



Agenda

Committee of the Whole Meeting

City of Kalamazoo

Wednesday, October 15, 2025

4:00 PM

City Commission Chambers – 241 West South Street

A. CALL TO ORDER/ROLL CALL

B. COMMUNICATIONS

C. SPECIAL AGENDA ITEMS

1. Interview of City Manager Candidates

4:15 pm Malcolm Hankins

5:15 pm Laura Lam

-- Dinner Break --

6:40 pm Odis Jones, Sr.

7:40 pm Elle Cole

D. PUBLIC COMMENTS

E. COMMISSIONER COMMENTS

F. ADJOURNMENT

City Manager Search Process

The Kalamazoo City Commission is inviting community members to complete a brief survey to help define the qualities, values, and priorities they would like to see in the next City Manager. The survey is available online at www.kalamazoo-city.org/CityManagerSearch, along with a timeline of the search process, updates, frequently asked questions, and other resources. Paper copies of the survey can be found at City Offices. The survey will be open through August 24.

All materials, updates, and opportunities for community involvement are available at www.kalamazoo-city.org/CityManagerSearch. The City Commission will also continue to provide updates at each City Commission meeting.



You can use the camera on your phone or mobile device to scan this QR Code, which will take you to the City Manager search webpage and community survey.

Malcolm Hankins





MALCOLM HANKINS

SERVANT LEADER-PUBLIC ADMINISTRATOR

CONTACT

 www.communicatecare.org

SKILLS

- Executive Management
- Servant Leadership
- Policy Advising
- Strategic Planning
- Municipal Operations
- Effective Communication
- Political Acumen
- Equity Framework
- Performance Management

REFERENCE

David Ellison

City Administrator (Retired)



PROFILE

Seasoned municipal executive with 35 years of government service, including 22 years in leadership, 6 years in executive leadership. Proven ability to guide strategic initiatives, enhance operational efficiency, and foster inclusive, servant-leadership-driven cultures. Recognized for building strong community partnerships, advancing equity, and delivering innovative solutions to complex challenges.



WORK EXPERIENCE

City of Des Moines, IA

2019 - PRESENT

Assistant City Manager

- Lead strategic oversight of municipal operations, participated in budget planning, and provided policy guidance.
- Championed the Equity Framework & Toolkit, embedding equity in decision-making.
- Directed signature programs: #LadderUp Grant, Employee Residency Incentive, and Incentivized Community Engagement, expanding equity and civic participation.

City of Aurora, CO

2016-2019

Neighborhood Services Director

- Oversaw Community Relations, Homelessness Programs, Code Enforcement, and Animal Services.
- Served as Acting Deputy City Manager, demonstrating cross-departmental leadership.
- Advanced neighborhood revitalization and housing stability initiatives.

City of Chandler, AZ

2011-2016

Neighborhood Preservation Manager

- Launched customer service improvement initiatives citywide, increasing resident satisfaction.
- Directed blight remediation and housing revitalization strategies.



EDUCATION

Doctor of Education in Leadership- *In Progress*

2023- Present

School of Education | Drake University

27 hours Completed

Master of Arts in Ministry

2012- 2015

Phoenix Seminary

WORK EXPERIENCE (CONTINUED)

City of Scottsdale, AZ

2004-2011

Code Enforcement Manager

- Directed division operations and budgets (\$1.6M).
- Created rental housing inspection program to ensure safe housing.
- Earned 2011 NRC/ICMA Voice of the People Transformation Award for customer service innovation.

City of Phoenix, AZ

2001-2004

Neighborhood Preservation Area Manager

- Led enforcement operations, focusing on blight elimination and community revitalization.
- Led Development of division Performance Standards
- Partnered on light rail corridor revitalization

City of Aurora, CO

1990-2001

Neighborhood Support Supervisor/Sr. Code Officer

- Supervised inspectors, responded to City Council, and developed training for code officers.
- Led quality assurance initiatives ensuring compliance and accountability.

Laura Lam



LAURA J. LAM, ICMA-CM



[linkedin.com/in/laura-lam-b7b2029](https://www.linkedin.com/in/laura-lam-b7b2029)

September 4, 2025

Dear Ms. Wideman,

I am pleased to have this opportunity to express my interest in the City Manager position for the City of Kalamazoo. Having worked to transform local communities through strategic collaborations for more than 23 years, I possess the skills, experience, and passion that align perfectly with what the City of Kalamazoo needs in a leader today.

