

**Executive Recruitment for**

**EASTPOINTE, MICHIGAN**

**CITY MANAGER**



GovHR USA is pleased to announce the recruitment and selection process for a City Manager on behalf of the City of Eastpointe, Michigan. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by September 30, 2019 with cover letter, resume, and contact information for five professional references to [www.govhrjobs.com](http://www.govhrjobs.com). Questions regarding the recruitment should be addressed to Ryan Cotton, Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Email: [rcotton@govhrusa.com](mailto:rcotton@govhrusa.com) Tel: 224-282-8304. The City of Eastpointe is an Equal Opportunity Employer.

**Ryan Cotton, Vice President**

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Formal Applications should be submitted to:  
[www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment)





### PROFESSIONAL ANNOUNCEMENT

**City Manager – Eastpointe, MI** (pop. 32,442). Eastpointe, Michigan is a full-service community in a thriving metropolitan area boasting the 35th largest residential population in the State. Known as a family-friendly town, Eastpointe is the gateway to Macomb County and is adjacent to other Detroit metropolitan areas totaling 3.7 million residents. Founded in 1837, Eastpointe possesses a rich history of multiple cultures extending back to the early French, German and Irish settler days and is now a refuge for urban dwellers wanting easy access to both urban, suburban, and waterfront amenities. Eastpointe is located five (5) miles from Lake St. Clair and 16 miles from the Detroit International Waterfront, Ford Field, Comerica Park, Little Caesars' Arena, and Fox Theater. Macomb County has more registered boats than any other U.S. county. Eastpointe provides a full range of services to a diverse group of year-round residents. Proud of its heritage as well as its affordable and varied residential neighborhoods, Eastpointe has numerous restaurants and shopping along its retail corridors. Neighborhoods are tidy, walkable, and tree-lined with plentiful housing and competitive public/private educational systems -- all located within a compact 5.1 square miles.

#### Summary

The City Council is seeking a highly professional, ethical, energetic and experienced candidate for its next City Manager. Being ethical and trustworthy is essential. Being visible in the community and having the ability to think strategically and remain focused on the City's long-term goals is required. Having a proven ability to establish positive working relationships with community and regional partners is needed. Being progressive, yet realistic, and economic development-driven, decisive and hardworking, yet collaborative and team oriented, is preferred. It is important to be able to build trust to navigate the ebbs and flows of policymaking in a diverse

community in a manner which earns the confidence of the public, the City Council, and City staff.

The City provides a full range of police, fire, court, library, assessing, water/sewer operations, community/economic development, public works, parks, civil service, and administrative services. The City Manager is the Chief Administrative Officer and makes all appointments except for the City Attorney. The City Council consists of a separately elected Mayor and four Council Members. The City Manager is responsible for the implementation of policy and the overall operations of a \$51 million budget, as well as management and leadership of 166 full time equivalent positions, (includes 36 part time and eight contractual employees).

#### Education and Experience

- Candidates must have a Bachelor's degree plus five (5) years of increasingly responsible executive level experience in a city organization.
- Considerable team building experience with professional staff is required.
- At least one year of experience as a manager, assistant manager, or comparable position is highly preferred.
- Also preferred is experience in an organization of comparable complexity within a major metropolitan area including labor relations.
- A Master's degree in public administration, business administration, or related field is highly preferred,
- An ICMA Credentialed Manager is preferred.
- A creative, problem-solving approach with strong follow-through and well developed interpersonal and oral/written communication skills and a strong commitment to community and multicultural competencies, as well as having a team-oriented leadership style with knowledge of and practice in collaborative management concepts and principles using innovative strategies, practices, and techniques is desired.

#### Governmental Structure and Position Compensation

The City operates under the council-manager form of government as a home-rule charter city. It is governed by a five-member, non-partisan City Council. The Mayor is separately elected and presides over the City Council meetings for four-year terms. The four Council members are elected at-large for four-year, overlapping terms. The City Council appoints the City Manager and City Attorney. The City has five bargaining units with existing contracts that extend to 2020.

