



## PRESS RELEASE

### Six Candidates Chosen to Interview for City Manager

Date: September 12, 2022

Contact: Ann Marie Meisch, City Clerk  
231-724-6705

On Friday, September 16, 2022 the City Commission will interview six candidates for City Manager.

The Commission hired the Michigan Municipal League to recruit candidates for the position. After an extensive search, the following candidates were presented the opportunity to interview.

**Dennis Durham** – Located in West Des Moines, IA. Mr. Durham is currently the City Administrator for the City of Windsor, IA for the past two years. Previously he was the City Manager for the City of Carlton, OR for two years, City Manager for the City of Parchment, MI for ten years, Deputy City Manager for the City of Kalamazoo, MI for two years, Assistant City Manager for the City of Kalamazoo, MI for one year, and Assistant City Manager for the City of Portage, MI for six years.

Dennis' education includes a Bachelor of Arts Degree from Michigan State University, graduate-level coursework in Business Administration from the University of Colorado at Denver Co for one year, and graduate-level coursework in Public Administration at Western Michigan University for one year.

**Jerry Gabrielatos** – Located in West Linn, OR. Currently City Manager at West Linn, OR for the past two years. Previously he was the Assistant City Manager at Albert Lea, MN for one-year. Mr. Gabrielatos also served various roles in the Chicago City Council including Senior Advisor (1<sup>st</sup> Ward) for one year, Chief of Staff (45<sup>th</sup> Ward) for one year, and Director of Constituent Services (1<sup>st</sup> Ward) for four years.

Jerry's education includes a Bachelor's Degree in Political Science and History and a Master's Degree in Public Policy and Administration from Northwestern University.

**LeighAnn Mikesell** – Located in the City of Muskegon. Ms. Mikesell is currently Interim City Manager for the City of Muskegon since April 2022. Previously she was Deputy City Manager from July 2021 to present, Director of Development Services for two years, and Director of Municipal Services from November 2017 to February 2019 all with the City of Muskegon. Previously, Ms. Mikesell worked for the Michigan Department of Transportation as an Operations Manager for 15 years.

LeighAnn's education includes a Bachelor's Degree in Civil Engineering from the University of Michigan.

**Joe Neeb** – Located in the City of Roswell, New Mexico. Mr. Neeb is currently the City Manager for the City of Roswell for the past five years. Previously he was City Administrator for the City of Spearfish for seven years, Town Manager for the Town of Dyer for six years, Town Manager for the Town of Fortville for four years, and Town Manager for the Town of Morristown for three years.

Joe's education includes an Associates of Arts Degree in Liberal Arts from Concordia College, a Bachelor of Science Degree in Business Administration from Indiana Wesleyan University, and a Masters Degree in Business Administration from Indiana Wesleyan University.

**Jonathan Seyferth** – Located in the Muskegon area. Mr. Seyferth is currently the Township Manager for the Charter Township of Gaines, MI since May 2021. Previously he was with the City of Coopersville, MI, for six years and three of those years he served as City Manager. Mr. Seyferth also served on Muskegon Area First and was the Executive Director of Downtown Muskegon Now for a combined total of four years.

Jonathan's education includes a Bachelor of Science degree from Central Michigan University, a Master of Science in International Administration from Central Michigan University, and a Master of Public Administration Degree from the University of Colorado Denver.

**Gerald C. Smith** – Located in Creedmoor, NC. Mr. Smith is currently the City Manager for the City of Creedmoor since March 2021. Previously he was the City Manager for the City of Maquoketa, IA for four years, the City Manager for the City of Junction City, KS for one year, and Director of General Services for the City of Kansas City, MO six years.

Gerald's education includes a Bachelors of Arts and Urban History and Political Science, and a Master's of Public Administration Degree from Northern Illinois University.

Interviews are open to the public at the City Commission Chambers beginning at 9 am, 933 Terrace Street, Muskegon, MI 49440.

Citizens have the opportunity to meet the candidates at a meet-and-greet on Thursday, September 15<sup>th</sup> from 6 pm to 8 pm at City Hall or on the Aquastar earlier in the day from 11:30 am to 1 pm (tickets are limited). Tickets are free and may be ordered at [www.aquastarcruises.com](http://www.aquastarcruises.com) or by calling the City Clerk's Office at 231-724-6705.

July 31, 2022

Subject: Muskegon Search - Confidentiality Requested

Ms. Joyce Parker,

I have served in local government for 13 years, in roles as City Manager, Assistant City Manager and Chief of Staff. With a Master's degree in Public Policy and Administration, I possess the education and experience to succeed as the City Manager in Muskegon.

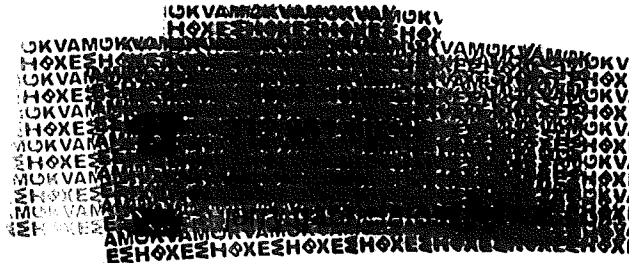
As the City Manager in West Linn, Oregon, I navigated the city through wildfires, an ice storm, the pandemic and took over after the police department made national news for an unlawful arrest. I provided stability during a chaotic time, while also advancing the Council's goals and the City's work on diversity, equity and inclusion. Prior to this, I was in Albert Lea, as the Assistant City Manager, which like Muskegon, maximizes its recreational opportunities. I championed initiatives related to workforce recruitment and retention, sustainability and resilience and community engagement. I began my career in Chicago, working for three members of the Chicago City Council. I learned how cities work and passed legislation that was the first-of-its-kind in the Midwest. The Alliance for Innovation, League of Minnesota Cities and Minnesota Association of Government Communicators have recognized my work.

What my resume cannot tell you is how much I love Muskegon. I am a Chicagoan who used to frequent western Michigan for short summer vacations. I would welcome the opportunity to do the work that I love in city that I love. Moreover, after two years away from family, I am seeking to move back to the Midwest. I enthusiastically submit my application for consideration.

Best,

Jerry Gabrielatos

# JERRY GABRIELATOS



## Experience

### City Manager – West Linn, OR

Directing and managing a staff of 145 and a \$137M biennial budget in a town of 27,000, implementing policy decisions of Council, aligning staff with Council priorities and coordinating response to emergencies.

### Assistant City Manager - Albert Lea, MN

*Interim City Manager - June to September 2019 and May to September 2020*

Managing and directing a staff of 135 and a \$17M budget in a town of 18,000, leading on items of city-wide significance, overseeing policy development, communications strategy, citizen engagement, records management, grant administration and completing projects as requested by the Council and City Manager.

## Roles in the Chicago City Council

### Senior Advisor (1<sup>st</sup> Ward)

Researched, evaluated and advised on policy matters and government operations, tracked legislation, handled community engagement, and communications, and trained staff how to manage the day-to-day operations of the office.

### Chief of Staff (45<sup>th</sup> Ward)

Established and trained an accessible and competent ward office for a freshman member of the Council, oversaw legislative affairs for the Alderman, provided recommendations and analysis on citywide issues and those unique to the ward.

### Director of Constituent Services (1<sup>st</sup> Ward)

Served as the primary contact for residents, neighborhood groups and the business community – solving problems and drafting strategies on issues requiring the attention of the Alderman, counseled on expenditures of the \$1.3M infrastructure budget.

## Education

### NORTHWESTERN UNIVERSITY

Master's in Public Policy and Administration, 2015

### TULANE UNIVERSITY

Bachelor's in Political Science and History

*Cum laude* with Honors in History, 2004

## Accomplishments

### *In West Linn. . . .*

+ Reformed the Police with a citizen-led Task Force, changed personnel and hiring practices, and held open public bargaining sessions.

+ Created four teams to develop plans for the budget, DEI, capital needs and homelessness – issues that will take a sustained engagement to bring resolution.

### *In Albert Lea. . . .*

+ Revitalized downtown by winning grants that improved building stock, brought resources to host a conference and led on the City's admission into the Main Street program.

+ Built innovative tools for workforce development and retention by forming partnerships between the local colleges and employers.

+ Created and implemented a community engagement plan recognized by the Alliance for Innovation and League of Minnesota Cities.

+ Championed sustainability by winning grants for climate adaptation and mitigation and use of e-bikes for commuting.

### *In Chicago. . . .*

+ Played critical roles in passing environmental protection and animal welfare legislation that was the first-of-its kind in the Midwest.

+ Led a six-month initiative to organize over 170 households in a neighborhood watch, which led to a reduction in crime and increased awareness of police protocol.

+ Devised and executed a strategy, recognized by the American Public Works Association, that reduced costs and time to remove graffiti.

Jonathan C. Seyferth

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August 7, 2022

Muskegon City Commission  
City of Muskegon  
933 Terrace Street  
Muskegon, MI 49440

**Confidentiality is Respectfully Requested**

Re: Muskegon, City Manager Opening

Dear Mayor Johnson and Members of the City Commission,

Please accept my application for the position of City Manager with the City of Muskegon. As a municipal administrator with more than a 15-years of public sector experience, I believe my skills, calm demeanor, experiences, and personal/professional knowledge of Muskegon align well with the Ideal Candidate Profile for this position.

During my career, I have worked in federal, state, and local government. At the local level, I have overseen major legacy projects which have left significant positive and lasting impacts. I am enthusiastic about coming home and leveraging these experiences for Muskegon and continuing the legacy of excellent and accessible public management that the Community expects.

Currently, I'm the Manager for Gaines Charter Township in Kent County. During my time in Gaines, I have worked with elected officials and staff to implement policies and programs that will facilitate success for the Township. Including working with the Township Board to establish dedicated funding for and an increased level of public safety services. In addition, I've empowered staff to take new and innovative approaches to their jobs. Including reimagining our public engagement practices to engage residents in more productive ways and bringing transparent governmental best practices to administrative and financial functions.