I have dedicated my career to creating opportunities for people to have a profound influence over their own lives and neighborhoods. From innovative revitalization efforts in San Jose to the creation of the Imagine Kalamazoo Strategic Vision, I have demonstrated that transformation is possible through partnerships. I believe the following accomplishments demonstrate what I can bring to the City Manager role and how my values align with the City Commission's vision:

- Engaged with over 4,000 community contacts to develop the City of Kalamazoo's strategic vision, Imagine Kalamazoo 2025 (IK2025), and currently developing Imagine Kalamazoo 2035.
- Led an organizational overhaul to align the City of Kalamazoo's plans, allocations, and actions with its new vision. This resulted in nearly all the Master Plan actions being completed or underway, improved public trust in local government, and demonstrated the City's commitment to meaningful engagement.
- Supported the investment of \$150 million from local philanthropy to realize IK2025, along with historic pledges exceeding \$400 million toward an endowment supporting the community vision in perpetuity.
- Established a partnership between the Foundation for Excellence and the Local Initiatives Support Corporation, which increased capacity among community and economic development partners, resulting in over 750 housing units constructed, rehabbed, or preserved, over 50 small businesses supported through investment, and \$29.5 million leveraged from local and national sources.
- Cultivated long-term positive relationships with local foundations, city staff, neighborhood leaders, the business community, state and federal agencies, and elected officials throughout Kalamazoo County.
- Played a key role in creating Kalamazoo's first Diversity, Equity, and Inclusion (DEI) Department, conducting an organizational DEI assessment, and developing a strategic action plan. I continue to oversee the DEI Department and champion its initiatives.
- Fostered strong relationships with Kalamazoo area educational partners including Kalamazoo Public Schools, The Kalamazoo Promise, Kalamazoo Regional Educational Service Agency, Western Michigan University, and Kalamazoo College.

I have demonstrated the power of strategic transformation in local communities – both in people and places – and am eager to continue leading future transformations in Kalamazoo. I have the experience and vision to start effectively in the City Manager role from day one, along with the collaborative skills to work closely with the City Commission, staff, and community partners to address current challenges and pursue new opportunities.

I look forward to the opportunity to discuss my experience and ideas for the future of the City of Kalamazoo in further detail.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Laura Lam', is positioned above the printed name.

Laura Lam

LAURA J. LAM, ICMA-CM



[linkedin.com/in/laura-lam-b7b2029](https://www.linkedin.com/in/laura-lam-b7b2029)

EXECUTIVE PROFILE

Innovative and collaborative municipal leader with over twenty years of public sector experience driving transformational change, fiscal stewardship, and inclusive community engagement. Recognized for strategic vision, transparent communication, and the ability to unite diverse stakeholders around common goals. Proven track record of delivering measurable results that enhance organizational culture, deepen a sense of belonging, and improve quality of life for staff and community.

PROFESSIONAL EXPERIENCE

City of Kalamazoo, MI

Chief Operating Officer / September 2022 – Present

Deputy City Manager, Foundation for Excellence / 2018 – 2022

Assistant City Manager, Foundation for Excellence / 2017 – 2018

- Provide executive oversight for Information Technology, Diversity, Equity & Inclusion, Management Services, Human Resources, and 311 Call Center.
- Build trusted relationships across the organization to drive a culture grounded in accountability, inclusivity, and service excellence.
- Guide our Senior Leadership Team through strategic planning and operational alignment to meet both immediate needs and long-term goals.
- Mobilize community partners, philanthropic entities, and government agencies to reduce gun violence, increase support for our unhoused community, and create opportunities for youth to thrive.

Community Planning & Development Director / 2014 - 2017

- Actively directed divisions responsible for housing, code compliance, building and trades, planning, and community development.
- Managed \$4M budget, including federal grant allocations, and staff of 30.
- Spearheaded the 18-month Imagine Kalamazoo 2025 process - recognized as a model for inclusive engagement and the largest community conversation in the City's history.

Community Development Manager / 2009 - 2013

- Administered \$2M annual grant program
- Increased capacity of neighborhood groups through leadership training and technical assistance.
- Successfully deployed \$9M in Neighborhood Stabilization Program funding to revitalize core neighborhoods and build over 50 housing units.

CORE STRENGTHS

- Strategic Leadership & Execution
- Trust-Building & Transparent Communication
- Community Connection
- Collaborative Problem-Solving

ACHIEVEMENTS

Launched Foundation for Excellence (FFE)

Co-led creation and implementation of the FFE.

