

April 19, 2017



Northfield Township
Attn: Personnel Committee
8350 Main St.
Whitmore Lake, MI 48189

Dear Sirs,

I am very interested in discussing with you the Northfield Township Manager position. I have been in management positions over the course of my 40 year career primarily in local government. I have a BA in Urban Studies & Public Administration followed by a Masters Degree in Public Administration. In addition to the educational requirements I have experience in the 5 areas listed as requirements for the position. This includes Budget Preparation, Personnel Administration, Finance, Policy Development, and Planning/Economic Development. The list of key issues and Challenges are all ones I have worked on as a team with the elected officials, employees, consultants, and most importantly with the citizens in the communities I have served.

- In both Constantine, MI and Geneva, NY I have worked on development of downtown areas near water. In Constantine, we constructed a public boat access on the St. Joseph River and developed the park area around it. In Geneva, NY a project was underway to relocate a state highway along Seneca Lake (One of the Finger Lakes) and to develop the area for commercial and recreational use. This was adjacent to the State park and Marina.
- In both Garden City, MI and Geneva, NY a Downtown Master Plan was developed. I also worked with various organizations to improve the downtowns in Constantine, MI and Geneva, OH.
- In a number of communities, we worked on sewer line improvements. The largest was the separation of the storm and sanitary sewer systems and reconstruction of 20 miles of local streets out of a total of 100 miles maintained by Garden City.
- Master Plan and Zoning Regulations developed and/or implemented in a number of communities. Successful efforts were made to improve and keep businesses. New residential and business were encouraged and developed. Maintenance of a high level of services was a priority, but was affected by the economic condition of the communities and state financial policies. I have also worked cooperatively with adjacent townships in three communities.

Due to the downsizing of our operation I am seeking other employment with the full knowledge and understanding of my Board of Directors. I presently have 5 Mayors serving as their Community's representative on the Board, and 5 other local officials serving as alternates. I have worked well with many elected officials at the local, state, and occasionally Federal Level to the benefit my employers.

I am experienced, detail oriented, loyal to my employers, dedicated to the idea of Public Service, protective of my employees, responsive to the public, and I have consistently demonstrated my integrity in both my public and private life. Working as a team with the Township Board, I am confident that we can maintain the high community standards as well as addressing the Challenges outlined for the future.

Sincerely,

Steven R. Aynes

STEVEN R. AYNES

[REDACTED] (home) [REDACTED] (cell phone), e-mail: [REDACTED] (home) and [REDACTED] (work)

Professional Manager with over 40 years of experience. Nineteen Years in the City Management Profession, 2 ½ years with a Non-Profit Housing Organization, 3 years as a Human Resource Director, and over 17 Years in Solid Waste/Recycling Management.

Areas of Expertise Include, But Are Not Limited To...

City Council, Board, and Commission Relations * Inter Governmental Cooperation
* Downtown Improvement * Economic Development * Planning and Zoning
Administration* Human Resource Management Including Labor Relations and Employee
Benefits* Finance and Budgeting* Public Works Operation and Construction* Non-profit
Housing Development * Public Safety (Police, Fire, and Emergency Medical Services) *
Solid Waste/ Recycling Management* Strategic Plan Development * Public Relations*

Formal Education

University of Dayton, Dayton, Ohio
Masters of Public Administration, 1977

Miami University, Oxford, Ohio,
Bachelor of Arts, 1975, Double Major:
Public Administration
Urban Studies (City Planning)

6/01 to Present **Executive Director**, Central Wayne County Sanitation Authority (CWCSA).
Coordinating Solid Waste Disposal for the cities of Dearborn Heights,
Garden City, Inkster, Wayne, and Westland (total population 224,000).

Oversaw private and public operation of Waste to Energy (WTE) Plant.
Upon closure due to the private operator going bankrupt, negotiated a 20
year disposal contract with Waste Management MI (WMM). Demolished
and recycled WTE Plant and sold WTE site for \$ 1 million. Also closed and
capped Ash Monofill. CWCSA reduced the tipping fees and also distributed
\$ 4.6 million of savings back to the member cities. All debt paid off in full.
Downsized operations (including Director Position) to two part time
employees.

11/10 to 4/1/14 **Human Resource/Labor Relations Director**, City of Ecorse, MI. As an
Independent Contractor appointed by the Emergency Financial Manager
(EFM). Duties included Interviewing, Employee Benefit delivery, worked in
cooperation with the 4 Labor unions including the Act 312 process,
grievances, mediation, reorganization, and downsizing. Administered the
Workers Compensation, Unemployment and death benefit claims. Also
coordinated employee retirements through the Municipal Employees
Retirement System (MERS). Served as a special project coordinator for the
EFM. Concurrent while still serving as Executive Director of CWCSA.