**Expected starting salary is \$110,000 to \$125,000. Residency is desired.**

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## BRIEF HISTORY OF THE CITY

Eastpointe is located in Macomb county, ten miles northeast of Detroit, Michigan. It borders 8- Mile Road on the northern edge of Detroit. Eastpointe was formerly known as East Detroit and was first settled by French, Irish and German immigrants.

According to Eastpointe, Images of Modern America, Eastpointe was known as Halfway Village since the settlement was originally located halfway between the Macomb County seat at Mount Clemens and downtown Detroit. It was a convenient rest stop for horse-and-buggy drivers along the former Gratiot military plank highway. A post office set up in 1897 was given the name "Half-way." Most of the area was agricultural in nature, with farmers growing food for their own consumption or to be sold at Detroit's Eastern Market. Businesses developed along the Gratiot road and the community became known as the Gateway from Detroit to Macomb County. This growing city attracted large numbers of immigrants looking for new homes, safe neighborhoods, and good schools.

Prior to 1924, most of the village formed a part of Erin Township. A reincorporation took place in January 1929, and Halfway village became the City of East Detroit. The name was changed to Eastpointe in 1992 after a public referendum.

Quality parks and active recreation programs have always been part of the community life. A strong emphasis remains on clean parks, picnicking areas, and youth activities. Many of the Mom-and-Pop businesses that had started in the early part of the century survived a later outflux of shopping to nearby malls.

## COMMUNITY STATISTICS – EASTPOINTE TODAY

Macomb County ranks high in per capital income, employment opportunities and overall quality of life. Eastpointe is located at the southern edge of Macomb County. Eastpointe residents are proud of their tree-lined neighborhoods with sidewalk-laced streets of traditional, mid-century modern homes interspersed with multiple parks, pocket parks, and amenities including a skate park, disc golf course and a sledding hill and Downtown amenities. Eastpointe is generally considered to be a bedroom community and is a short drive from many other points of interest along Interstates I-94 and I-696, as well as M-3 (Gratiot Avenue), M-102 (8 Mile Road), and 9 Mile Road.

Air travel is easily accessible from the Detroit Metropolitan Wayne County Airport (DTW -- 34 miles) and Oakland County International Airport (PTK -- 35 miles). The nearest Amtrak rail access is in Royal Oak (12 miles).

### Economy

Residential real property comprises 73% of Eastpointe's taxable value, 17% is commercial, 9% is utility, and 1% is industrial.

Eastpointe is proud to have a majority of small businesses, as well as 60 major companies represented within its borders, such as BMW and Porsche dealerships, Olive Garden, Office Depot, Aldi's, and multiple pharmacies.



## **Top Local Employers**

1. East Detroit School District
2. City of Eastpointe
3. Olive Garden
4. Rite Aid
5. Eastpointe Post Office
6. Genesis Chevrolet

## **Principal Property Taxpayers**

1. Consumers Energy (Utility)
2. DTE Electric (Utility)
3. International Transmission Company (Utility)
4. American Estate and Trust (Rental properties)
5. East Brooke Commons LTD (Shopping Center)

## **Educational Systems**

In addition to its excellent public and private educational system that serve students through high school, Eastpointe is close to a number of colleges and universities – University of Michigan, Wayne State University, Eastern Michigan University, Michigan State University, Oakland University, University of Detroit-Mercy, Marygrove College, Lawrence Tech University, Walsh College, three community colleges, and the Recording Institute of Detroit.

## **Housing and Income**

Eastpointe is a middle class, primarily single-family residential community, with business corridors and a smattering of industry. Ancestries include German (27.1%), Polish (18.4%), Italian (16.7%), Irish (13.9%), English (8.2%), and French (6.3%). The racial make-up is 63% white and 32% Afro-American and 5% other.