Before Gaines, I spent nearly six years with the City of Coopersville, serving first as Assistant City Manager and then City Manager. As the City's top administrator, I oversaw many initiatives that positioned the Community for success. Including the planning, financing, and construction of expansions to the City's water system and wastewater plant. Under my tenure, Coopersville was also an active and original participant in Ottawa County's Diversity, Equity, and Inclusion (DEI) Office. My work in DEI continues today as a member of the Michigan Municipal Executive's (MME) Committee, where we vet and provide DEI resources for MME members and their communities.

Before Coopersville, I was privileged to serve the Muskegon community as Executive Director of Downtown Muskegon Now (DMN). During my time at DMN, I had a hand in several initiatives that have helped Downtown Muskegon grow into what we see today, including the Watch Us Go campaign, Farmers Market relocation, and the establishment of the Business Improvement District. But, equally important, my time in Muskegon taught me to listen to neighbors actively,

engage those who might have been overlooked and reach consensus. I've further honed those skills as a manager in other communities and look forward to using those skills to actively engage with all of Muskegon's stakeholders as its City Manager.

I began my public service career as a federal caseworker, primarily helping individuals work through challenges at the Social Security Administration and Department of Veterans Affairs. This experience shaped my ability to navigate bureaucracy and fostered a skillset that allows me to effectively work with diverse audiences and handle a range of personalities and emotions.

In all my positions, I have been tasked with meeting changing needs through proactive engagement, problem-solving, and balancing complex issues. I am confident these experiences will serve the Muskegon community and me well as its City Manager.

I've given much thought to applying for this position and talked with numerous community members to understand what they are looking for in their next City Manager. Because Muskegon is home, I wanted to be sure I could meet the needs and expectations of the Community. I believe I can. I left each conversation excited that community members' passion for the City and its future met my level of passion and excitement.

Know that I have a deep and personal appreciation for all aspects of the Community. When I talk about career highlights, I often reference my time working in Muskegon. I can think of no more rewarding position than one that will allow me to have a positive impact throughout the whole of the City of Muskegon. I'm energized by all the possibilities before Muskegon and excited about working with a City Commission committed to incorporating DEI initiatives into our work.

It would be humbling to serve my home community as its City Manager, and I will never take the privilege for granted. I will work diligently to earn and maintain the trust of the Commission, City staff, and the Community. I will be a seen and approachable member of the Community and an enthusiastic advocate for Muskegon.

I look forward to hearing from the selection committee soon to discuss how I can help Muskegon meet its goals and objectives with this visible and critical position.

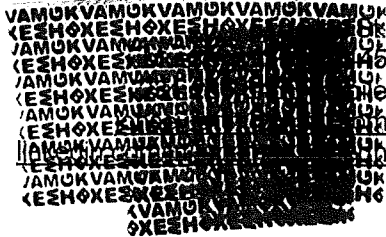
Sincerely,

*J. C. Seyferth*

Jonathan C. Seyferth  
(He/Him)

# Jonathan C. Seyferth (He/Him)

## Contact



## Key Skills

Budget & CIP Planning  
Infrastructure Mgt.  
Project Management  
Emotional Intelligence  
Customer Focused  
Collaborative

## Education

**University of Colorado Denver**  
Master of Public Administration

**Central Michigan University**  
Master of Science in  
International Administration

**Central Michigan University**  
Bachelor of Science

## Executive Summary

A results-focused public servant with more than 15-years of public sector experience and background in community engagement, community development, organizational leadership, and union relations. A leader committed to supporting and empowering team members to achieve their fullest potential. Strategic long-term thinker driven to meet the goals and objectives of the community and its stakeholders. Proven record of transparent management and measurable increased efficiencies.

## Related Experience

### Charter Township of Gaines

May 2021 – Current

Metro Grand Rapids, MI (township population 28,800)

#### *Township Manager*

- Chief Administrative Officer of a multifaceted municipality employing more than 50 FTEs in eight departments
- Administer a \$14 million annual budget (\$4.7 million general fund)
- Working with elected officials, successfully established a dedicated and stable funding stream for Public Safety services
- Working with elected officials and staff, established a second fulltime fire department in the Township
- Established best practice financial structures for tracking the municipality's fiscal standing
- Coached staff in the successful reworking of the Master Plan's public engagement process moving to active online and in person tools

### City of Coopersville

November 2015 – May 2021

Coopersville, MI (population 4,800)

#### *City Manager* (July 2018 – May 2021)

- Reorganized the City's 10-year Capital Improvement Plan (CIP) to be reevaluated annually, aligning future project timelines based on budgets, projected revenues, and detailed infrastructure metrics
- Built strong working relationships and opened communication with the City's largest employers
- Successfully lead the planning, financing, and construction of more than \$12 million in public infrastructure projects
- Oversaw a \$6 million expansion/update to the City's water system which was partially funded (\$2.1 million) with a federal EDA grant
- Renegotiated a multi jurisdiction water service agreement between the City and neighboring municipalities
- Empowered Parks & Rec Director to expand and reimagine recreation offerings

#### *Assistant City Manager* (Nov. 2015 – June 2018)

- Served as the City's Planning Director
- Supervised the Departments of Public Works and Public Utilities
- Developed an in-depth financial analysis tool to track the City's multi-year fiscal performance
- Established and maintained intergovernmental relations

## Professional Associations

Grand Valley Metro Council  
Board Member

International City/County  
Management Association  
(ICMA)

Engaging Local Government  
Leaders (ELGL)

Michigan Municipal Executives (MME)

MME Diversity, Equity & Inclusion  
Committee

West Michigan Municipal Executives

## Continuing Education

**Mich. Infrastructure Council**  
Infrastructure Mgt. Champion

**Muskegon Chamber**  
Muskegon In Focus

**Michigan State University**  
Certified Zoning Administrator

**Michigan State Univ.- Extension**  
Citizen Master Planner

**Western Michigan University**  
Economic Dev. Basic Course

## Recognitions

Finalist, 2015 Newsmaker of the  
Year – Economic Development:  
Grand Rapids Business Journal

Muskegon Future 15  
Class of 2014

Muskegon County 40 under 40

**Muskegon Area First** (Countywide EDC) **October 2011 - November 2015**  
Muskegon, MI (City population 38,000/County population 173,000)

*Executive Director, Downtown Muskegon Now (Sept. 2013 – Nov. 2015)*  
(a division of Muskegon Area First)

- Downtown Development Director for the City of Muskegon
- Agency's Chief Administrative and Financial Officer
- Coordinated numerous public and private development projects accelerating the transformation of downtown Muskegon into an active community space
- Successfully established a Business Improvement District in downtown Muskegon
- Assisted the City in becoming a Redevelopment Read Community
- Worked with the City's planning department in establishing downtown's form-based zoning code

*Business Development Manager* (Oct. 2011 - Sept. 2013)

- Interim director duties, Downtown Muskegon Now (Feb. – Sept. 2013)
- Developed and implemented a proactive countywide business attraction marketing strategy based on Muskegon's unique water assets to attract new investment to the community
- Served as the agency's communications manager
- Port of Muskegon representative to the Michigan Port Collaborative

## Other Experience

**Laramie County Community College**  
Cheyenne, WY

**August 2010 - October 2011**

*Academic Advisor*

- Established a new advising process allowing for better communication between the Advising Center and faculty advisors
- Chaired the committee charged with rewriting the school's Academic Probation and Suspension policy

**U.S. House of Representatives**  
Muskegon, MI

**January 2006 - August 2010**

*District Representative*

- Caseworker covering the Departments of Treasury, Defense, Veterans Affairs, Housing & Urban Development, the Social Security Administration, and Federal Law Enforcement
- Advised the Member of Congress regarding the agencies and departments mentioned above
- Participated in local coalition building

**Central Michigan University**  
Mount Pleasant, MI

**August 2005 - January 2006**

*Constituent Relations Writer*

- Communications staff for University Development and President's Office

**Michigan House of Representatives**  
Lansing, MI

**April 2004 - August 2005**

*General Communications Staff (various titles)*

**Mr. Gerald C. Smith, ICMA-CM, MPA**  
**& DE&I in the Workplace Certification**

**Experienced City Manager**

August 1, 2022

To Whom It May Concern:

Please find my confidential cover and attached resume for the City Manager in Muskegon, Michigan. For over 25 years, I have served as City Manager, Department Director, Assistant City Manager, and Municipal Management Consultant in communities ranging from 5,000-460,000 in population, and coordinated budgets from \$5 million to approximately \$100 million, with all funds, budgets up to \$1.6 billion. You will note by my resume that I have substantial experience managing full-service communities and expertise in management oversight over traditional municipal operational areas from my years of public service. I previously served as the City Manager in the City of Creedmoor, North Carolina, after leaving the City Managers position in Maquoketa, Iowa. Recently, my mother-in-law's health has resulted in my family having to relocate back to the Midwest region of the country. After briefing the Creedmoor Mayor and Board of Commissioners, they have extended their unanimous support due to my anticipated premature departure from their community as a result of this unexpected circumstance.

Over my years in municipal service, I have developed exceptional economic development experience that includes commercial, industrial, market rate and affordable housing, this includes the development of market-rate, low-to-moderate income housing and workforce housing developments. I have been involved in numerous creative economic development initiatives throughout my career and thrive in seeking out new and more creative solutions in all areas of experience. You will find that my experience in working within various sized communities has provided me with a unique perspective as a professional administrator.

I have also developed a creative solution to benefit the community's local businesses and low to moderate-income families by using the City's federal ARPA funds, which will result in cash assistance to low to moderate-income families and providing a much needed cash infusion into local businesses throughout the community. I was also successful in building both support and consensus with governing leaders, community residents, and community stakeholders on several initiatives relating to the implementation of a Citywide sponsored waste/recycling program, the establishment of a building code program, and a host of other successful initiatives throughout my career. I have also been successful in securing significant grant awards, implementing an innovative construction project delivery system, obtaining bonding for major project, engaging bonding underwriters, and have initiated regional conversations on numerous issues.