Led Citywide Visioning

Co-created and directed Imagine Kalamazoo 2025, engaging 4,000+ community contacts in a shared strategic vision.

National Recognition for Innovation

Named Bloomberg Cities *Innovator of the Week* and featured in *Public Management Magazine* "Women to Know."

Advanced Equity & Inclusion

Championed DEI initiatives, embedding equity in the budget process and stimulus funding decisions.

Delivered Major Capital Projects

Oversaw 50+ infrastructure projects across 14 departments in San Jose.

EDUCATION

Master of Public Administration,
San Jose State University

Bachelor of Arts,
Kalamazoo College

Study Abroad, Universidad
Autónoma "Benito Juárez"
Oaxaca, Mexico

San Jose Redevelopment Agency / San Jose, CA

Strong Neighborhoods Manager / 2006 – 2009

Strong Neighborhoods Team Manager / 2005 – 2006

- Led \$52M annual capital budget delivering 190+ neighborhood priority projects.
- Directed a 36-member team across seven field offices to strengthen neighborhood leadership capacity, implement resident-led plans, and lead citywide engagement.

Development Specialist / 2004 – 2005

- Advised on policy initiatives and engaged community leaders to shape City Council actions on neighborhood projects and programs.

City of San Jose, CA / 2002 – 2004

Council Office Policy Analyst

- Developed budget and policy proposals; coordinated coalitions of 160+ community leaders.

Institute for Community Empowerment / Chicago, IL / 1999 – 2001

Community Organizer / Mental Health Advocate

- Organized faith-based institutions and mental health clients to promote mental health awareness among local, state, and federal elected officials.

BOARD & LEADERSHIP ROLES

- State of Michigan Local Community Stabilization Authority Board Member / Governor appointed
- Kalamazoo Blueprint for Peace Strategic Advisor, Coordinating Council Member
- United Way of South-Central Michigan Continuum of Care Board Member
- Michigan Municipal Executives Diversity, Equity, and Inclusion Committee Member, former MME Board Member
- International City/County Management Association Coach for emerging leaders
- Kalamazoo College Assistant Cross Country Coach

HONORS & RECOGNITION

- International City/County Management Association Credentialed Manager
- Engaging Local Government Leaders' Top 100 Local Government Influencers (2022) <https://elgl.org/celebrate-90-of-elgls-top-100-local-government-influencers-for-2022/>
- Bloomberg Cities Network Innovator of the Week (2022)
- Public Management Magazine "Women to Know": https://issuu.com/icma-pm/docs/pm_mar_2022 (page 35)
- Michigan Women's Municipal Leadership Program Certification (2018)
- Michigan Association of Planning Master Plan of the Year for Imagine Kalamazoo 2025
- Multiple awards for municipal excellence and neighborhood revitalization

Odis Jones Sr.



Odis Jones

August 25, 2025

Dear City of Kalamazoo Selection Committee,

As a former resident of Kalamazoo, I am thrilled to submit my application for the position of City Manager. With over 30 years of progressive leadership in city management and economic development, I am inspired by Kalamazoo's vibrant spirit, commitment to equity, and ambitious vision for the future. My career has been dedicated to guiding diverse, dynamic communities toward shared prosperity, operational excellence, and inclusive growth—values that are at the heart of the Imagine Kalamazoo 2035 Strategic Plan.

Throughout my tenure as City Manager in Missouri City and Hutto, TX, and as CEO of the Public Lighting Authority of Detroit, I have successfully overseen complex municipal operations, managed budgets exceeding \$170 million, and led teams through transformative periods, including pandemic recovery and major infrastructure investments. My approach is rooted in transparency, collaboration, and open communication—qualities that have enabled me to build trust with City Commissions, empower staff, and engage authentically with residents, business leaders, and community partners.

I am particularly proud of my track record in economic development, having recruited and expanded over 25 companies and facilitated more than \$2 billion in private investment, resulting in thousands of new jobs and revitalized downtowns. In Cincinnati OH, I led the development of the Banks Sports and Entertainment District (home to the Cincinnati Reds and Bengals Stadiums along with retail, apartments and GE Corporate Offices) and the Hard Rock Horseshoe Casino.