Eastpointe offers high quality, predominantly brick homes, most of which were constructed during the past 50 years and are well-maintained. The 2010 Census found:

Owner Occupied: 71%

Renter Occupied: 20%

Median Home Value: \$108,000

Estimated median household income in 2005: \$47,300

Estimated median house/condo value in 2005: \$119,300

## **Recreation and Quality of Life**

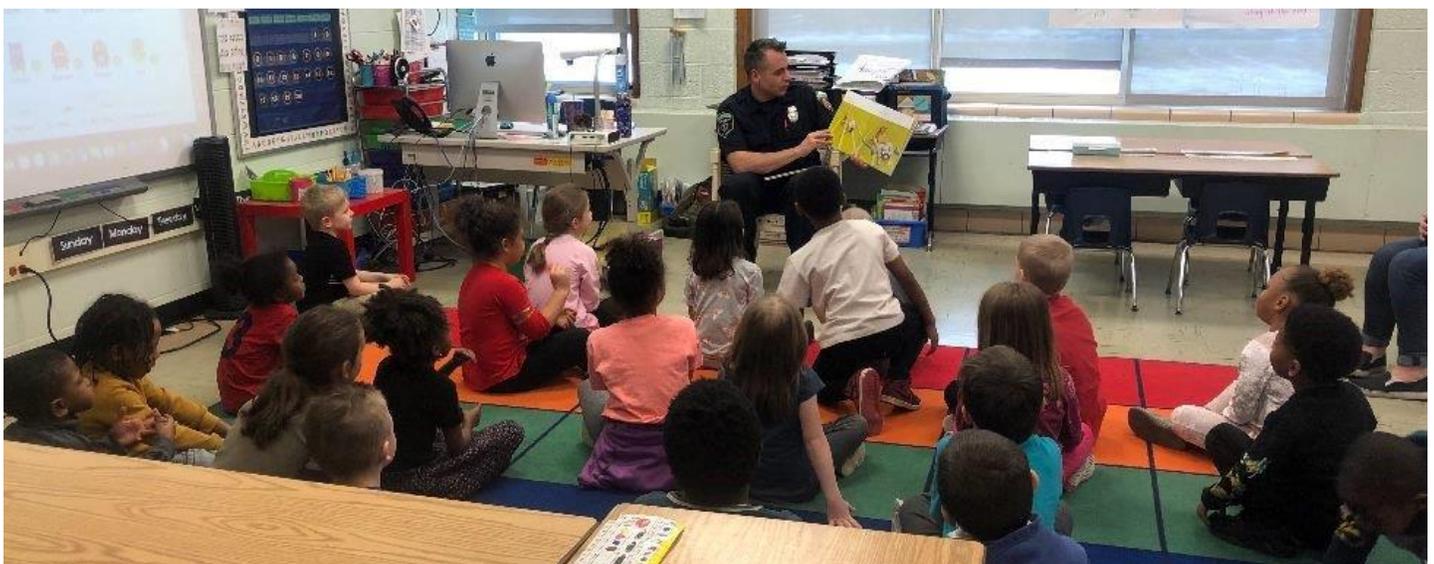
Macomb County is the fresh-water boating capital of the world, with more registered pleasure boats than any other county in the United States. Recreational harbor and beach facilities exist within close proximity (12 miles). Macomb County has two Huron-Clinton Metroparks with 6,000 acres of park land and waterfront. The City is within minutes of the Detroit Institute of Arts, professional sports, theater districts and Windsor, Ontario.



The City of Eastpointe has eight (8) parks totaling 150 acres, including a skate park and a sledding hill, and is part of an intergovernmental recreation authority with the City of Roseville to Eastpointe's north.

Eastpointe has many summer festivals and events, including Cruisin' Gratiot, Music in the Plaza, and Sizzling Summer Nights.

Cruisin' Gratiot in June is the community's largest festival and is an annual week-long celebration of automotive history, tradition and memorabilia. The event includes car shows, contests, and live music.





Nearby attractions include the Lake St. Clair, the Detroit International Waterfront, Ford Field, Comerica Park, Little Caesars' Arena, and the Fox Theater, the East Detroit Historical Society, the Edsel & Eleanor Ford House, Dossin Great Lakes Museum, the Detroit Zoo, and several outdoor music venues (10 miles).