Moreover, I offer experience in the redevelopment and revitalization of downtown Main St. initiatives. I also have experience in project management and successfully navigating communities through capital improvement projects in the areas of utilities, facilities, and reconstruction projects. I have initiated comprehensive studies to guide communities in strategic planning efforts to establish, clarify, and define the goals and objectives for the governing leaders and community stakeholders. From a detailed review of my resume, you will find that I have extensive experience in the following areas:

*The Implementation of Technology to increase Operational Efficiencies, Experience working Collaboratively with Public and Private Regional Partners on Shared Initiatives and use of Shared Resources, Growth Management, Capital Infrastructure Planning, Organizational Development and Restructuring, Collective Bargaining, Succession Planning, Environmental Sustainability Initiatives, Operational Sustainability Measures for City Services, Identifying Creative Solutions for both Old and New Challenges, and most recently Diversity, Equity, and Inclusion Initiatives (DEI), Strong Financial, Budgeting, and Asset Management Skills, etc., .. Etc.*

**Mr. Gerald C. Smith, ICMA-CM, MPA**  
*& DE&I in the Workplace Certification*

**Experienced City Manager**

Additionally, I have experience promoting internal personnel growth and development of staff, developing creative solutions to aid and support small businesses, experience in collective bargaining and union management, and financial management oversight and strategies. I also bring expertise in identifying funding solutions, improving workforce morale, and working collaboratively with internal and external groups. I also have demonstrated experience in organizational stewardship, establishing Diversity, Equity, and Inclusion dialogue within the community, along with the establishment of formal groups to expand beyond the DEI conversation.

In 2006, I was hired by the City of Kansas City, Missouri, to establish the Department of General Services (GSD) and centralize numerous internal operations under GSD's control, which were previously decentralized and administered by 17 separate departments, resulting in the loss of the City's economy of scale. While the department's establishment and its operational restructuring was initially opposed by many of the core operating departments, I was eventually able to obtain universal support within 24 months due to my ability to influence, negotiate and mediate with tact and diplomacy throughout the transition. It wasn't long thereafter that the department received local and national recognition in several areas (e.g., central fleet, procurement, and facility services). In due course, my leadership over the department resulted in a broader level of support from those same core departments once they realized more significant operational and service delivery efficiencies under the new centralized model. Ultimately, the formula that led to my success was based on the approach that depended on creating an environment and atmosphere of collaboration, establishing cross-departmental partnerships, and obtaining support from management and the governing officials to support the forward-thinking and innovative initiatives that I introduced and successfully implemented.

In addition to the establishment of GSD, I was given the latitude to implement measures that would allow the city to reduce its carbon footprint (greenhouse gas carbon emissions) after the City Council adopted the Climate Protection Plan, and GSD was given free rein to lead that effort internally. With this new mandate, the fleet division transitioned 35% of its rolling fleet to alternative fuel sources, contracted for privately owned Compressed Natural Gas (CNG) fueling stations for City and County CNG vehicles and privately owned CNG vehicles as well. In addition, the facilities division-initiated efforts to upgrade building mechanical systems to high-efficiency systems through performance-based contracts and acquired a sustainability platform software system to monitor 160 buildings representing 7.7 million sq. ft. of commercial and industrial space. Additionally, I was also able to install solar panels, green roofs, and vertical windmills on several City structures and buildings. I then coordinated with the other City departments to obtain commitments to adopt Green Building design standards for all future construction projects. GSD also committed to applying Green Building design standards for all preexisting facilities. As a result, in the last round of Greenhouse Gas Reduction testing for the Kansas City area, the region saw a reduction of greenhouse gas carbon emissions (CO<sub>2</sub>) from 384,000 CO<sub>2</sub> down to 230,000 CO<sub>2</sub>. While the City can't claim the entire CO<sub>2</sub> reduction, it can be argued that the City's GSD department's green initiatives were a significant contributor to that reduction.

Overall, the success that I have had throughout my career was the result of my fundamental belief in the fact that effective public administrators are more than merely past titles and accomplishments and that in order to effectively lead an organization, one must be able to inspire the led to follow willingly. The leadership I offer is deeply rooted in a foundation of high ethical standards and a commitment to accountability and transparency. My experience has also taught me that quality public administrators are best determined by their management style, which can influence the culture, health, staff drive, morale, motivation, and the strength and resilience of

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**& DE&I in the Workplace Certification**

**Experienced City Manager**

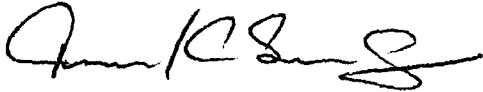
an organization's ability to adapt to changing and challenging dynamics promptly. I believe that these abilities are best instilled in managers that adopt a progressive and collaborative management style/approach, which I embrace.

In short, my management style is designed to improve the organization through an empowerment and team partnership approach. Whereby, I actively engage in mentoring and encouragement of continuous and ongoing career development to promote operational modernization, the use of technical data to both drive change and measure results, and to ensure that industry best practices are not only identified and adopted but implemented as well, and made part of staff performance goals and objectives. Additionally, I have a keen understanding of the symbiotic relationship that must exist with the business and/or stakeholder communities and the importance of establishing and maintaining public/private partnerships, as well as regional relationships to enhance and promote greater efficiencies, collaborative partnerships, and collegial relationships, all in the effort to improve the quality of service we provide all residents. However, and equally as important, my role is to partner with the Mayor and Board and the executive leadership team in the facilitation of the City's vision and direction and to ensure that such vision and direction is replicated down and throughout the entire organization.

As a seasoned public administrator, I firmly believe that my achievements, education, experience, and progressive management style would make me ideal for the city manager position. Therefore, I would like to offer my aggressive energy, innovative and engaging approach to public management, and would welcome the opportunity to discuss further how I may be of assistance. Please find my attached resume for your consideration.

Thank You.

Sincerely,



Gerald C. Smith, ICMA-CM, MPA  
Diversity, Equity, and Inclusion in the Workplace Certification

# **Mr. Gerald C. Smith, ICMA-CM, MPA** **& DE&I in the Workplace Certification**

**Experienced City Manager**

## **SUMMARY**

Experienced professional City Manager with more than 25 years of municipal experience in working in communities with populations from 5,000-460,000, with 60 - 6,000 employees, and in communities with all funds budgets ranging up to \$1.6 billion.

## **SKILLS AND ABILITIES**

- Strategic Goal Setting
- Operations Management
- Performance Evaluation
- Policy Development
- Cross Departmental Coordination
- Succession Planning and Employee Retention
- Economic Development & ED Tools
- Promoting and Implementing Diversity, Equity, and Inclusion Initiatives
- Budget Development and Coordination
- Council Guidance
- Management of Executive Staff
- Community Engagement
- Stake Holder Engagement
- Collaborative Management/Leadership
- Accessibility to Council, Public
- Intergovernmental and Public/Private Collaboration & Partnerships
- Community and Neighborhood Engagement
- Facilities Management
- Managing in High Performance Based Organizations

## **PROFESSIONAL EXPERIENCE**

### **City Manager - City of Creedmoor, NC**

**Pop: 4,800, 50 employees, \$6 million budget, (3/2021 – May 27, 2022)**

Responsible for the day-to-day management of municipal government to aid and transition the community on track through the leadership of a professional City Manager

- Completed Organizational Operational Assessment
- Initiated the City's Comprehensive Master Plan
- Presently Implementing a Comprehensive Restructuring Plan
- Restored COVID19 Lost Revenues through ARP "Loss Revenues" Funds to support New City Operations
- Aided in the Establishment and Facilitation of a Diversity, Equity, and Inclusion Commission
- Navigating the City through a CONFIDENTIAL Investigation
- Establishing a Creative Use to Distribute COVID Funds to our At Risk Populations with a Buy One Get One Free Gift Credit Card for Use at any Participating City Merchant Establishment
- Coordinated Efforts with County and the South Granville Water and Sewer Authority to Improve System Upgrades to Support the Housing Developers Seeking to Build throughout the Community
- Facilitated a Regional Dialogue Relating to Equitable Funding of Voluntary Fire Department
- Coordinated with the School of Government at the University of North Carolina (Chapel Hill), the Local Area COG, the North Carolina League of Cities, and others to assist with the Training of the Roles and Responsibilities and DEI Training for the Governing Officials.

### **City Manager – City of Maquoketa, IA – population 6,000, (7/2017- 2/2021)**

**Pop: 6,000, 60 employees, \$13 million budget, (6/2017 – 2/2021)**

Responsible for the day-to-day management of municipal government while working to transition a small rural City into a progressively managed community by introducing industry best practices.

- Urban Renewal and Tax Increment Financing (TIF) Expansion
- Substantially Improved Community and Economic Development Management and Strategies
- Successfully Secured \$3.8 million Grant from Feds for a Federal BUILD Grant Transportation Project and \$3.5 million from Iowa DOT to fund a \$13 million Street Reconstruction Program
- Secured \$1 million CDBG Grant from the State of Iowa for the Conversion of a Downtown Main St. Structure into Upper Story Apartments
- Successfully Secured a \$1 Million Grant for Main St. Bridge Replacement Project
- Successfully Secured \$2.88 Million Grant for a Comprehensive Storm-Water Program

**Mr. Gerald C. Smith, ICMA-CM, MPA**  
**& DE&I in the Workplace Certification**

**Experienced City Manager**

- Successfully Collaborated with the Federal Government, State of Iowa, the County, and the local Council of Government to Fund and Develop a Low to Moderate Pocket Neighborhood Project
- Led the Community in Completing a Comprehensive Master plan after 39 years, Introduced Better Model for Capital Improvement Planning
- Established Property Maintenance Enforcement Program, leading the city towards the Adoption of a Building Code
- Successfully led the community towards the Adoption and Implementation of a Citywide Waste Hauling and Recycling Program
- Building & Maintaining Internal/External Collaborative Partnerships Promoting Economic Development & Housing Growth
- Collaboratively worked with the Local Council of Government to Build a Pocket Neighborhood for Low to Moderate Income Families
- Expanded Communities Recreational Amenities to Promote City and Region Tourism and Facilitated the Discussion to Establish a Diversity, Equity, and Inclusion initiative within the community

**City Manager - City of Junction City, KS**

**pop 25,817, 190 employees, \$48 million budget, (October 2013 – April 2014)**

Managed the day to day operations of the full-service community (\$49 million budget with 190 +/- employees) and was tasked to identify a strategy to move the community forward after a series of devastating public policy decisions that resulted in the community's debt obligations skyrocketing from a total debt load of \$26 million and \$1.9 million of annual debt load payments in 2006 to a total debt load of \$133 million within eight years resulting in \$14.75 million of new annual debt load payments. Responsible for the supervision of all department heads: police, fire, municipal services, finance, treasurer, planning and zoning, parks & recreation, human resources, and information technology.