Additionally, in Hutto TX I led the development of the Mega Industrial Site (Samsung & Tesla facilities) and the experiential mix-use Co-op Town Center (Retail, Hotels, Office and new City Hall). During my tenure in Missouri City Tx, I collaborated with the community to implement a citywide economic development program that drove innovation and expanded the tax base all while managing the City's emergency response to Covid-19. My experience in negotiating public-private partnerships, securing federal and state grants, and leveraging philanthropic resources aligns perfectly with Kalamazoo's collaborative approach and its unique Foundation for Excellence model.

As a leader, I am deeply committed to diversity, equity, and inclusion. I have championed workforce development programs, affordable housing initiatives, and participatory strategic planning processes, ensuring that all voices are heard and that city services are delivered equitably. My educational background—including a Master's in Public Administration from Western Michigan University (Kalamazoo main campus) and executive training at Harvard—has equipped me with the strategic insight and financial acumen to steward Kalamazoo's strong fiscal position and drive continuous improvement across departments.

I am energized by the opportunity to immerse myself in the Imagine Kalamazoo 2035 vision, conduct a comprehensive review of city operations, and build strong, transparent relationships with the City Commission, staff, and the broader community. I look forward to being a visible, accessible leader—one who listens, learns, and leads with heart, discipline, and a relentless focus on results.

Thank you for considering my application. I am excited to help Kalamazoo realize its bold vision for the future and would be honored to serve as your next City Manager.

Sincerely,



Odis Jones Sr.

Odís Jones Sr.

<https://www.linkedin.com/in/odisjones/>

PROFILE SUMMARY:

A Collaborative and results oriented executive with over 30 years of experience as a City Manager and Economic Development professional within suburban and urban complex local and state government organizations. Highly skilled in economic development, public utilities, budgeting, public finance and personnel management.

Education:

Master of Public Administration, Western Michigan University

Bachelor of Science Degree, Central Michigan University

Capital Markets Executive Education, Harvard University

WORK EXPERIENCE:

President/CEO

Tapestry Development & Consulting 2021-Present

Supervise and Control all strategic and business aspects of the Company including cultivating new sales and business opportunities, in serving as City Management & Economic Development Consultant for Cities.

City Manager (CEO)

City of Missouri City, Missouri City, TX 2020-2021

Population: 80,000

- Responsible for managing the day-to-day operations and affairs of this full-service City (located Houston, TX metroplex) of which includes providing direction and oversight of all departments and ensuring that the policies of the City Council are implemented
- Prepare and managed a \$171m budget as well as a fiscal bond policy for the City
- Led the City through the COVID pandemic recovery efforts and Hurricane Harvey preparation and response efforts
- Worked with City Council to develop and implement a Citywide Economic Development program
- Led the development of two industrial parks including an Amazon Fulfillment Distribution Facility which created 1,200 new jobs and a investment of \$165m within the community
- Established and Maintained a positive relationship with Citizens and City Council Commissions

City Manager (CEO)

2016- 2020

City of Hutto, TX

Population: 36,000

- Responsible for managing the day-to-day operations and affairs of this full-service City (located Austin, TX metroplex) of which includes providing direction and oversight of all departments and ensuring that the policies of the City Council are implemented
- Established positive organizational relationships and open for business brand between local and regional stakeholders
- Successfully managed and implemented a community participatory process that led to the adoption of a new Comprehensive Strategic Plan that will guide the community's growth and focus
- Successfully negotiated and purchased a water system for the City that will produce enough water to guide the City's health & growth needs for the next 95 yrs.
- Recruited and expanded over 25 companies to the City generating more than \$2 billion dollars of private capital investment and 3,500 jobs
- Led the redevelopment of the Co-Op district into a mixed used lifestyle center of 500k sq. ft. of shops, restaurants and apartments
- Recruited Perfect Game/Major League Baseball recruiting network's National Headquarters to the City a development that will generate a \$200mm annual economic impact to the community along with generating a 150k hotel bid stays to the Austin, TX region
- Led the transformation of our Police Department to adopt the 21 Century Policing modality
- Successfully built and transitioned local government into a new City Hall & Police Headquarters

Chief Executive Officer (CEO)
Public Lighting Authority of Detroit
Population: 700,000

2013-2016

- Responsible for the day-to-day operations and the implementation of the policies of the Board of Directors including the preparation and management of a \$250mm budget
- Planned, organized and evaluated the work of all departments to ensure that operations and services comply with the policies and direction of the Board of Directors.
- Directed the development of the capital improvement plan budget for approval by the Board as well as monitored the implementation of adopted budgets.
- Facilitated internal and external communication throughout community as well as local, state and federal level of government.
- Performed financial and managerial analyses for the Board of Directors, Mayor, City Council and State Legislatures pertaining to progress and operations of Authority.