- 3/01 to **Acting Executive Director**, CWCSA
5/01 Interim Management following resignation of Executive Director.
- 11/98 **Housing Director**, Northwest Detroit Neighborhood Development
to NDND), coordinated building 59 new homes in the Brightmore area. Worked
8/01 with volunteers to demolish over 20 dilapidated houses and to clean up lots.
- 3/97 to **Acting Executive Director**, CWCSA
8/98 Interim Management following resignation of Executive Director.
- Coordinated transition from a publicly owned and operated Solid Waste Incinerator to the transformation into a privately operated Waste to Energy (WTE) power plant. Negotiated change from Teamster Union to Operating Engineers and new contract. Secured from Moody's a very unusual 3 step increase in the bond rating for CWCSA.
- 6/96 to **Private Governmental Consultant**
5/01 Provided interim management services and consulting.
- 4/77 to **City Management Career** spans 19 years of progressively responsible
To 5/96 appointments.

Years of Service	Position	Community	Population	Budget (million)	# of Employees (Full Time)
1993-96	<u>City Manager</u>	Garden City, MI	31,846	\$ 23.5	150
1989-92	<u>City Manager</u>	Geneva, NY	14,000	\$ 10.0	130
1985-89	<u>City Manager</u>	Geneva, OH	6,500	\$ 2.5	30
1979-85	<u>Village Manager</u>	Constantine, MI	1,680	\$ 1.2	16
1977-79	<u>Admin. Assistant</u>	Forest Park, OH	20,000		
	(included service as Acting City Manager during transition in City Managers)				

Other Public and Private Experience

Additional governmental experience gained between 1970 and 1975 with part time or summer positions. Two part time positions in the Michigan Insurance Industry.

References

Mr. Dan Paletko, Mayor, City of Dearborn Heights. Mr. Paletko is also an alternate member of the CWCSA Board of Directors. City of Dearborn Heights, 6045 Fenton, Dearborn Hts., MI 48125. Phone [REDACTED]

Mr. Chris Johnson, Corporate Counsel for CWCSA. Mr. Johnson also served as the elected Mayor of the City of Northville for many years. He is with the law firm of Johnson, Rosati, Schultz & Joppich, P.C., 27555 Executive Dr., Suite 250, Farmington

Mr. Jerry Ellis, Bankruptcy Attorney for CWCSA. Mr. Ellis is also the former Mayor of the City of Farmington Hills. He is with the law firm of Couzens, Lansky, Fealk, Ellis, Roeder & Lazar, P.C., 39395 West Twelve Mile Road, Suite 200, P.O. Box 9057, Farmington Hills, MI 48333-9057. Phone [REDACTED]

Mr. David Domzal, Attorney. Mr. Domzal is the former President of the Council for the Village of Beverly Hills, MI. He also served as a Council member. Williams Acosta, PLLC, 535 Griswold St., Suite 1000, Detroit, MI 48226-3692. Phone [REDACTED] One of Mr. Domzal's clients is Waste Management of Michigan (WMM).

Mr. James G. Fausone, Environmental Law Counsel for CWCSA. Mr. Fausone is also the former Chairman of the Detroit Water & Sewer Board. He is with the law firm of Fausone Bohn, LLP, 41820 West Six Mile Rd., Suite 103, Northville, MI 48168-2775. Phone [REDACTED]. Fax Number is [REDACTED]. E-mail address is [REDACTED]

Additional References, samples of writing, and more detailed information available upon request.

SALARY HISTORY FOR STEVE AYNES

Central Wayne County Sanitation Authority (CWCSA)

I am currently serving as Executive Director of CWCSA. This is a part time position. Annual pay is \$ 30,906 (\$ 2,575/mo.)

The compensation was increased by the CWCSA Board July 1, 2015 and on July 1, 2016. Prior to this, the compensation was adjusted following downsizing of the operation through negotiation from an hourly rate to an annual salary of \$ 30,000.

I started as permanent Executive Director In June 2001. The Salary progressively increased from \$ 40/hr. to \$ 46.61/hr. Yearly income ranged from \$ 48,474/yr. to a high of \$ 94,848/yr. The amount was dependent on the number of hours worked during a Fiscal Year.

OTHER EMPLOYMENT	STARTING	HIGHEST SALARY
Ecorse	\$ 61,568	\$ 61,568
CWCSA	\$ 60/hr.	\$ 60/hr.
NDND	\$ 40,000	\$ 54,000
Primerica	Commission	Commission
CWCSA	\$ 72,000	\$ 72,000
American Income Life Ins.	Commission	Commission
Garden City, MI	\$ 60,000	\$ 63,000
Geneva, NY	\$ 43,000	\$ 49,000
Geneva, OH	\$ 30,000	\$ 33,000
Constantine, MI	\$ 16,000	\$ 27,000
Forest Park, OH	\$ 6,800	\$ 13,300

NORTHFIELD TOWNSHIP MICHIGAN

8350 Main St.
Whitmore Lake, MI 48189

Phone: 734-449-2880
Fax: 734-449-0123

Employment Application

Prospective employees will receive consideration without discrimination based on religion, race, color, sex, age, national origin, height, weight, marital status, disability, or veteran status.