- Aided the community in finding a pathway forward after completing a comprehensive strategic plan
- Identified significant infrastructure improvement needs and deferred maintenance obligations of well over \$137 million in addition to the outstanding debt obligations of \$133 million.
- Acknowledged by the City Commission, the military post (Fort Riley), and several community stakeholders for promoting transparency and engaging the community along the way
- Identified a list of alternative strategies to provide for the much-needed non-property tax funding/revenues to begin to address the infrastructural, operational, and financial challenges

**Director of General Services - City of Kansas City, MO**

**Pop: 460,000, 280 employees, \$89 million budget, (October 2006 – April 2012)**

Established and managed the Department of General Services, which consists of various internal operations of the city, Central Fleet Management Division, Facility Services Division, Procurement Services Division, Citywide Security Division, Real Estate Services Division, Records Management Division, Administrative Services Division, and the Safety and Risk Management Divisions. Oversaw the management of all funds departmental budget of \$89 million (up to 280 +/- employees - citywide all funds budget of \$1.6 billion with over 6,000 total employees) and reported directly to the City Manager.

- Consolidated the internal operations of Facility Services, Central Fleet, Citywide Security, Procurement Services, Risk Management, and the Records Management, under the new Department of General Service. Introduced and adopted modern management practices
- Established 3 new divisions of Real Estate Management, Safety, and Fiscal/Administrative Services (housing the H.R. function) Division within the Department of General Services.
- Identified and compiled all City owned real estate assets into a portfolio which had previously been unknown and established a quantified value of over \$1.1 billion dollars and initiated the disposal of excess/surplus real estate holdings resulting in additional revenues (\$5.7 million dollars) back to the City.
- Consolidated procurement activities back to the newly established procurement division and expanded the City's economies of scale by adopting strategic sourcing and embracing supply chain management techniques allowing the City to more strategically and efficiently source commodities and services through partnerships.

## **Mr. Gerald C. Smith, ICMA-CM, MPA** **& DE&I in the Workplace Certification**

**Experienced City Manager - Email: [gerald.smith@cityofupperarlington.com](mailto:gerald.smith@cityofupperarlington.com)**

Efforts that led to the division's achievement were the result of recruiting and hiring a capable procurement manager, and implementing an ongoing training program for procurement staff. Such efforts resulted in the division to receive the 2010 National Purchasing Institute's 15th Annual Achievement of Excellence in Procurement Award.

- Identified all facility assets which represent 160 buildings/assets representing 7.7 million square feet and a \$350 million dollar deferred maintenance backlog, which had resulted from poor management and neglect over many years and established a minimum funding threshold to effectively maintain the City's facilities based on their life-cycle beginning the process to chip away at the backlog
- Established a comprehensive strategy to modernize and equip City facilities with energy efficiency retrofits and implementation of a sustainability platform system (software) that significantly improved overall operational efficiencies of buildings. Since its implementation, the City has won a number of sustainability awards and achieved a number of Leed certifications as a result of such improvements. To date, the City has begun to receive both national and international recognition for our approach.
- As result of performance baselining and operational assessments, I identified a seriously underperforming Work Comp Program which identified a \$3 million dollar annual overspend to the program, and also identified a dysfunctional and poorly managed decentralized Safety Program.
- Established a host of external collaborative partnerships with local School District, University of Missouri Kansas City, Jackson County Government, Jackson County Election Board, and others
- Central Fleet is nationally recognized around the country for having one of the largest fleets voluntarily utilizing alternative fuels for up to 35% of the City's fleet (900/1000 total vehicles) while not being designated as a non-attainment area, over \$5 million dollars in grants have been awarded to fleet services over the past 4 years, and the recipient of many awards and accolades for our efforts.

### **EMPLOYMENT HISTORY PRIOR TO 2006**

- Assistant City Manager, *City of Upper Arlington, OH* - Pop: 35,327, \$59 million, 180 employees, (3/2003 – 6/2005)
- Municipal Management Consultant, *Principle*, (5/2001 – 3/2003)
- Village Administrator, *Village of Riverdale, IL* - Pop: 15,055, \$21 million, 120 employees (3/1999 – 5/2001)
- City Administrator, *City of North Chicago, IL* - Pop: 42,435, \$18 million, 160 employees (9/1997 – 10/1998)
- Assistant to Village Manager, *Village of Deerfield, IL* - Pop: 18,420, \$60 million, 175 employees, (6/1991–9/1997)

### **SOFTWARE SKILLS**

- Proficient Microsoft Office Suite / SharePoint / Microsoft Teams / Microsoft Project
- Google Work / Google Docs / Google Sheets / Zoom
- Social Media: Facebook, Twitter, and Instagram

### **EDUCATION, CREDENTIALS, & PROFESSIONAL ASSOCIATIONS**

- ICMA - Credentialed Manager (ICMA-CM)
- Diversity, Equity, and Inclusion in the Workplace, Certification
- Northern Illinois University – Master of Public Administration
- Elmhurst College – Bachelors of Arts (double major) Urban History & Political Science
- National FORUM of Black Public Administrators (NFBPA)
- Former Chapter President of the Kansas/Missouri Chapter of NFBPA
- International City/County Managers Association (ICMA)
- North Carolina City/County Managers Association
- Iowa City/County City Managers Association

### **PUBLICATIONS**

- Numerous published articles in local newspapers and professional periodicals
- The Balancing Act. The Forum Magazine, Summer 2011
- Cable, Modems, and Phones, Oh My, ICMA Technology Journal the Illinois Municipal League 1995 July, Telecommunications Management. The Illinois Municipal League 1995 August

## LeighAnn Mikesell, BSE

August 8, 2022

Joyce Parker  
Executive Recruiter  
Michigan Municipal League  
1765 Green Road  
Ann Arbor, MI 48105

Dear Ms. Parker:

I am the Interim City Manager for the City of Muskegon looking to use my knowledge of the city where I was born and raised and my experience as a leader in the organization to further the vision and meet the goals of the City Commission. I am committed to working with our community stakeholders to continue to improve the quality of life in Muskegon while attracting investment that creates equitable outcomes for our current residents and strengthens our financial position. Please accept this letter and attachments in response to the job posting for the City Manager position at the City of Muskegon.

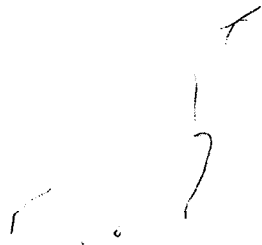
Much of my career has been as a civil servant focused on improving the lives of people. Each project required an understanding of the impact on people, and I prioritized input from the community in developing alternatives, garnering support, and ultimately making decisions. In my various roles at the city, I have helped guide reorganization, expanded economic development capability, refined policies to provide more clear direction, developed and presented the annual budget, and engaged more intentionally with citizens, neighbors, and interest groups to create vision for Muskegon. I have been leading teams in state and local government for a combined 20 years of experience in public service management.

I would love to continue the work I've been doing to partner with our commission and city stakeholders, lead our cohesive, talented team, and create more positive community impacts that draw attention to Watch Muskegon. I look forward to discussing in more detail how my experience and qualifications can further benefit the City of Muskegon in the role of City Manager. Thank you for your time and consideration.

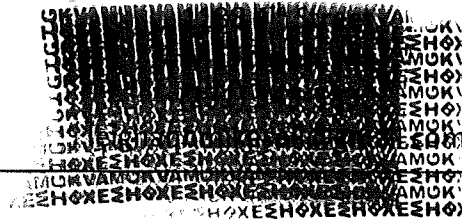
Sincerely,



LeighAnn Mikesell



# LeighAnn Mikesell, BSE



## PROFESSIONAL SUMMARY

- Considerable experience in public service leadership and team building
- Track record of successful policy development, refinement and implementation
- Experience in budget development and management
- Established relationships in local business, industry, and community relations
- Expert in project management and implementation
- Proficient in areas of process improvement and quality orientation
- Talent for organizational planning and efficiency
- Special Interest and Talent for Team-Oriented Leadership

## EXPERIENCE

November 2017 to Present	CITY OF MUSKEGON, MICHIGAN
April 2022 to present	INTERIM CITY MANAGER
July 2021 to present	DEPUTY CITY MANAGER
February 2019 to July 2021	DIRECTOR OF DEVELOPMENT SERVICES
November 2017 to February 2019	DIRECTOR OF MUNICIPAL SERVICES

Primary Responsibilities Include: As Interim City Manager, Chief Executive Officer of the organization managing and directing all operations. Collaborating with the City Commission to develop and implement long term goals, ensure understanding of policies, projects, and programs for informed decision making. Developing and overseeing the annual city budget through coordination with department and division heads. Supporting staff through coaching, listening, reaching understanding, as well as hiring and discipline processes. Establishing and maintaining relationships with developers, business owners, agencies, and neighbors.