Executive Director of Economic Development
City of Cincinnati, Ohio
Population: 301,000

2012-2014

- Directed the City of Cincinnati's overall mission and method of Economic Development and stimulated an environment for growth, job creation, and economic vitality throughout the City.
- Provided reports, analysis and proposal recommendations to the Mayor and City Council for the approval of economic development deals.
- Served as City representative on the Banks Sports and Entertainment District (mixed-use retail, hotels, GE Corporate offices and home fields for the Cincinnati Bengals and the Reds) and the development of the Hard Rock Horseshoe Casino
- Worked with staff, community and City Council to adopt an Economic Development plan for City Neighborhoods and the Downtown. Including tax incentives, small business loans, bond financing programs, tax abatements as well as planning initiatives related to zoning and design overlays.
- Served as a member of City executive team managed a budget of \$53mm and a staff of 145 including the divisions of economic development, parking, building services and community development.

Director of Real Estate & Economic Development
State of New Jersey (NJEDA)
Population: 8,875,000

2008-2012

- Directed a strategy throughout the State of New Jersey to generate jobs utilizing a portfolio of small business loans, tax credits, and the sale/purchase of real estate as well as leading development projects including obtaining local governmental entitlements while managing corporate site selection processes and construction activity.
- Worked with the Sports Authority to redevelop the Meadowlands Sports & Entertainment District (retail, indoor ski arena and hotel as well as the home of Met Stadium (NY Giants and NY Jets home fields)
- Established and maintained relationships with local Mayors, Councilmembers and State Legislatures while assisting Cities with developing economic development plans and business recruiting and retention strategies.
- Managed a 1.5 Billion dollars tax credit portfolio, Statewide Tax Increment Finance program and infrastructure investment fund as approved by the State legislature and Governor as well as a staff of 10 professionals operating throughout the State

Interim City Administrator
City of Keokuk, IA
Population: 12,000

11/2007-2/2008

- Directed the day-to-day operations of the local government including all City departments and budget of \$30mm reported directly to the Mayor
- Negotiated new bargaining agreements for Mayor & City Council approval
- Prepared and proposed an annual budget for the City Council adoption

President/CEO

2004-2007

Columbus Urban Growth Corporation

Population: 901,000

- Directed the day-to-day operations of this redevelopment authority of the City of Columbus, OH reported directly to an 11-member Board of Directors and the Mayor of the City of Columbus while managing a staff of 35 and annual budget of \$12mm
- Led the development of the Tech Corridor including the redevelopment of Gowdy Field a mixed-use site with retail and offices such as the Battelle Research Center, Time Warner Corporate Headquarters and the Ohio State University James Cancer Research Center.
- Led the development of Affordable Housing projects within the Center City Areas of the City as well as the tax incentive and small business loan portfolio of the City targeting the Center City Area.
- Worked with neighborhood associations and the planning/zoning Board to adopt a Center City redevelopment plan.

Interim City Manager

1/2004-7/2004

City of Centralia, IL

Population: 17,000

- Directed the day-to-day operations of this full-service City and all departments reported to the Mayor and City Council managed a budget of \$38m and staff of 178.
- Restructured City staff and organization to eliminate City structured deficit including the outsourcing of waste collection and legal services
- Prepared and successfully proposed for adoption of City Council a new City budget
- Negotiated new bargaining contracts with three unions and hired a new Police Chief and Finance Director for the City with community and City Council input.
- Worked with City Council to prepare and adopt a new annexation policy and economic development strategy.

City Manager

2000-2004

City of Obetz, OH

Daytime Population: 16,000

- Provided oversight of all day-to-day operations of this full-service City and departments reported directly to the Mayor and City Council while supervising a budget of \$15m and a total staff of 112.
- Formulated a financial package which was used to plan and construct a New City Hall and Police Headquarters.
- Prepared and successfully proposed to City Council a new water/sewer rate structure that allowed for the implementation of a new service territory expansion and capital improvement plan.
- Worked with City Council to adopt a new comprehensive plan and economic development strategy that lead to the development of a CSX rail intermodal facility and 4 industrial parks.
- Directed the implementation of a new Information Technology system that improved Citywide auditing controls, reporting and customer service to the residence, Mayor and City Council