### Key City Initiatives

- Implement the new Master Plan
- Additions to Park facilities and renovations
- Creation of a non-motorized plan and redevelopment vision for the 8 Mile/Gratiot intersection, northeast quadrant, and Kelly Road
- Stem, reduce, and manage a growing percentage of rental housing stock
- Enable increased Downtown Development Authority (DDA) initiatives to jump-start economic development along key corridors
- New Police Department building

### City Government Investment and Structure

The City invested nearly \$44 million in roads, sidewalks and utilities in the last decade. In addition, the City completed an LED streetlight conversion program and completed over \$600,000 in sidewalk investment to eliminate trip hazards and become ADA compliant.

The City Manager is the Chief Administrative Officer and makes all appointments except for the City Attorney. In addition to appointing Department Heads, the City Manager appoints members of the Housing Commission and the Downtown Development Authority (DDA) and is a voting member.

### Awards and Recognitions

Eastpointe is nationally recognized for being one of the most affordable places to live and annually earns the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).



## MANAGEMENT OPPORTUNITIES AND CHALLENGES

Opportunities and challenges were recently assessed via recent City Council goal setting, stakeholder interviews, and an electronic survey. The incoming City Manager will be faced with a number of opportunities and challenges that are not uncommon.

The electronic survey produced the following results for the new City Manager to focus on: development and redevelopment (30%); enhance quality of life (25%); fiscal management (22%); enhance Innovation (16%) and improve property values (6%).

Other opportunities and challenges from the stakeholder interviews include:

### Fiscal Affairs

- The next City Manager must continue fiscal oversight and responsibility with the ability to take a stand on spending when appropriate.
- The next City Manager must be able to balance the new short-term initiatives with those that have already been approved and are designed to sustain the City in the long term.
- Although the General Fund has a fund balance percentage of 56% (\$12.3 million), \$5.9 million was committed to last year's pension and OPEB contributions and \$3.5 million is committed to budget stabilization and other reserves. The remaining balance is unassigned.
- Eastpointe has a low debt to taxable value ratio of 1.7% resulting in a 94% extra capacity within the legal debt margin resulting in \$51 million of total additional capacity.
- The twenty-year public safety millage that was passed in 2015 will likely need to be supplemented approximately five years before the twenty-year millage renewal date.

- The City's current pension system is 51% funded. The City is taking steps to systematically pay off the liabilities created by previous benefit plans. The General Retirement System was closed to some new participants. Pension multipliers were reduced and employee contributions were increased.

### Organization

- The next City Manager must be skilled in succession planning with the ability to identify and attract talent to the organization. This is an opportunity to build a multifaceted team and look at organizational realignment.
- The racial make-up of the current City staff also does not reflect the community. An opportunity exists for the next City Manager to look at the current hiring practices and recruit from a multicultural pool of employees when vacancies arise.
- Streamline and coordinate communications between departments in order to help staff members proactively communicate with public to resolve issues before being brought to the City Council.
- Perform oversight of the Deputy Clerk and Assistant/Personnel for the purpose of ensuring City Clerk and human resource functions

### Community

- Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Manager.



- Attentive listening abilities and a genuine desire to engage the Council, staff, and community in innovative problem solving is expected. Attending community events and being present and visible in the City is essential.
- Comprehensive and coordinated marketing, branding, and social media is needed to attract and retain young families in collaboration with the School District's efforts. Younger families could be informed about the benefits of investing in the City's attractive and affordable homes, including being within an easy commute to Downtown.
- The City's equity and inclusion efforts must be embraced by the next City Manager. Income disparities exist in the community. Dealing with the probable continuing racial integration of the community using cultural competency tools is essential.
- Enhanced home ownership opportunities in the face of a growing private sector rental home business marketplace is needed.
- Reaching out to community leaders and be involved in the Chamber, PACE or join a service group is needed. Attending the Cruise and Memorial Day Parade and get to know members of the organizations that volunteer to make Eastpointe a community, not just a city is desired. Youth development is a key area of opportunity. The next City Manager will be expected to embrace the rising generation of new City leaders.