As Deputy, Chief Operating Officer of the organization overseeing all administrative service activities. Establishing, interpreting, and ensuring strong adherence, commitment, and respect for functional policies. Representing the city in all labor and personnel negotiation efforts.

Collaborating with city commissioners, other division heads, city boards and commissions, agencies, developers, the business community, and neighbors to set strategy for revitalizing the city.

Communicating with citizens and local groups in a public relations and informative capacity.

Developing, tracking and adjusting budgets for assigned departments.

### Major Accomplishments:

- Revised tax abatement policies to spur development while protecting the city's interests
- Leading project to develop communication training for neighbors with the goal of equipping them with tools to ensure they are informed and their voices are heard

- *Initiated collaboration with Community EnCompass on scattered site brownfield housing project to provide more options for residents of all income levels*
- *Empowered Division Head Level Leaders in the organization to implement policies focused on increasing both internal and external equity outcomes, leading to new developments owned and managed by Women/POC developers*
- *Revised purchasing policy through a commission/staff work group*
- *Leading a multi-functional work group through membership in the Government Alliance on Race and Equity that will modify policies, procedures, and programs to achieve equity*
- *Initiated the development of a rolling long-term capital improvement plan for major projects in all departments*
- *Leading multi-department cross-functional project management team toward improved communication and more efficient processes*
- *Delivered the 2022-2023 fiscal year budget while appointed as the Interim City Manager*

2002 to 2017

MICHIGAN DEPT. OF TRANSPORTATION  
TRANSPORTATION SERVICE CENTER  
MANAGER/OPERATIONS MANAGER

Primary Responsibilities Included: Chief Executive Officer for an office serving 4 counties. Leading a team of 23 engineers, technicians, and support staff with various responsibilities in several disciplines. Assisting local agencies with planning for and design of grant, safety, road, bridge, and operational projects. Serving as primary local MDOT contact for the Metropolitan Planning Organization. Coordinating with local agencies impacted by projects and leading public involvement processes. Tracking project budgets and schedules, completing quality reviews at milestones, and ensuring federal guidelines were met.

*Major Accomplishments:*

- *Managed all MDOT designed road projects in a 4 county area - up to 10 projects at one time with budgets totaling up to \$250 million*
- *Developed annual communication process for planning maintenance activities and associated budgets with 4 counties and 6 municipalities contracting with MDOT*

2000 – 2002

URS CORPORATION (AECOMM)  
DESIGN ENGINEER/QUALITY MANAGER

Primary Responsibilities Included: Representing MDOT in the administration of the federal Local Agency Program. Reviewing plans for accuracy, conducting plan review meetings, and completing quality control checks. Training internal staff annually in the company's quality assurance/quality control process. Tracking and directing duties of staff and sub consultants. Coordinating with clients regularly to ensure scope, schedule, and budget were met.

*Major Accomplishments:*

- *Assisted in managing the design of a complex urban intersection widening project and two freeway reconstruction projects for MDOT*

- *Oversaw the quality control process for all transportation projects*

#### **TECHNICAL SKILLS AND ABILITIES**

- Proficient in organizational policy development and implementation/adherence
- Excellent affinity for improving efficiency in existing systems and operations
- Proven ability to manage a team to achieve desired community and organizational outcomes
- Skilled in presenting topics to a wide range of audiences

#### **EDUCATION**

- Bachelor's Degree in Civil Engineering, University of Michigan 1991

#### **OTHER AFFILIATIONS**

- Member, International City/County Management Association
- Member, Michigan Municipal Executives
- International Economic Development Council Accreditation in progress
- Member, Michigan Association of Planning
- Member, Michigan Economic Developers Association
- Member, Greater Muskegon Rotary Club
- Board Member, Muskegon Civic Theater
- Member, Julia Hackley Fund
- Member, Downtown Arts Committee
- Board Member, Downtown Business Improvement District
- Seeking Membership, Read Muskegon



August 8, 2022

Ms. Joyce Parker  
Michigan Municipal League  
1675 Green Road  
Ann Arbor MI, 48105

RE: City Manager, City of Muskegon

Dear Ms. Parker:

Please express my support of Ms. LeighAnn Mikesell, as a candidate for the City of Muskegon's City Manager position, to the search committee, Mayor, and City Council.

I have had many opportunities to work with Ms. Mikesell over the past three years, particularly in the areas of economic and community development. I have found her to bring a balanced perspective in matters and recognize her as a valued, respected leader.

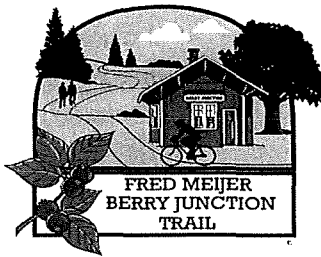
Ms. Mikesell's service-oriented approach enabled her to work with City residents, community and civic leaders equally. I have witnessed her work with residents through dynamic neighborhood association meetings, resulting in a clearer understanding of the community's voice, and strategies how to move the forward.

Ms. Mikesell will bring continuity to the City of Muskegon's vision and planning, while providing the opportunity for her voice to be magnified.

Best regards,

A handwritten signature in black ink, appearing to read "Todd M. Jacobs". The signature is fluid and cursive, with the first and last names being more prominent.

Todd M. Jacobs  
President/CEO



**To: City of Muskegon**

**August 6, 2022**

**Recommendation Letter for  
LeighAnn Mikesell for City Manager**

It is my pleasure to recommend LeighAnn Mikesell for the City Manager position for the City of Muskegon.

I am president of the Friends of the Berry Junction Trail and a member of the Muskegon County Bicycling Coalition. My interactions with LeighAnn have been concerning cycling issues around infrastructure and regulations to make Muskegon a safer environment for all residents and visitors.

LeighAnn has always been very approachable to meet and discuss our ideas and suggestions. She is a very attentive listener, asks good questions and has very good follow through. It is a pleasure to work with her on a wide range of issues.

Leigh Ann is very active in community projects and interacts very well with multiple different groups as she collaborates well to be a solution provider.

She would be an outstanding City Manager.

Respectively,

Tom Lindrup

President  
Friends of the Berry Junction Trail  
P.O. Box 5021  
Muskegon, MI 49445

# **FAMILY Farm & Home**

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Robert Tarrant  
President  
Family Farm & Home  
900 Third Street, Suite 302

August 4, 2022

Dear Ms. Parker,

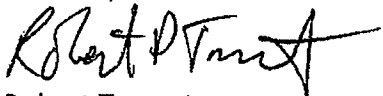
It is my pleasure to recommend LeighAnn Mikesell for the position of Muskegon City Manager. I have known LeighAnn for 4 years through my work with the Downtown Muskegon Business Improvement District.

LeighAnn is well respected in our community and has the vision and leadership skills necessary to continue building Muskegon into the best community to live, work, and play in Michigan. I have observed LeighAnn to be an inclusive leader that will listen to and work for all stakeholders. She demonstrates compassion and understanding for those around her while possessing the necessary discipline to make tough financial decisions.

I have found LeighAnn to be a great partner whom I trust and respect. I look forward to continuing to build my business that is headquartered in downtown Muskegon and to serve as Chairman of the Downtown Business Improvement District with LeighAnn running our city.

I highly recommend LeighAnn Mikesell for the position of Muskegon City Manager. I am confident she will lead our city in a positive direction that will benefit all stakeholders. Please contact me by phone or email if you need any additional information about this outstanding leader.

Sincerely,



Robert Tarrant  
President – Family Farm & Home  
Chairman – Downtown Muskegon Business Improvement District

**RECEIVED**  
MUSKEGON CITY CLERK  
AUG 10 2022



Building a Better World  
for All of Us®

August 8, 2022

RE: Letter of Recommendation for LeighAnn  
Mikesell to the position of City Manager  
at the City of Muskegon

Joyce Parker, Executive Recruiter  
Michigan Municipal League  
[joyce\\_parker@msn.com](mailto:joyce_parker@msn.com)

Dear Joyce,

I first worked with LeighAnn about 5 years ago when she was hired as the Director of Municipal Services at the City of Muskegon while I was contracted as an architect on several projects at the City. LeighAnn's warm disposition and willingness to jump into the details of my projects had an immediate impression on me as a professional and a city resident. It is, in part, because of this positive first impression, that I am recommending her for the position of City Manager.

LeighAnn is a highly self-motivated and detail-oriented individual who is very capable of managing the complicated tasks associated with being a city manager. Her experience thus far as deputy, and now interim manager has allowed her to develop trusting relationships with city staff and elected officials. I strongly believe that her ability to manage situations with a reasonable and logical demeanor is a true asset in a position that can often be chaotic.

LeighAnn has demonstrated her commitment to the City of Muskegon not only through her employment status, but as a downtown resident and supporter of a variety of city events and institutions, which I often witness as a fellow downtown resident and neighbor.

Lastly, I believe that LeighAnn's experience in working as an employ of the State of Michigan prior to coming to the City of Muskegon, provides a valuable opportunity for connections and resources available to our growing city which continues to thrive under her leadership thus far.

If you would like additional information regarding LeighAnn, or my recommendation. Please feel free to contact me at 206.220.0000.

Sincerely,

Andrea J Riegler, AIA, NCARB (MI)  
Senior Architect II (Manager)

Engineers | Architects | Planners | Scientists

SEH Architecture, LLC, 3535 Vadnais Center Drive, St. Paul, MN 55110-3507

651.490.2000 | 800.325.2055 | 888.908.8166 fax | [sehinc.com](http://sehinc.com)

Affirmative Action–Equal Opportunity Employer

August 7, 2022

Joyce Parker  
MML Executive Recruiter  
Michigan Municipal League  
[joyce\\_parker@msn.com](mailto:joyce_parker@msn.com)

Dear Joyce Parker,

I am writing to recommend LeighAnn Mikesell for City Manager.

I've known LeighAnn for 6 years and I must say she radiates positive energy on all levels. I met her through servicing on the Downtown Development Board. We both shared the vision to bring the city of Muskegon back to the beautiful and safe diverse place it use to be.

