



(ow) 10/12/21

CITY OF GROSSE POINTE WOODS

MEMORANDUM

Date: October 12, 2021

To: Mayor and City Council

From: Bruce J. Smith, City Administrator

Subject: Assistant City Manager Position/Promotion

With my impending retirement, I believe it is in the best interest of the city to begin implementing a succession plan. During my time as serving as the City Administrator I have come to realize there are more responsibilities than one person can handle in this position. I believe the person in this position would be much more effective in providing quality services by having an Assistant City Administrator. In addition to them assuming more responsibilities, they will also insure the continuity of services in the case of illness or other vacancies that occur. Currently, most other communities have Assistant City Managers.

Sue Como has proven to me in the past 5+ years that she is well qualified to serve in this capacity as she has demonstrated her willingness to take on new and challenging responsibilities. She has worked closely with me and I have come to rely on her with decision making as well as strategic planning. Additionally, her 21+ years of employment with the city provides her with complete knowledge of how the city operates, the work flow, handling of resident and employee issues, has built great working relationships with other community leaders, and represents the city in the highest regard. She will be instrumental in the success of the person chosen to take my place as she helped me to learn the proper way to do things in the city. I know she will do the same for my successor.

I would like to highlight some of Sue's qualifications and expertise in her role in the city, which are as follows:

- Covid-19 Plan development and implementation.
 - Title VI Non-Discrimination Plan development and implementation.
 - Work in conjunction with the City Administrator on identifying and submitting proposals for the American Rescue Plan Act Funding and Relief Program.
 - Assist in the preparation of the annual budget requests for Administration (\$283,924) and City Council (\$66,360).
 - Community Development Block Grant Program Coordinator: process the application, agreement, budget, reimbursement requests and facilitate subordination agreements.
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- Board Member for Pointe Area Assisted Transportation Service (\$275,000 budget: former Chair and Treasurer as well as instrumental in the transfer of the management from Harper Woods to Services for Older Citizens).
- Board Member for Healthy Grosse Pointe/Harper Woods Committee.
- SMART Coordinator: process application, contract, budget and reimbursement requests.
- Coordinate the Music on the Lawn and Fall Fest events: prepare agendas, minutes, attend meetings, prepare and maintain the budget (\$94,396).
- Coordinate and facilitate the annual Commission Appreciation Reception event (\$10,000 budget).
- Recording secretary for Administrative Hearings and miscellaneous meetings as needed.
- Post and publish personnel ads, assist with recruitment process, schedule interviews, sit on interview panels, prepare Conditional Offer of Employment letters and other personnel tasks.
- Process contract and agreements awarded by the City Council.
- Implement and administer the former Community Development Block Grant Minor Home Repair Program.
- Research, develop, implement and administer the former Farmers' Market.

In addition, here are her primary education credentials:

- Central Michigan University: Pursuing a degree in Community Development, concentration in Public Administration.
- International Institute Municipal Clerks: Certified Municipal Clerk (January 2020)
- Macomb Community College: Associate Degree
- Leadership Macomb: Leadership Macomb is a non-profit organization whose nine-month program brings together leaders from numerous institutions, disciplines and geographic areas to strengthen their leadership skills, develop long-term business relationships, and obtain in depth information about Macomb County.

It is my recommendation to City Council to appoint Susan Como to the position of Assistant City Administrator and increase her salary to \$85,000.



CITY OF GROSSE POINTE WOODS

MEMORANDUM

Date: October 12, 2021

To: To Whom It May Concern

From: Bruce J. Smith, City Administrator

Subject: Administration Succession Plan/City Administrator Recommendation

With retirement closing in, I want to make a recommendation to the City Council regarding my replacement for the position of City Administrator. Over the past 5+ years I have worked closely with Frank Schulte. During this time, he has demonstrated superior administrative and interpersonal skills working in his current position. In nearly all of the major projects completed during this time, he has developed plans, budgets, bids, proposals, and carried them out to completion. They have been finished on time and most within the proposed budget. The operations of the city along with the overall appearance have been brought up to a Grosse Pointe Woods standard.

Also, Frank has worked to empower his leaders in Public Works to take charge and lead their employees to accomplish the numerous tasks that must be completed and on daily, weekly, monthly and seasonal basis. The morale of his work team has improved to a high degree as he supports their efforts to maintain the city's infrastructure. Frank has served as the Acting City Administrator in my absence and I have always returned to find the city in top order. In addition, he has demonstrated his managerial skills in every project he has tackled. He has been working alongside me during the past few years of sitting on the Grosse Pointe Trash Consortium and the Milk River Drainage District Board.

