	0.80
	LBB Continued legal research regarding Persons with Disabilities Civil Rights Act in preparation of legal opinion regarding disability accommodations	0.80
	LBB Continued preparation of legal opinion regarding disability accommodations	1.70
11/21/2017	LBB Continued legal research regarding reasonable accommodations under the Americans with Disabilities Act in preparation of legal opinion to the Board	1.90
SUBTOTAL:		[ 24.90 ]

Zoning Board of Appeals

11/1/2017	TSW Correspondence to and from S Khan regarding appeal/variance request on behalf of Alexander Center	0.50
11/9/2017	TSW Telephone conference with Planning Director regarding notice deadlines and standards for review on appeal and variances	0.20
11/28/2017	TSW Correspondence to Zoning Board of Appeals Chair and Planning Director regarding Zoning Board of Appeals attending and Council discussion regarding Zoning Board of Appeals	0.20
11/29/2017	TSW Receipt/review correspondence from Planning Consultant and Planning Director regarding Council discussion on Zoning Board of Appeals and vacancies	0.10

	<u>Hours</u>	
	<u>          </u>	
SUBTOTAL:	[ 1.00 ]	
	<u>          </u>	<u>Amount</u>
For professional services rendered	118.50	\$14,116.50
Previous balance		\$10,443.60
11/22/2017 Payment - thank you. Check No. 73006		<u>(\$10,443.60)</u>
Balance due		<u><u>\$14,116.50</u></u>

---

Please include your Invoice Number on your payment. Thank you.

Monthly flat fee of \$9,000.00 for first 80 hours of work. Anything over 80 hours to be billed at the hourly rate of \$135.00



**From:** McIntyre, Darryl

**Sent:** Thursday, December 28, 2017 8:58 AM

**To:** 'bmartin@southlyonmi.org' <[bmartin@southlyonmi.org](mailto:bmartin@southlyonmi.org)>

**Cc:** Bokor, Jennifer <[jbokor@eci-consulting.com](mailto:jbokor@eci-consulting.com)>; Lambarth, Kory <[klambar@eci-consulting.com](mailto:klambar@eci-consulting.com)>

**Subject:** DTE Energy 2018 SLYON Circuits

Hello Mr. Martin:

Our work planners will be coming again to South Lyon to inspect tree/vegetation proximity to DTEs distribution system. To assist in providing safe and reliable electric service. Here is a brief description again of our process:

Every DTE Energy customer receives notification about upcoming line clearance work in their area. After that, ECI Work Planners visit every location along the utility lines and make direct contact with homeowners/property owners. For those homeowners that are not home at the time of our visit, we leave door cards describing the utility line clearance tree work that needs to be performed. Besides tree work information, the notification card includes the planner name and phone number. Regarding tree removal prescriptions, the planner returns to the house to make three attempts to contact the homeowner – one of the attempts could include a phone call. No trees are marked for removal without a signed Tree Removal Agreement card. Trimming prescriptions will involve one attempt. Tree crews will perform the tree work after our planners have completed this process.

The same process applies to other properties (businesses, etc.) adjacent to DTEs distribution circuit where tree work may be required.

Attached are three maps of the circuits which will be planned. If you would like we can meet and review the city work. This could handle any concerns or conformation of work. Also, this could identify good removal candidates.

Please respond to this email at your earliest convenience.

Thank you  
Darryl

**Darryl McIntyre** | Supervisor – Customer Care

M : 248-497-3074 | [dmcintyre@eci-consulting.com](mailto:dmcintyre@eci-consulting.com) | [www.ECI-Consulting.com](http://www.ECI-Consulting.com)