LeighAnn is a true visionary and has nothing but the best interest at heart for her city. Born and raised in Muskegon, she knows the city in and out as well as its potential and has faith in its growth. With that being said, LeighAnn has started programs to reinvent the neighborhood. Through her leadership, she has assisted in creating new homes and businesses via the Beautification program.

What draws me to LeighAnn is her passion for the people of this city. She has displayed compassion, and consideration, and is very accommodating. She's fair and truly a people person at heart.

In my opinion, LeighAnn Mikesell is a perfect fit and I highly recommend her for the position of City Manager. I believe that she has so much she can contribute to its success through her passion, dedication, and hard work.

If you have any further questions or requests please feel free to contact me at [REDACTED] or [REDACTED]

Best Regard,

Jeanette Moore  
Precinct 5 Delegate  
City of Muskegon



August 8, 2022

Dear Hiring Committee,

As a current Residential and Commercial Developer in the City of Muskegon, I'm incredibly pleased to present this letter of recommendation on behalf of LeighAnn Mikesell.

I have been Building and Developing in the City of Muskegon for the past 5 years and have completed over 100 homes. In the past 2 years, I have committed to 3 separate Developing Partnerships Agreements with the City of Muskegon known as "Midtown Square 2," which consists of 10 townhomes and 6 single-family homes, "Pilot Development Agreement," which consists of 100 homes, and "ARP Infill Housing Development Agreement," which consists of approximately 36 homes built on property in the City's Scattered Site Brownfield Project.

I've had the pleasure of working with LeighAnn for the past 3 years. I met her when her role was Director of Development Services for the City of Muskegon. This role she filled with exceptional **leadership, professionalism, compassion, and commitment**. I've personally experienced these during the negotiation and design of the said projects.

**LEADERSHIP.** LeighAnn demonstrates authentic leadership through how she utilizes her entire team by delegating individual tasks to each team member, assisting in the design and engineering of future developments while protecting the city's interests.

**PROFESSIONALISM.** LeighAnn is highly respected for her professionalism. She's extremely committed to the City of Muskegon's growth. However, she is also committed to creating Developing Agreements that are clear and equally fair for the City and Developer.

**COMPASSION.** LeighAnn shows her compassion by the way she cares about each neighborhood and the concerns of the residents within. She doesn't disregard anyone's concerns. She takes the time to listen to the residents' concerns and patiently helps them understand how new development is improving the City of Muskegon.

**COMMITMENT.** I purposely saved this one for last. LeighAnn is exceptionally committed to the City of Muskegon. Her commitment over the past 20 years of her career to the public service at the State and Local Level is nothing other than ADMIRABLE! She also continues volunteering as a member of 10 other affiliations, from the "Downtown Arts Committee" to the "Greater Muskegon Rotary Club." Her commitment to improving the City of Muskegon ultimately shows her integrity and her aim for equality.

I happily volunteered to write this letter of recommendation because I am extremely grateful for her dedication and passion for the City of Muskegon. She is creative, honest, empathetic, and a natural leader! I am confident that her knowledge of the city and her experience with the commissioners and staff make her an excellent fit for the City Manager of Muskegon!

Sincerely,  
*David D Dusendang*  
David D. Dusendang  
West Urban Properties



*Strong Schools, Stronger Communities*

Charles W. Poole, Sr. Administration Building  
1458 5th Street, Muskegon, MI 49441  
(231) 720-2000 Fax: (231) 720-2050

August 5, 2022

Dear Muskegon City Council Members:

This letter is in reference to LeighAnn Mikesell becoming the new city manager for the City of Muskegon. LeighAnn has worked with me and the District multiple times during the three years I have been superintendent. I find her to be honest, forthright, dependable, and a true leader. She actively listens to various ideas and points of view, and then carefully decides on the way forward.

LeighAnn has worked hard to bring the District and the City back into a cooperative working relationship during the time she has been acting manager. She has an intelligent approach to problem-solving and understands that it is only together that both the City and the Schools will find success. Her active communication with me, attendance at our regular Board meetings, and dedication to the children of our city are examples for all to follow. She is a leader that does not use the power vested in her position, but instead actively brings the majority of people along.

I understand the City is at a crucial point during this time. The decision in front of you will lay the foundation for the years of success to come to Muskegon. I have personally witnessed and worked with LeighAnn in this capacity and discern that she is the person to lead future growth in the city. Her intelligence, integrity, and devotion to our city, our schools, and our community will not be matched.

As a leader in our community, it is not my usual style to endorse a person so strongly, especially with the politics that are a part of all our lives. However, I truthfully believe in LeighAnn Mikesell in my role as an educational leader, a community member and a father. In her, I can see a bright future for all of us.

Educationally Yours,

A handwritten signature in black ink, appearing to read 'Matt T. Cortez', with a stylized flourish at the end.

Matthew T. Cortez  
Superintendent



City of Muskegon  
933 Terrace Street  
Muskegon, MI 49440

To whom it may concern,

I am pleased to hear that LeighAnn is applying for the position of City Manager. She has the potential to be a leader and solid manager for the city of Muskegon. Her strength appears to be in governance. The commission meetings are running smoothly and in a timely manner. This is very important for the city to operate efficiently and effectively.

LeighAnn is very intelligent and presents herself in a very positive manner. She thinks long term about the future of the community and uses her skills to recommend policy that supports the community vision.

With additional leadership training and experience, LeighAnn has the capability to grow in this position to serve the community with professionalism and strategic management.

I hope you give her application serious consideration for the position.

Respectfully,

A handwritten signature in black ink, appearing to read "Cindy Larsen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Cindy Larsen  
President  
Muskegon Lakeshore Chamber of Commerce

# **MUSKEGON COUNTY**

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## **MICHIGAN**

August 8, 2022

Michigan Municipal League  
Attn: MML Executive Recruiter Joyce Parker  
1675 Green Road  
Ann Arbor, MI 48105

Dear Joyce Parker;

It is my pleasure to recommend LeighAnn Mikesell for City Manager. I have known LeighAnn since 2017 when she joined the City of Muskegon's team.

I am consistently impressed with LeighAnn's professionalism, motivation and willingness to collaborate with others. When LeighAnn became the Deputy City Manager she took the initiative to reach out to me personally in regards to various projects. Her willingness to engage with myself and others on both a professional and personal level displays her eagerness and enthusiasm to serve Muskegon.

Recently LeighAnn became the Interim City Manager. She embraced the new position with grace, was motivated by the challenges of her new role and was flexible with the new dynamic work environment. I can attest that she has proven capable and willing to put in the work necessary to bring cohesion and establish productive relationships with all staff and constituents.

I recommend LeighAnn Mikesell without reservation. I am confident in her dedication to Muskegon and believe her position as City Manager will benefit all who live, work, and visit Muskegon.

Sincerely,



Mark Eisenbarth  
Muskegon County Administrator

CHARLES E JOHNSON  
740 Lake Drive, Muskegon, MI 49445

Joyce Parker  
Executive Recruiter  
Michigan Municipal League

RE: LeighAnn Mikesell

Dear Joyce Parker,

It is my great pleasure to recommend LeighAnn Mikesell for the position of City Manager for the City of Muskegon. I am a Manager of Pure Muskegon LLC, a group of local investors who purchased the Sappi paper mill property on Muskegon Lake about seven years ago. I met LeighAnn shortly after we purchased the property and have been thoroughly impressed by her dedication to the City, to improving our neighborhoods, as well as the arts and education in our community. She is committed to open communication, building and maintaining relationships with all stakeholders to move projects forward.

LeighAnn has exhibited a commitment to open communication and collaboration with various groups to get input from all. She is committed to projects that benefit developers, commercial enterprise and the local neighborhoods. Pure Muskegon conducted a weeklong development concept charrette conducted by DPZ, urban planners and architects, from South Florida. The charrette included participation from members of Pure Muskegon, several people from the City staff and commission, the neighborhood, and others interested in the future plans for the former paper mill site. LeighAnn was integral to the success of the charrette and the planning process for the site. She incorporated the appropriate City departments at the appropriate time to brainstorm solutions that could be supported by the commission, the developers and the community. The resulting plans have been enthusiastically well received by our community.

The Muskegon Museum of Art is undergoing a significant expansion and LeighAnn has been integral to the success of the project. LeighAnn and City staff has shown tremendous dedication to the arts as part of the project required an abandonment of the alley so the expansion could occur in the direction of our parking lot. This was not an easy task, and the simplest response from LeighAnn could have been that it is not possible. But through collaboration with our neighbors, the utility companies, re-routing water and sewer, LeighAnn and her City staff were able to successfully abandon the alley and make the project a reality. The community is going to continue to benefit from a bigger and better world class art museum.

I would be remiss to not bring to your attention another awesome trait LeighAnn has demonstrated. As a fourth-generation resident of Muskegon, my family has worked to make Muskegon a better place to live, work and play. I truly believe we can be great City when all the neighborhoods are successful. Which brings me to the fact that our inner-city education outcomes are not up to par. I have seen LeighAnn attend multiple forums on education and seminars discussing ideas to improve our school's performance. I am proud that she recognizes the importance of education and will do her part to realize better outcomes.

I am sure you can tell from LeighAnn's resume and her successful positions within City government that she will be an outstanding City Manager for Muskegon. Her commitment to making Muskegon the best place to live, work and enjoy is demonstrated and unparalleled. LeighAnn has earned my highest praise.

Please feel free to contact me at [REDACTED] for any more information.