Frank has demonstrated a willingness to tackle the toughest of problems, often finding creative ways to solve problems that achieve good results. He has had long-standing relationships with the leaders of the various Grosse Pointe communities and other civic groups. He always displays an even demeanor and calmness in the face of troubling problems.

It is my personal recommendation to City Council to give strong consideration for Frank Schulte to serve as City Administrator upon my retirement.

MEMO 21-55

TO: Bruce Smith, City Administrator

FROM: Frank Schulte, Director of Public Services

DATE: October 7, 2021

SUBJECT: Department of Public Services Accomplishments

Over the last six years as the Director of Public Services, I have united employees and built an enjoyable work environment. Crew chiefs have been given more leadership responsibilities on day-to-day operations. Staff and employees have been encouraged to share communication by providing valuable input and feedback on situations, budget process, city improvements, and equipment purchasing.

Over the last six years, I have managed multiple projects. Some of the most impactful projects so far were the re-design of the interior offices at the Robert E. Novitke Municipal Center; LED DTE light conversion of all street light poles and the Mack Avenue and parking lot ornamental poles; new generator for the Robert E. Novitke Municipal Center, replacement of Lake Front Park Vehicle Bridge; and raising marina docks and building a sand berm to hold back Lake St. Clair historic high water levels.

Additionally, I have also acted as the City Forester and have assessed numerous trees as well as overseeing the city's Fall Tree Planting Program on a yearly basis. In 2017 and 2018, the Department of Public Works applied and were awarded the DTE tree planting grants that resulted in an additional \$4,500 to plant trees on the city's right-of-way.

In 2019, I started assisting Bruce Smith, City Administrator by attending the meetings for Milk River Intercountry Drainage Board with Macomb and Wayne Counties and the Grosse Pointe - Clinton Refuse Disposal Authority.

In 2020, I accepted the position of Acting City Administrator to manage the city in the absence of the City Administrator. In this past year, I have been successful and diligently working beside my coworkers to be sure the city day-to-day operations continue to run smoothly.

Also in 2020, I managed the Department of Public Works and the Parks and Recreation work environment challenges with the constant changes and updates following the Centers for Disease Control and Prevention COVID restrictions and guidelines. Ensuring to keep our staff and residents as safe as possible, during these periods of lock down and social distancing restrictions. It was my number one priority to keep our city running smoothly with our continued essential services and keeping our employees and residents safe.

Most recently, on Friday, June 25, 2021 Grosse Pointe Woods received a historical rainfall level of six inches of rain, which is greater than a 1,000-year flood event. At my direction, Department of Public Works crews were working around the clock operating the Torrey Road Pump Station during the storm, cleaning catch basins to clear flooded streets throughout the city, and investigating numerous flooded basement calls and concerns. After the water subsided, it was the Department of Public Works' priority to pick up flooded basement debris and clean up our city as quickly as possible.

Listed below are the projects that have been accomplished, since I have been serving as Director of Public Services.

2016:

- Phase 2 of the 4-year Road Bond Program, which included the replacement of Severn from Mack to Bramcaster, Country Club from Mack to west city limits, Hollywood from Goethe to Marter, Brys from Mack to Marter, and resurfacing of Crescent Lane.
- Miscellaneous Concrete Pavement Repairs throughout the entire city.
- Joint sealing in District 8 (South side of Vernier to Fairford from Fairway to east city limits).

2017:

- Phase 3 of the Road Bond Program, which included the replacement of Anita from Mack to Charlevoix including a new water main, Oxford from Mack to Jackson, Stanhope from Mack to Chester, North Oxford from Fairway to Morningside, Maple Lane from Wedgewood to Wedgewood, and Wedgewood from Vernier to the end. It also included resurfacing of Huntington from Mack to Holiday and South Renaud from North Renaud to North Renaud.
- Miscellaneous Concrete Pavement Repairs throughout the entire city.
- Joint Sealing in District 7 (Mack to east city limits from south city limits to Huntington and Fairford).
- The 2017 SAW Grant, Sewer Cleaning, and Televising Investigation.
- Rebuild and repair of the salt barn walls.