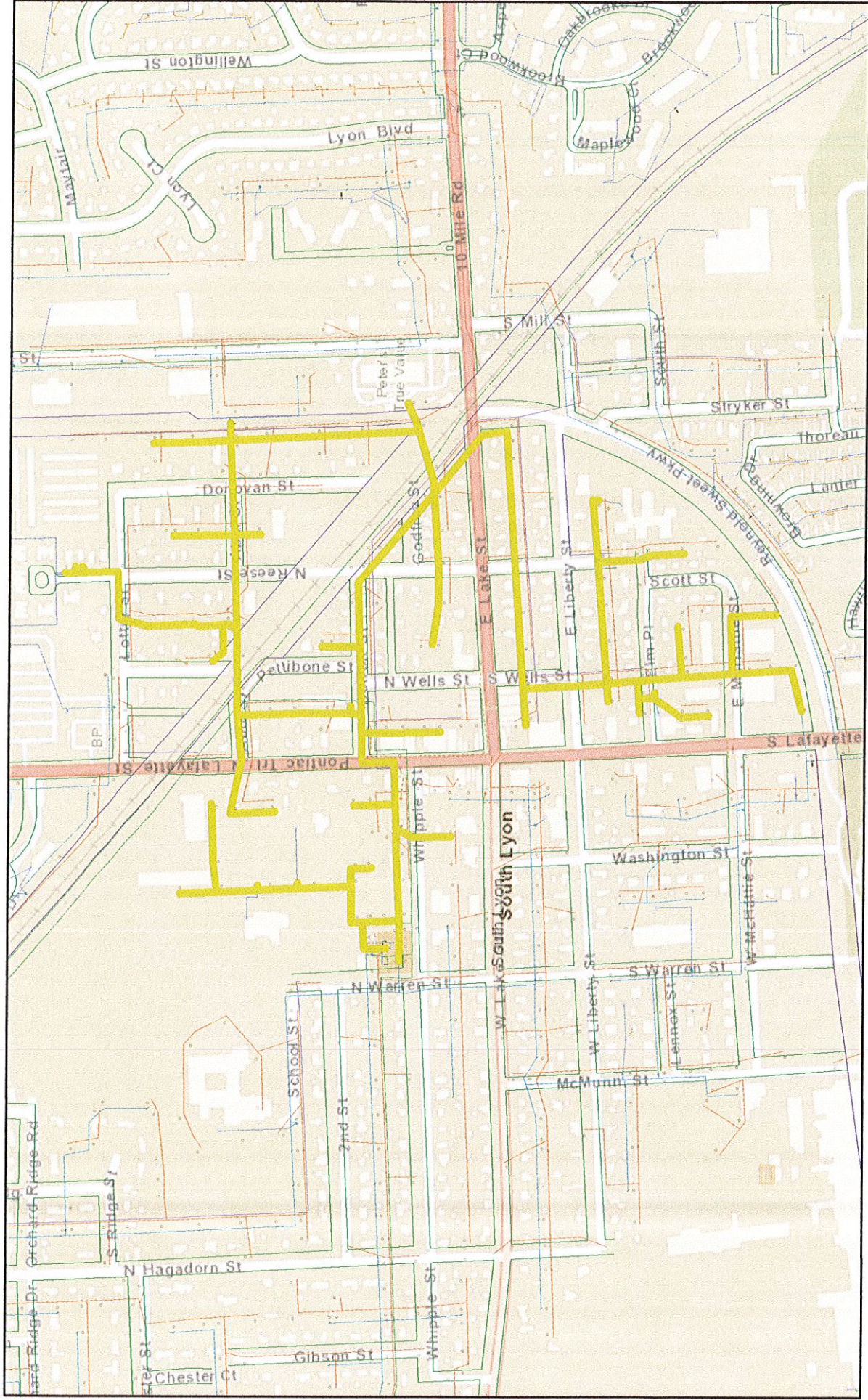
Detroit Metro Area, MI



*"Safely delivering sustainable solutions that are innovative by nature."*



# DTE Energy - Energy Electric



December 27, 2017



Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand),



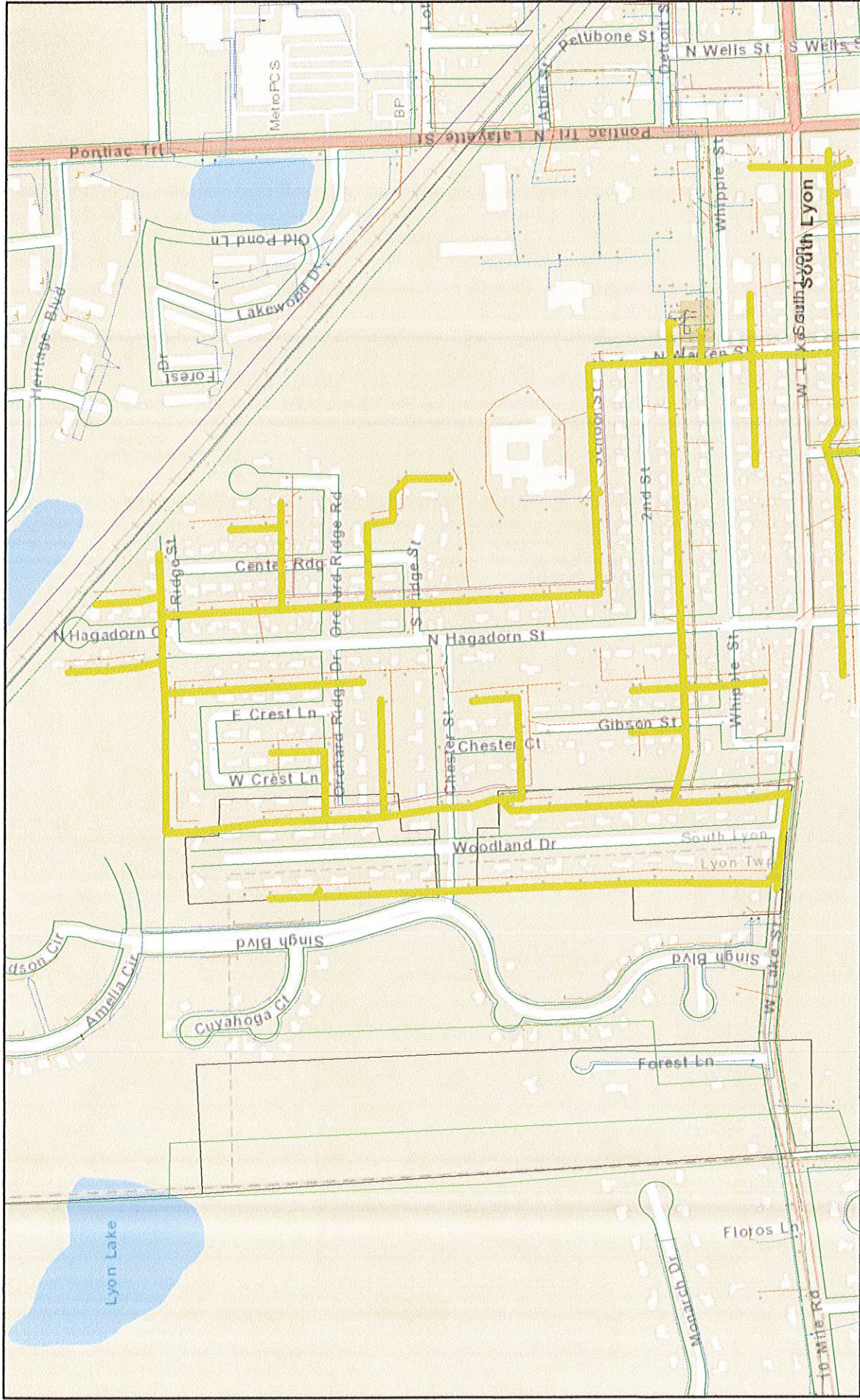
[illegible]

1:9,028



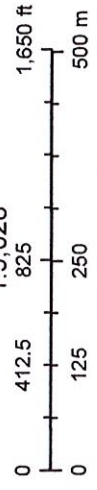


# DTE Energy - Energy Electric



December 27, 2017

1:9,028



Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand),



Office Raap -

Many thanks for your help installing our daughter's car seat last Friday. It was cold and dark, but you spent the time to inspect and install our car seat to ensure the safety of our daughter. I thank you so very much, for the peace of mind knowing she is safe while driving. Claire is a 3 year cancer survivor and our world. So many thanks for your kindness on a cold winters night!

*May your heart  
be lifted in joy  
at the true meaning  
of this wondrous season.*

Merry Christmas!  
The Thompson's.