Best Regards,

Charles Johnson  
Manager, Pure Muskegon  
Trustee, Muskegon Museum of Art

# MUSKEGON MUSEUM OF ART

ESTABLISHED 1912

MUSKEGON MUSEUM of ART  
FOUNDATION

BOARD OF TRUSTEES:

**Frank Bednarek, Chair**  
*Hooker|DeJong (retired)*

**Kimberly Van Kampen, Vice-Chair**  
*Owner, Hampton Green Farm*

**Claudia Berry, Secretary**  
*Senior VP, Huntington (retired)*

**John Pridnia, Treasurer**  
*Regional Managing Principal, Rehmann*

**Nancy Crandall**  
*Former State Rep. and Mayor*

**Gayle Davis**  
*Provost, GVSU (retired)*

**Tom DeVoursney**  
*President, Shape Corp. (retired)*

**Robert Dubault**  
*Partner, Warner Norcross + Judd*

**Amy Heisser**  
*Director of HR, Howmet Aerospace*

**Charles Johnson III**  
*Owner, G&L Acquisitions*

**Michael Olthoff**  
*President & CEO, Nichols*

**Eric Ringelberg**  
*CEO, Next I.T.*

**John Swanson**  
*President, Swanson Pickle Co.*

**Jonathan Wilson**  
*Regional Manager, DTE Energy*

**Chris Witham**  
*President, Motion Dynamics Corp.*

*Immediate Past MMAF Chairs:*  
**Charles Johnson III**  
*Owner, G&L Acquisitions*

**Amy Heisser**  
*Director of HR, Howmet Aerospace*

**Larry Hines**  
*President, Hines Corporation*

*Fully accredited by the American  
Association of Museums since 1988*

August 4, 2022

Ms. Joyce Parker  
Michigan Municipal League

Dear Ms. Parker,

It is with great enthusiasm that I write this recommendation for LeighAnn Mikesell for the position of Muskegon City Manager.

I have known and worked with LeighAnn since she began with the city.

The Muskegon Museum of Art is currently breaking ground on an \$11M expansion that will transform this institution into a Midwest destination. This was a very difficult project to get off the ground, mainly because a public alley with multiple utilities were at the physical center of the future building.

LeighAnn played a critical role in ensuring the successful vacation and removal of these obstacles – without which, this project would have been a non-starter. Her commitment to, and enthusiasm for, our work at the Muskegon Museum of Art (beyond this expansion project) has impressed us. She is also not afraid to deliver news we may not want to hear, but always has helped us to find a way forward.

I also chair the Downtown Arts Committee of the Community Foundation for Muskegon County to which LeighAnn is a member. The public art projects on this committee have recently helped to garner Muskegon national attention as a small city with one of the best art and cultural scenes in the country. Placing the right kind of public art in the right location can be a very tricky and political business. LeighAnn's input and guidance in what can be potentially sensitive issues has been crucial to our success.

LeighAnn lives and breathes all things Muskegon and has the vision and energy to sustain and build upon the momentum this city has achieved over the past decade.

Sincerely,



Kirk Hallman, Executive Director  
Muskegon Museum of Art

Fred Scharmer  
Harris Hospitality, Owner  
950 W. Norton Avenue  
Muskegon, MI 49441  
231-740-4329

To whom it may concern,

It is with great confidence and pleasure that I write this letter in support of LeighAnn Mikesell as she seeks the position of Muskegon City Manager. As a local business owner, working with her over the past five years in her role as Deputy City Manager, I have had the opportunity to know LeighAnn and experience the passion she has for our city.

In her time as Interim City Manager and Deputy City Manager, LeighAnn has proven to be a motivated and dynamic leader in the community. As a business owner, I have experienced her dedication to the community she serves first hand. LeighAnn is a forward thinker who takes the time to problem solve issues and concerns as they arise. She takes the time to listen and visit our business in order to have a complete picture of our concerns. LeighAnn considers the long term vision of the City and is respectful and responsive to all parties concerned. She is supportive of us as business owners and the continuous improvement of the city while honoring her commitment to the residents and elected officials as well.

LeighAnn has been one of the most dynamic and efficient local officials to work with. Her goal oriented vision for the future of Muskegon has been a true inspiration to us as investors in the City of Muskegon. Her forward thinking and ability to work well with those in the community motivate us as a business to invest more in Muskegon. Her genuine commitment to Muskegon is literally infectious. She is a true team player who is honest and straightforward. If she isn't willing to lead you on a development, she is upfront.

A familiar face with a heart for the community will be vital as Muskegon continues to grow. LeighAnn has built strong relationships in the community and that is a vital component to the further development of Muskegon. Her ability to serve the community and involve all stakeholders is apparent. I believe her passion for Muskegon, her creative thinking, and genuine commitment to public service are just what the community needs.

Without a doubt, I confidently recommend LeighAnn Mikesell for City Manager. As a dedicated public servant, with community connections, LeighAnn will work tirelessly to improve the City as an integral part of the team. I believe she is the right fit for Muskegon.

Please feel free to contact me at 231-740-4329 should you like me to discuss LeighAnn's experience further. I would be glad to elaborate on my recommendation.

Best wishes,

Fred Scharmer

# Joseph Wayne Neeb

July 14, 2022

MML Executive Recruiter Joyce Parker

Ref: City Manager Search for City of Muskegon, Michigan

**Dear Ms. Parker:**

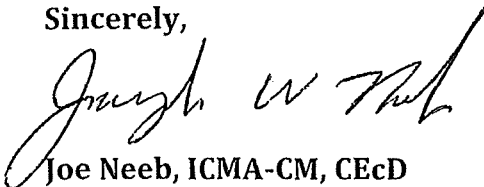
After reviewing the listing on the ICMA website, for the position of City Manager in Muskegon, Michigan. I am submitting my interest in this position and am confident in my ability to meet or exceed any requirements that would be necessary to be successful in the service with Muskegon. I am seeking new challenges with a municipality in need of someone with exceptional planning, leadership, and management abilities.

In reading the job description provided in the listing, I am sure that I am an ideal candidate for this position. For over 24 years, I have progressively served a variety of municipalities as the Chief Administrative Officer. As a testament to my belief of providing committed service, I maintain management credentialing in the International City/County Management Association and am recognized as a certified Economic Developer with the International Economic Development Council.

Each community served had unique challenges to overcome. These challenges have honed my leadership and problem-solving abilities. As evidenced in the enclosed resume my experience encompasses project management, strategic planning, resource utilization, revenue growth, and cost reduction. My ability to analyze needs and create unique solutions designed to yield a balanced outcome has proven to be one of my greatest assets.

I know that my proven leadership skills, strong commitment to high ethical and professional standards, and flexibility in devising proactive responses to changing conditions would allow me to make a significant contribution to the City of Muskegon, Michigan team. I would welcome the chance to discuss my qualifications with you in greater detail. If you wish to speak further or schedule a meeting, please let me know. In the meantime, please know that I appreciate your time and consideration.

Sincerely,



Joe Neeb, ICMA-CM, CEcD

# JOE NEEB

## OBJECTIVE

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To serve a county or municipal government in a capacity where my skills and talents in management, coordination and relationships with people promotes the highest level of professional services and qualities of the community. To incorporate a hands-on approach for the completion of established duties and to consistently pursue the mission of the council.

## EXPERIENCE – PUBLIC SERVICE

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**2017 – Present City of Roswell, pop. 48,366**

**Roswell, New Mexico**

### *City Manager*

- Manage daily operations of municipal departments in a full service municipality including; public safety including joint dispatch with the County, general and enrichment services including Zoo, Golf, Convention Center and Museums, enterprise funds including solid waste, water, sewer and Air Center. Responsible for 750 full, part time and on-call personnel.
- Assisted the Mayor and City Council in initiating their vision for the City's future.
- Developed and Implemented initiatives to create opportunities with affordable and workforce housing.
- Mentored many members of the organization in ways to increase citizen service and deliver appropriate timely information to the elected body and the public
- Expanded citizen outreach to help educate the public in the availability of its services and programs.
- Implemented a creative, cost reduction budget plan through COVID which helped the community significantly reduce its expenses without forced layoffs.
- Established financial incentive packages that may increase job creation at the Roswell Air Center by over 33% in the next 5 years.

**2010 – 2017 City of Spearfish, pop. 11,000**

**Spearfish, South Dakota**

### *City Administrator*

- Manage daily operations of municipal departments in a full service municipality including; police, fire, streets, water, sewer, solid waste, waste treatment, parks and recreation, legal, airport and hydro-electric plant in a premier community. Responsible for 120 full, part time and on-call personnel.
- Assisted the Mayor and City Council in initiating their vision
- Conduct citizen forums and town hall forums in the areas of annexation, government affairs and services
- Oversaw the restructuring of Public Works, Fire Department and Parks and Recreation departments to establish high quality professional standards for the community.
- Assisted with the change of ownership and sponsorship of the municipal airport.
- Implemented a budget guide to explain and justify how the city budgets and expends public funds.
- Created an internship program to increase the partnership between Black Hills State University and the City.
- Initiated a citizen survey, 3-year process that allows citizens to share their thoughts on how city services are provided.

## EXPERIENCE – PUBLIC SERVICE

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**2004 – 2010 Town of Dyer, pop. 16,000**

**Dyer, Indiana**

***Town Manager***

- Manage daily operations of municipal departments; police, fire, street, water, waste treatment and storm in fast growing community. Responsible for 145 full, part time and on-call personnel.
- Conduct citizen forums in the areas of annexation, utilities and government affairs.
- Drafted and updated personnel policy manual including ethics standards
- Restructured and implemented public works strategies that saved the community over \$70,000 in the first six months
- Initiated and implemented changes in the fire services department to be more efficient in preventive measures and training processes
- Overhauled the municipal budget process to provide a more comprehensive and accountable approach to the function of those funds
- Negotiated on the town's behalf in collective bargaining with the police officers
- Initiated and handled the energy reduction efforts of the town, including the administration of federal funds.
- Served as the Director for the Economic Development Commission and responsible for the marketing and attraction of business in the community.