### Infrastructure and Economic Development

- Work toward more Five-Year street funding options and take the logical steps to move forward with ways to make possible joint revenues and ventures with business and/or organizations to help move and finalize community infrastructure and development goals.
- Implement the new Parks and Recreation and Master Plans.
- Begin a Police Department building plan and plan for a potential public bond campaign for the remaining capital needs.

### MANAGEMENT SKILLS DESIRED

Style and personal traits needed were assessed via stakeholder interviews and an electronic survey. Being approachable, ethical and trustworthy were the three most important personality traits listed. Strategic, collaborative and team oriented were the key management styles desired according to the survey respondents. The three most important skills needed are effective communications with all stakeholders, having an ability to think strategically in relation to long-term goals despite short-term pressing matters, and the ability to challenge the status quo for changes needed.

Management skills desired in the stakeholder interviews included:

- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Possess proven managerial and interpersonal skills to lead a dynamic organization in a community with high customer-service expectations and demand for government transparency.
- Demonstrated ability to work with an engaged Mayor and City Council -- being supportive of their efforts and initiatives while at the same time able to help to delineate and preserve the roles of the elected officials and the appointed City Manager.
- Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together – a collaborator.
- Have proven experience working for equity and inclusion in all areas of local government.
- Have a desire for living in a metropolitan area, characterized by a high level of sophistication, education and culture, yet also possess an appreciation that Eastpointe is at its heart, “a big, small town.”
- Create excellent public relations within Eastpointe as a multicultural community so as to renew a positive mental attitude towards employees’ roles and the City as a whole. Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Allows employees to do their jobs, nurtures/advises/ makes suggestions when necessary with minimal supervision, and operates according to the Charter.
- Be a quick learner in order to balance the old East Detroit with the new Eastpointe cultures. Being able to learn to embrace where Eastpointe has been with honor, yet also balance these traditions with a new future.
- Being technologically savvy enough to understand and embrace knowledge and power of social networking and then employ new approaches to brand and market the community. Skill in working with the media is essential as well.
- Be someone who can establish trust quickly with others and one who can relate to all members of the community and who genuinely embraces and promotes diversity and inclusion, and other cultural competencies.

- Be a strong administrative leader and be able to help City Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and long-range needs of the overall community.
- Be proactive, anticipatory and innovative. Possess an open mind and an open heart in dealing with the City’s complex and challenging issues that often compete with one another.
- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will, and courage to effect such change.
- Have experience in delivering a contemporary human resource program for City employees, developing and maintaining strong work relationships and morale with union and non-union City staff while also holding employees professionally accountable. Be adept at identifying professional development needs and addressing succession planning and employee recognition. Have an orientation toward continuing education and professional development for self, staff, and employees.
- Have experience in economic development, fostering business-community relationships with the City; be adept at how the City can craft meaningful and sustainable economic development initiatives with a new Economic Development Director position.
- Being able to, and desirous of, residing in Eastpointe so as to become a visible and engaged member of the public. Residency is strongly encouraged.

**Other Factors**

The successful candidate will work to make adjacency to Detroit via the 8 Mile strip a source of pride. This proximity is a plus for attracting the cultural class, new families, and commuters who embrace new urbanism and multiple modes of transportation options. The successful candidate will enable the future vision of Eastpointe to grow within all the stakeholders in an impactful way.



## CONCLUSION

The successful applicant will be a lucky individual who will be able to blend professional and family success in an increasingly attractive and exciting metropolitan region. The person will have an opportunity to take their long-term successful qualities to the next level of excellence in creating an ethical, best-in-class, community in a thriving, multicultural region near substantial waterfront resources in a way that embraces the new economy with growing diversity, young professional families, and brand awareness/marketing.

The successful candidate will have an opportunity to redevelop portions of town with long-lasting land use changes that embrace the new information-age economy and autonomous transportation innovations.

Local government website: <https://www.cityofeastpointe.net>