Personal Information			
Last Name AYNES	First Name STEVEN	M. I. R.	Today's Date 5/16/17
Street Address [REDACTED]		City [REDACTED]	State MI Zip [REDACTED]
E-mail [REDACTED]		Home Phone [REDACTED]	Cell Phone [REDACTED]
Are you eligible to work in the United States? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		Are you 18 years of age or older? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Do you currently have a valid Driver's License? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		License Number: [REDACTED]	State: MI Expiration Date: 01-25-2021
Have you been convicted of a felony in the past seven years? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please explain:			
What position are you applying for? TOWNSHIP Manager		How did you hear about this position? MICHIGAN MUNICIPAL LEAGUE	
Expected/Desired Pay Rate \$60 - \$75,000	Date Available May 30, 2017	Have you ever applied with us before? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

Education		
Name & Location	Last Year Completed	Major & Degree earned
High School Fairmont West, Kettering, OH	9 10 11 (12)	HS Diploma - college prep
College or University Miami University, Oxford, OH	1 2 3 (4)	BA Double Major KABAN STUDIES & PUB. Adm.
Trade School / Graduate School University of Dayton, Dayton OH	2	Masters Public Administration
Other		
List any Relevant Certifications you currently hold Member MI Managers Association		
List any other applicable training, skills or proficiencies Continuing Education through ICMA Conferences, State Manager Conference, MI, OH, IN MUNICIPAL LEAGUE Conf. Platteau, Seminars, Seminars at K&B WE, Madison & Cleveland State U.		

Employment History
 (Please list your last 10 years of employment, starting with your current or most recent position. Attach an additional sheet if necessary.)

Employer Name <i>Central Wye County Sanitation Authority (CWCSA)</i>	Type of Business <i>Government Authority</i>
Address <i>3850 Second St, Suite 170, Wye, MD 48104</i>	Phone Number <i>734-793-1805</i>
Job Title <i>Executive Director</i>	Supervisor's Name <i>Kevin Rorer, Chairman of Board of Dir.</i>
Employment Dates From: <i>6/2001</i> To: <i>Present</i>	Starting Salary _____ Ending Salary _____
Duties: <i>Coordinate disposal of solid waste for 5 cities, oversee finances/budget, personnel, public relations, work with Trip, County, State, & Fed Regulators</i>	
Reason For Leaving: <i>Current Employer - Down sized to Part Time - Looking for Full Time Job</i>	
May we contact this employer for a reference? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
If no, please explain:	

Employer Name <i>City of Ecorse, MI</i>	Type of Business <i>City Government</i>
Address <i>3869 W. Jefferson, Ecorse, MI 48229</i>	Phone Number <i>734-730-9526 (cell)</i>
Job Title <i>Human Resource/Labor Relations Director</i>	Supervisor's Name <i>Joyce Parker, Emergency Financial Manager</i>
Employment Dates From: <i>7/16</i> To: <i>4/1/14</i>	Starting Salary <i>\$61,568</i> Ending Salary <i>\$61,568</i>
Duties: <i>Oversee employee records, benefits, union contracts, labor negotiation, Employee Grievances, Retirements, Retiree Benefits, Wk camp, Liability Ins.</i>	
Reason For Leaving: <i>Complete 3rd year assignment as part time, Independent Contractor</i>	
May we contact this employer for a reference? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please call Joyce Parker only</i>	
If no, please explain: <i>Although I worked for the City - I was responsible to EFM</i>	

Employer Name <i>N/A</i>	Type of Business _____
Address _____	Phone Number _____
Job Title _____	Supervisor's Name _____
Employment Dates From: _____ To: _____	Starting Salary _____ Ending Salary _____
Duties: _____	
Reason For Leaving: _____	
May we contact this employer for a reference? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If no, please explain:	

References (no relatives please)			
Name	Phone Number	How do you know this person?	How long have you known this person?
<i>Dan Paleko Mayor, City of Dearborn MI</i>	<i>[Redacted]</i>	<i>Rel Member</i>	<i>18 yrs</i>
<i>Chris Johnson Attorney</i>	<i>[Redacted]</i>	<i>Authority Council Counsel</i>	<i>17 years</i>
<i>Jerry Ellis Bankruptcy Attorney</i>	<i>[Redacted]</i>	<i>Attorney during bankruptcy of private company</i>	<i>14 years</i>
<i>David Damsal, Attorney</i>	<i>[Redacted]</i>	<i>Waste Management Attorney</i>	<i>12 years</i>
<i>James Fanson, Attorney</i>	<i>[Redacted]</i>	<i>Authority Environmental Attorney</i>	<i>32 years</i>

Disclaimer & Signature

I hereby authorize the Township of Northfield to contact, obtain, and verify the accuracy of information contained in this application from all previous employers, educational institutions, and references except where I have indicated they may not be contacted. I also hereby release the Township of Northfield and its representatives from all liability for seeking, gathering, and using such information to make employment decisions, and all other persons or organizations for providing such information.

By signing, I certify that the facts set forth in my application for employment are true, correct and complete to the best of my knowledge. I understand that if employed, any false statement on the application may result in my dismissal. I further understand that this application is not nor is it intended to be a contract of employment, nor does this application obligate the Township of Northfield in any way if the township decides to employ me. I understand and agree that my employment is at-will, and can be terminated by either party with or without notice, at any time, for any reason.

Steve R. Agnew

5/14/17

Signature

Date