**2000 – 2004 Town of Fortville, pop. 3,444**

**Fortville, Indiana**

***Town Manager***

- Manage daily operations of municipal departments; police, fire, street, water & waste treatment in fast growing community
- Instrumental in adoption of Comprehensive plan, and development standards for planning and zoning.
- Responsible for Economic Development and Grant administration for the Town.
- Conduct public forums in the areas of annexation, utilities and government affairs.
- Implemented an annual performance review for the Town Council to promote the efforts of the government to the community.
- Spearheaded the development of a municipal Fortville Business Park through the creation of the communities first TIF district.
- Established the town's first public/private partnership which created the Fortville Business Park and negotiated contract terms with its businesses.
- Assisting in the Development of the Fortville website to encourage internet presence.
- Drafted and implemented the Personnel Policy Handbook
- Conducted Strategic Leadership Planning to strengthen decision making for elected and appointed positions.

## EXPERIENCE – PUBLIC SERVICE

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1997 - 2000      Town of Morristown, pop. 1,133      Morristown, Indiana

### *Town Manager*

- Manage daily operations of municipal departments; police, street, water & waste treatment.
- Instrumental in adoption of Comprehensive plan, and development standards for planning and zoning.
- Responsible for Economic Development and Grant administration for the Town. Wrote and received \$150,000.00 grant to construct the Morristown Community Park.
- Developed an annual performance review for the Town Council to promote the efforts of the government to the community.

## EXPERIENCE – PRIVATE SECTOR

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1985-1997      ServiceMaster Company      Downers Grove, Illinois

### *Training Manager / Director of Environmental Services*

- Developed and Implemented Training, safety strategies and maintenance processes which greatly improved employee productivity.
- Responsible for budgets and operations of building service departments throughout the Midwest.
- Supervised departments ranging from 25-360 employees and negotiated labor agreements as needed.

## EDUCATION

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2005	Indiana Wesleyan University Masters of Business Administration	Marion, Indiana
2002	Indiana Wesleyan University Bachelor of Science Degree in Business Administration	Marion, Indiana
1993	Concordia College Associate of Arts Degree in Liberal Arts.	Saint Paul, Minnesota

- Graduated from the Shelby Eastern School District, Indiana in 1980.
- CECd accreditation for economic development with the IEDC since 2004
- ICMA-CM accreditation as a certified governmental manager since 2007
- Assist as a Leadership Development mentor in the ICMA mentorship program
- Held State of Indiana certifications for water and waste treatment systems for 7 years

## INTERESTS/AFFILIATIONS

International City/County Management Association (ICMA)

Served as the Indiana Municipal Management Association President from 2004-06

Served as President-elect for the South Dakota City Managers Association 2017

Served as the New Mexico City Management Association President in 2020

International Economic Development Council (IEDC)

New Mexico Municipal League

Serve on the General Government Committee with the South Dakota Municipal League

Serve as a Board trustee for the New Mexico Self-Insured Pool Fund

## STRENGTHS

Desire to learn, Ability to listen, Courage to take responsibility, Enjoyment in serving people.

2

Joyce Parker  
Executive Recruiter  
Michigan Municipal League  
1675 Green Road  
Ann Arbor, MI 48105

August 10, 2022

SUBJECT: City of Muskegon Search  
CONFIDENTIALITY REQUESTED

Dear Ms. Parker,

I am writing to apply for the position of City Manager with the City of Muskegon. My experience in municipal government administration is extensive with more than 27 years of service to full-service communities in Colorado, Oregon, Iowa and Michigan. Since 1994, I have served as a senior-level administrator overseeing a broad range of municipal operations including budget planning, economic development, public infrastructure planning, community relations and communication, park operations and programming, legislative affairs and labor relations. During this time, I gained valuable experience negotiating collective bargaining agreements; analyzing and recommending possible privatization/outsourcing initiatives focused on reducing the cost of government; managing various grant-writing projects for special park projects; developing cost-effective budget strategies and performing technical analyses on issues ranging from urban sprawl to long-term financial trends.

I look forward to hearing from you to discuss my qualifications in more detail and how I might serve the people of Muskegon.

Sincerely,

Dennis G. Durham

Enclosures

## DENNIS G. DURHAM

### **STRENGTHS**

Collaboration  
Communication  
Organizational Leadership  
Critical Thinking  
Relationship Building  
Staff Mentoring  
Community Participant

### **MUNICIPAL CHECKLIST**

Downtown Development  
Budgeting  
Strategic Planning  
Collective Bargaining  
Capital Planning & Project Management  
Intergovernmental Cooperation  
Community Fundraising

### **CURRENT POSITION**

#### **City Administrator**

*City of Windsor Heights/Windsor Heights, IA/Sept. 2020 – Present*

Chief executive of full-service community in the heart of the Des Moines Metro Area. The City Administrator directs day-to-day operations managing an annual budget of \$15 million and reports to a five-member City Council. The City recently completed several major roadway projects (one highlighted with industry awards); negotiated new collective bargaining agreements with the IAFF and AFSCME; finalized the transition to Westcom a regional emergency dispatching organization; developed the community's first comprehensive Capital Plan; created and implemented a new employee compensation program based upon performance and implemented a comprehensive communications program to improve citizen interaction. As City Administrator work as an active partner in the Metro area with the Iowa Water & Trails Association, Windsor Heights Chamber of Commerce, Windsor Heights Foundation, Metro Waste Authority and Des Moines Water Works.

### **PREVIOUS EXPERIENCE**

#### **City Manager**

*City of Carlton/Carlton, OR/June 2018 – Sept. 2020*

Chief executive of full-service community in the heart of Oregon wine country. The City Manager directs day-to-day operations managing an annual budget of \$14 million reporting to a seven-member City Council. Undertook financial and architectural planning for construction of a new City Hall facility; partnered with community organizations such as the Carlton Business Association, Yamhill-Carlton School District, and a number of local winemakers to maximize efforts as a tourism community; worked with the Oregon Department of Transportation to reroute Highway 47 (OR-47) through the City; and implemented significant street, water and sewer infrastructure improvements.

#### **City Manager**

*City of Parchment/Parchment, MI/Nov. 2007 – March 2017*

Chief executive for full-service community in Kalamazoo County with 19 full-time and 6 part-time employees and \$2.6 million annual budget. Primary responsibilities included supervision of daily

activities of the organization, City Clerk/elections responsibilities, human resource management, economic development, capital improvement planning and project coordination, facilities and property management, public information/media relations, solicitation of grant funding for city projects and legislative affairs. Top accomplishments included redevelopment of former paper mill property (85 acres) including sensitive landfill sites and environmental remediation activities resulting in \$8 million in new retail investment; successfully lobbied for and received \$2 million in brownfield redevelopment funds from MDEQ for paper mill project; secured \$2.1 million in federal highway funding for new roadway infrastructure accessing brownfield properties for development; and entered into a cooperative agreement with Kalamazoo Township for the provision of police services.

#### **Owner/General Partner**

*CivicQuest Consulting LLC July 2005 - 2018*

Municipal consultant specializing in government performance improvement, finance and budget planning, leadership development, communication, citizen participation systems and advising business/non-profit organizations. Led legislative affairs efforts for the Battle Creek Area Chamber of Commerce from 2005 to 2010.

#### **Deputy City Manager**

*City of Kalamazoo/Kalamazoo, MI/Nov. 2003 – May 2005*

The City of Kalamazoo, Michigan is a full-service municipal organization with a diverse workforce of 800+ employees and annual budget exceeding \$70 million. It is the home of Western Michigan University and Kalamazoo College. Primary responsibilities included serving in the absence of the City Manager, oversight of day-to-day operations, organizational planning, capital improvement planning, facilities and property management, City Commission agenda management, ombudsman/community relations and organization-wide communications. The DCM supervised 10 departmental directors and 17 deputy directors.

#### **Assistant City Manager**

*City of Kalamazoo/Kalamazoo, MI/Sept. 2002 – Nov. 2003*

The City of Kalamazoo, Michigan is a full-service municipal organization with a diverse workforce of 849 employees and annual budget of \$147 million. It is the home of Western Michigan University and Kalamazoo College. Primary responsibilities included oversight of day-to-day citywide operations, organizing grant writing projects, City Commission agenda preparation and follow-up, public information/media relations and legislative initiatives.

#### **Assistant City Manager**

*City of Portage/Portage, MI/Oct. 1996 – Nov. 2002*

The City of Portage is a full-service municipal organization consisting of 204 employees with an annual budget of \$65 million. Responsible for the day-to-day oversight of departmental operations and implementation of initiatives in such service areas as capital construction project management, cable TV public access fundraising, public transit, technology, legislative affairs, tax appeal litigation, privatization analysis, contract administration, communication and public information/media relations.

**Assistant to the City Manager**

*City of Portage/Portage, MI/Oct. 1995 – Oct. 1996*

The City of Portage is a full-service municipal organization consisting of 204 employees with an annual budget of \$65 million. Primary responsibilities included cable franchise negotiations, citizen board liaison, citywide communication, grant writing and public information.

**Administrative Assistant/Graphics Technician**

*City of Littleton/Littleton, CO/Feb. 1994 – Oct. 1995*

The City of Littleton, Colorado is a fast-growing mid-sized suburb in the Denver metropolitan area. Responsibilities included general liaison activities and communication, constituent relations, citizen participation and neighborhood liaison, special events and Western Welcome Week coordination and assisting in cable TV activities.

**EDUCATION**

*Pursued graduate-level coursework in public administration*

Western Michigan University  
Kalamazoo, MI  
2002-2003

*Pursued graduate-level coursework in business administration*

University of Colorado at Denver  
Denver, CO  
1994-95

*Bachelor of Arts*

Michigan State University  
East Lansing, MI  
1991

**AFFILIATIONS**

- International City/County Management Association (ICMA) since 1995
- Iowa City Manager's Association (2020 – Present)
- Oregon Municipal Manager's Association (2018 – 2020)
- Michigan Municipal Manager's Association (2007 – 2018)
- 3CMA member

**RECOGNITION**

- Participated in ICMA's International Resource Cities Program partnering with cities in Bulgaria to advise local government representatives on democratic processes, economic development, and citizen participation.
- 3CMA Savvy Award "Best Newsletter-External Audiences" 1998.