Special Projects Manager for City Manager

1995-2000

City of Battle Creek, MI

Population: 55,000

- Provided overall direction and management of projects assigned by the City Manager
- Implemented a model workforce development program called Breaking Through the Barriers
- Performed presentations, analysis and reports to City Council and Neighborhood Associations as to progress of summer activity budgets and plans
- Managed budget adoption community participatory program activity

Reference Available Upon Request:

Elle Cole



Elle Cole, CPA, MPA

Municipal Executive

| [LinkedIn.com/in/michellecolecpa](https://www.linkedin.com/in/michellecolecpa)

September 3, 2025

Raftelis Financial Consultants, Inc.
227 W. Trade Street, Suite 1400
Charlotte, NC 28202

Dear Members of the City Commission and Recruitment Team,

Kalamazoo is a city with extraordinary momentum: a nationally admired Foundation for Excellence, world-class educational institutions, anchor employers, and a vibrant arts and cultural community. It is also a city that has articulated a clear and ambitious vision through Imagine Kalamazoo 2035. To achieve that vision, you need a City Manager with disciplined financial expertise, operational experience at scale, and the ability to forge the coalitions that turn aspiration into achievement. With more than twenty years of executive municipal leadership, I am confident that I can bring the leadership Kalamazoo seeks at this pivotal moment.

My career spans both county and city government at every scale. In Genesee County, Michigan, I held senior leadership responsibility for utility operations serving 120,000 residents with a \$150 million operating budget. I managed large-scale infrastructure projects, ensured compliance with complex regulations, and coordinated across multiple jurisdictions to deliver results for residents. In Saline, Michigan, I advanced to Acting City Manager and Deputy City Manager/Treasurer, where I managed a \$25 million general fund and a \$107 million capital improvement plan, including oversight of an \$85 million wastewater treatment plant expansion. Across both roles, I modernized enterprise and payroll systems, negotiated multimillion-dollar vendor contracts, secured more than \$9 million in external funding, and implemented accountability measures that strengthened transparency and rebuilt public trust.

Kalamazoo's priorities align directly with my expertise. I have advanced economic development strategies, led downtown redevelopment initiatives, guided compensation studies to recruit and retain top talent, and ensured public safety and utilities kept pace with community growth. My leadership philosophy emphasizes collaboration, transparency, and measurable outcomes. I empower senior teams, provide elected officials with clear and actionable data, and engage residents as genuine partners in progress. I am politically astute yet apolitical, calm under pressure, and focused on ensuring that community priorities are achieved with discipline and equity.

Equally important, I understand the power of partnerships. Like Kalamazoo, the communities I have led relied on collaboration with universities, hospitals, chambers of commerce, nonprofit foundations, and grassroots organizations. I have cultivated durable relationships with business leaders, philanthropic partners, and neighborhood associations, ensuring that diverse voices were not only heard but reflected in policy and action. I would bring that same engaged, visible leadership to Kalamazoo; listening carefully, acting decisively, and ensuring every resident feels part of the city's success.

It would be an honor to bring my experience, energy, and commitment to service to the City of Kalamazoo, and I welcome the opportunity to discuss how we can achieve Imagine Kalamazoo 2035 together.

Warm regards,

Elle Cole, CPA

Elle Cole, CPA, MPA

Municipal Executive

| [LinkedIn.com/in/michellecolecpa](https://www.linkedin.com/in/michellecolecpa)

LEADERSHIP PROFILE

Strategic and forward-focused municipal executive with over 20 years of public service leadership, combining CPA-level financial acumen with a deep command of city operations, infrastructure, and policy. Known for building trust and relationships, aligning teams around a shared vision, and turning complexity into action. Leads with integrity, clarity, and a relentless drive to improve systems, empower people, and deliver results. A catalyst for innovation, collaboration, and measurable change.