2018:

- Water Main Capital Improvement Program. Replacement of water main on Fairholme Road (Mack to Fairford), including the cul-de-sacs to the south (Marford Ct., Baltree Ct., Ghesquiere Ct., and Berns Ct.).
- Miscellaneous Concrete Pavement Repairs throughout the entire city.
- Joint sealing in District 6 (Mack to Fairway from Vernier to Torrey) and throughout city as needed.
- Resurfacing of City Hall, Department of Public Works, Ghesquiere Park Bramcaster, Ghesquiere Park Jackson, Broadstone, north Ridgemont, and south Ridgemont parking lots.
- Replacement of City Hall roof and HVAC system, DPW Administration Building roof, the Lake Front Park Activities Building roof and HVAC system, and the Public Safety Garage roof.
- Resurface of tennis courts 9 and 10, and resurfaced tennis courts 3 and 6 and converted to also use as pickleball courts.
- Addition of porta-potties and cement pads at Lake Front Park.
- Restoration of 428 feet of the boardwalk at Lake Front Park.
- Removal of the existing Shore Power Marina Pedestals, furnish and install the new pedestals, with new electrical service panels, pedestal mounting plates and replaced and installed new water main service at the marina.
- Submitted the required information to the *Michigan Underground Storage Tank Authority* (MUSTA) and accepted by the MUSTA program with a \$2,000.00 deductible fee to cover the investigation of the fuel release from the old gasoline and diesel underground storage tank. To date, the city has been reimbursed a total of \$44,034.27 under the Michigan Underground Storage Tank Authority (MUSTA) fund.
- Removal of underground fuel tanks and installation of above ground fuel tanks.

2019:

- Replacement of water main on Virginia Lane.
- Sewer Structure Repairs throughout the city.

- Miscellaneous Concrete Pavement Repairs throughout the entire city.
- Resurfacing of Vernier Road from Morningside to Fairway.
- Reconstruction of Stanhope from Chester to the west city limit.
- Resurfacing of Anita from Mack to the west city limit.
- Resurfacing of Brys from Mack to Helen.
- Resurfacing of Lochmoor from Sunningdale Park to Fairway.
- Reconstruction of Beaufait from Mack to west city limit.
- Resurfacing of Oxford Road from west city limit to Jackson.
- Installation of new drop ceiling in Municipal Court hallway and Public Safety area
- Installation of new handicap accessible door openers in Community Center and Municipal Court entrances.
- Repair of Municipal Court hallway drywall from flood caused by pipe burst in bathroom.
- Relocated City Hall offices to Community Center after City Hall flooded.
- Raising 119 boat docks in the marina, due to high water levels.
- Installation of 1,800-foot long 12-inch high sand levee to hold back Lake St. Clair water levels, which rose to a record level in 2019.
- Installed new countertops in Community Center men's and women's bathrooms.
- The removal, repair, and reinstall of City's largest storm pump at Torrey Road Pump Station, pump #3.
- Torrey Road Pump Station Sewage pump #5 rebuild.
- Installation of new dividers and showers in pool bathhouse and converted to LED lighting.
- Conversion of DTE streetlights and ornamental lights to LED.
- Painting of Mack Ave. DTE streetlights to black.

2020:

- Replacement of water main on Bournemouth, Raymond, Linville, Kingsville, and easement water mains that run between homes on South Renaud, North Saddle Lane, and Lakeshore Lane.
- Sewer and sewer structure repairs throughout the city.
- Miscellaneous Concrete Pavement Repairs throughout the city, including various parking bays throughout the city.
- Renovation of the Robert E. Novitke Municipal Center.
- Replacement of Lake Front Park Vehicle Bridge.
- Managed the COVID response for Department of Public Works and Park and Recreations safety guidelines.

2021:

- Construction of the DPW Water and Sewer Garage
- Reconstruction of Oxford Rd between Mack and Holiday and asphalt patching of Lochmoor between Fairway and Morningside.
- Miscellaneous Concrete Pavement Repairs throughout the city, including various parking bays throughout the city.
- Sewer cleaning and closed-circuit television investigation program.
- Replacement of water main on Severn (Mack to Craig), Hollywood (Goethe to Marter), and Christine Court.
- Replacement of water valves and lead service lines throughout the city.
- Rehabilitation of sewers throughout the city.

In closing, over these last six years I believe the work culture has been transformed into a strong team environment, in which employees feel valued and empowered to do their best work.