JANUARY 2018

SUN	MON	TUE	WED	THU	FRI	SAT
	1 Full Moon New Year's Day	2 Holiday (Scotland)	3	4	5	6
7	8 Last Quarter	9 Dept. Day meet 10 a.m.	10	11	12	13
14 Girl Scouts 7:30-8:30 p.m. Radio Club 6:30 p.m.	15 Martin Luther King Jr. Day (USA)	16 New Moon Hist. Society 7 p.m.	17 Solid Rock 6:30	18 Mom's Club 7-9	19 Girl Scouts 10:30 a.m., 5:30-8 p.m.	20
21 Radio Club 6:30 p.m.	22	23	24 First Quarter Solid Rock 6:30	25	26	27 Radio Club 9-11 a.m.
28 Girl Scouts 7:30-8:30 p.m.	29 Cub Scouts Den 8, 6-8 p.m.	30	31 Full Moon Solid Rock 6:30			

DECEMBER 2017							FEBRUARY 2018						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2						1	2
3	4	5	6	7	8	9	4	5	6	7	8	9	10
10	11	12	13	14	15	16	11	12	13	14	15	16	17
17	18	19	20	21	22	23	18	19	20	21	22	23	24
24	25	26	27	28	29	30	25	26	27	28			

**SOUTH LYON HISTORICAL COMMISSION MEETING**  
**Wednesday, December 6 2017**

**MINUTES**

**Members Present:** Linda Ross, Gary Wickersham, Jim Race, Bob Tremitiere

**Members Absent:** Larry Ledbetter, Phil Weipert, Bob Martin

**Others Present:** Carl Richards

**Secretary Bob Tremitiere** called the meeting to order at 10AM and declared a quorum.

**November Minutes:** Jim motioned to accept the November minutes. Gary seconded and the motion passed.

**Cool Yule:** Linda reported that the event went well. We had great weather, good crowds. Linda said that she received an email from Kathy Swann saying that Lynne Ladner was pleased with the event and is looking forward to next year. Linda felt that all of the events that we were responsible for went well. Several of us mentioned that the candy cane hunt was confusing. People didn't know where to go to participate. The Historical Society did not run the hunt.

**Gazebo finial:** Bob spoke to Larry who said that the installation of the weathervane needs to wait until the ground is frozen. He is hopeful that the fire department can use their ladder truck to install it, but if not, he has a back up plan. We will need a new base to replace the one that is under the current finial, though Gary questioned whether we need a new one or just need to repaint the old one. Jim suggested that we coat the base with Flex Seal, which he has used successfully on projects.

**Lawn Irrigation Winterizing:** Bob reported that Mark has completed the winterizing.

**Handicap Ramp Improvements:** The current deck handicap ramp has a rough area at the bottom that makes it difficult to negotiate on a wheelchair. Bob suggested that we remove the asphalt and replace it with wood. Carl said that Larry's suggestion was to remove a few boards at the bottom of the deck in addition to removing the asphalt, and building a new wood ramp that would be less steep than the current asphalt. Carl wondered if we couldn't replace the rough uneven asphalt with concrete. Bob will ask Larry to talk to the DPW about the feasibility of doing that.

**Furnace Maintenance:** Bob said that he called Jeff Bridson, and asked him to schedule maintenance on the furnaces in the Witch's Hat and the freight house. Linda said that Norm Somers emailed her that the filter for the furnace in the chapel is accessible from above by removing the furnace grate located behind the pulpit. Bob said that he would check into that. Linda also mentioned that after Cool Yule, she turned down the thermostats in the school and chapel.

**Museum Open Days:** Jim said that he is working on getting a second person to help docent on Saturdays. Linda reiterated that the museum would not be open on Saturdays when there is a wedding because the wedding party uses the buildings and restrooms.

**Other Business:**

-Linda added up the hours that the garden volunteers worked this year. The total was over 132 hours. Based on the salary that we used to pay when we had a professional gardener, we saved the city about \$3300.

-Linda said that the dulcimer concert was well attended. 86 tickets were sold, and about 76 people attended.

-Linda gave us Roger Heiple's Florida address, and said that we should address mail to Fran, who will read it to him.

-Carl mentioned that Larry took pictures at the Historical Society show and tell. Carl also gave Larry some pictures of the gazebo construction.

-Carl said that we should send Jack Renwick a letter thanking him for doing a raffle during Cool Yule.

-Bob reminded everyone that there would be no meeting in January.

**Business concluded,** Jim motioned for adjournment at 10:44AM. Gary seconded and the motion carried.

Minutes recorded by Bob Tremitiere, secretary

Minutes submitted by Larry Ledbetter, president