WORK EXPERIENCE

Acting City Manager/Deputy City Manager/Treasurer

City of Saline, MI | January 2025 – Present (Deputy June 2022 – January 2025)

- Serve as Chief Administrative Officer, providing executive leadership for all municipal departments and operations with direct accountability to the City Council
- Spearhead implementation of the City's FY25-FY28 Strategic Plan across asset management, fiscal stewardship, organizational effectiveness, and purposeful growth areas; communications strategic plan, project management, transparency, accountability and data-driven decision making
- Oversee a \$25M+ General Fund and a \$107M+ Capital Improvement Plan, aligning long-term infrastructure investment with financial discipline; successfully led adoption of the FY25–26 Budget
- Forge and strengthen regional partnerships with key entities including Main Street, Saline Area Chamber (appointment), Washtenaw County Brownfield Authority (appointment), strong connections with Saline Area Schools, SPARK, Saline Area Social Services (appointment), SEMCOG, MML, Washtenaw County, MDOT, and Ann Arbor Community Foundation
- Drive public-private partnerships to enhance community amenities, downtown vibrancy, and sustainable growth, improved relationships with residents, community partners, business owners, county and state representatives; approval of the MEDC Public-Private Partnership for the downtown social space
- Maintain active public engagement, including quarterly community forums, strategic communications initiatives, and crisis communications; created HOA Connect, Farmer's Market engagement, and active community volunteerism
- Successfully negotiated and administered major contracts, including TPOAM and COAM union agreements and the Waste Management renewal, ensuring transparency, operational discipline, and fairness
- Provided steady leadership during crises, including the controversial city dam removal debate, wastewater treatment plant flooding, recreation center financial deficit and human rights concerns, and fire services evaluation
- Deepened internal alignment through cross-departmental collaboration, ethics and emotional intelligence training, staff-led Council meeting participation, city facility tours, and live-streamed city updates

WORK EXPERIENCE CONTINUED - Saline Acting City Manager/Deputy City Manager/Treasurer

- Recruited and retained seven high-performing team members based on a culture of trust, transparency, and communication, empowering staff to surface and solve issues collaboratively
- Designed and implemented citywide policies and procedures in critical areas such as emergency snow removal, system flushing, emergency call-I and communication protocols, personnel manual and citywide email policy
- Achieved an estimated 25% reduction in remediable risks, significantly improving the organization's risk profile

Deputy City Manager/Treasurer

- Coordinated and executed the city's strategic initiatives, ensuring that departmental efforts align with the city's long-term vision
- Supported department heads to enhance interdepartmental collaboration, streamline operational processes, and improve service delivery for residents
- Drove key community and economic development projects, addressing complex issues, and implementing solutions that advance the city's priorities with a proactive mindset for the future, created RRC and RRD districts
- Act as a liaison between the City Manager, staff, business owners and external developers, fostering a collaborative environment to support the city's growth and well-being
- Direct financial operations, treasury and assessing of a \$25M+ city with almost 10,000 residents
- Oversee the City's financial transactions and day-to-day customer service, budget administration, such as payment of bills, preparation of payroll, maintenance of fixed asset records, receipt of monies, property tax reconciliation, auditing, debt administration, and utility billing
- Audit director and oversaw all disbursements, ensures adequate cash liquidity and fund balances, oversee debt management and completion of reporting requirements
- Coordinated with other City staff in the development and maintenance of the annual budget and supplemental appropriations, millages, fee book and all reporting including transfers and performance projections
- Elevated investment income from \$80k to \$1M+ annually, maximizing returns through strategic cash management
- Directed the implementation of a strategic plan, integrating advanced software, measurable deliverables, and comprehensive reporting systems, estimated savings over \$25,000
- Developed and established a formalized bidding process and enhanced procurement policy accountability
- Successfully deployed a new cloud-based financial reporting system, improving data accuracy accessibility, internal controls, reduced server use and increased analytics capabilities
- Ensured a flawless audit outcome with precise reporting and full compliance with regulatory standards
- Increased the bond rating from A+ to an AA+

Finance Director / Treasurer

City of Howell, Michigan | January 2022 – June 2022

- Directed all municipal finance functions, including budgeting, treasury, accounting, and audit coordination during a transitional leadership period, offer to promote to Deputy City Manager
- Secured approval and led initial implementation planning for the city's migration to BS&A Cloud financial software
- Collaborated with the City Manager on strategic planning and organizational restructuring
- Resolved a sensitive and complex HR issue, mitigating risk and restoring internal team cohesion
- Participated in executive-level training to prepare for promotion to Assistant City Manager

WORK EXPERIENCE CONTINUED - **Sumpter Township Administrator/Treasurer**

Township Administrator/Treasurer

Sumpter Township, MI | June 2019 – January 2021

- Oversee all township operations, including policy implementation, finance, HR, payroll, IT, and budgeting, ensuring alignment with board directives and community needs
- Manage water and wastewater services, grounds maintenance, personal property tax records, and day-to-day operations while serving as the township's legal agent and public ambassador
- Direct financial and information systems, ensure adherence to GAAP and GASB standards, and implement robust internal controls, strategic planning, and special projects
- Lead initiatives to optimize debt management, boost revenue, maintain fiscal health, and strengthen community trust
- Guide the township through the COVID-19 pandemic, handling staffing, community safety, furloughs, legal matters, and securing \$925k in pandemic-related funding in partnership with Congresswoman Dingell's office
- Streamline operations by increasing ERP system efficiency from 25% to 95%, implementing a strategic plan and capital improvement plan, and achieving flawless audit outcomes
- Spearhead major tech upgrades, including cloud migration, fiber network connectivity for key facilities, and transitioning from manual timecards to an automated time management system
- Secure over \$275,000 in grant funding and negotiate labor contracts with three bargaining units to align resources with strategic goals
- Facilitate staffing for projects and day-to-day operations, maximizing efficiency and leveraging team strengths.
- Manage all third-party contractors and consultants and lead collaborative efforts between local townships for public works functions

Division Finance Officer

Genesee County Water Authority – Flint, Michigan | 2009–2012

- Directed finance and IT operations for a \$50M public water and sewer utility serving 200k residents across 37 communities with each having one member on our board, serving over 120,000 residents
- Led budgeting, budget, audit, utility billing, grant administration, capital financing, payroll, human resources, information technology, investments, and union negotiations
- Oversaw financial reporting, audits, IT infrastructure, and compliance. Reported directly to the governing board
- Developed deep expertise in utility finance and complex rate studies while managing service to 37 communities with varying infrastructure, consumption, and funding needs
- Reduced outstanding receivables from \$6M to under \$100K
- Refunded two bond series, saving \$370K without extending debt
- Rebuilt the budget process to include strategic planning and a 5-year forecast
- Earned Genesee County's first GFOA Certificate of Excellence
- Safeguarded \$10M in investments and achieved new annual yield
- Managed implementation of a \$1M utility billing system and full digital conversion
- Cut servers from 22 to 2 via virtualization and upgraded all IT systems
- Improved internal controls, procurement, fund balance reserves, and construction oversight
- Administered an additional \$55M annually in capital projects through SRF and bonding
- Negotiated union contracts saving over \$550K

WORK EXPERIENCE CONTINUED - Municipal Finance Consultant

Municipal Finance Consultant

Owner, MI | January 2005 – January 2019

- Assurance and project management focus includes software implementations, best practice budget development, strategic planning, audit and financial statement preparation, change management, analysis of technology solutions, effective and efficient procedures, training, educational seminars, operational improvements, internal control measures, union contract mediator, fundraising initiatives, grant management, accounting service and program development
- Project lead in successful, independent technology implementations of ERP systems; Great Plains, QuickBooks, Peachtree, UKG, New World Systems Logos.net, BS&A, payroll conversions, time and attendance software installations, virtual desktop implementation and cloud navigation
- From scratch flexible budgeting processes resulting in long-term (up to 10-year) forecasts
- Lead multiple teams to earning GFOA Certificates of Excellence
- Provide temporary successful interim Chief Financial Officer services for nonprofits, public sector and small businesses and serve local counties in developing a strategic plan incorporating a 10-year flex budget system
- Remodel municipal investment portfolios and capture large rating increases from BBB to AA+

EDUCATION

Eastern Michigan University Ypsilanti, MI MBA	2024
Michigan State University East Lansing, MI Accounting	1999

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SKILLS & EXPERTISE

Strategic Planning	Leadership	Communication	Crisis/Risk Management
Financial Innovation	Team Development	Policy Development	Critical Thinking
Problem-solving	Collaborative	Adaptability	Sound Decision-making

MEMBERSHIPS AND CERTIFICATIONS

- Michigan Nonprofit Association
- Michigan Government Finance Officers Association
- Government Finance Officers Association
- Michigan Institute of Certified Public Accountants
- Michigan Municipal League
- National League of Cities
- Chamber of Commerce, and Saline Rotary Club
- Michigan Finance Legislative Committee
- CPA License, Michigan, L#271623, 09/01/01

ACTIVISM ROLES

- City of Saline Health & Wellness, Voting Member
- Risk Mitigation Task Force, Liaison
- Healthcare Renewal Committee, Member
- Saline Main Street and Rotary
- Building Bridges Community Action Group
- Volunteerism through Saline Main Street, Saline Area
- City of Saline Planning Commission, Former Voting