

Gregg Guetschow  
720 High Street  
Charlotte, MI 48813

[date]

Mayor Michael Armitage and City Council Members  
111 E. Lawrence Avenue  
Charlotte, MI 48813

Re: Resignation

In accordance with the provisions of the Charter, I hereby resign the office of city manager effective at 5:00 p.m. on [date].

Upon entering into this position, I swore an oath to faithfully perform the duties of my office. In fulfilling that oath, I sought to provide for conducting the City's affairs in a way that would be recognized by the City Council and citizens as good government and effective public administration. This was accomplished through a commitment to the democratic process, to ethical behavior, to transparent governance and to the delivery of essential public services in a professional, fair and reliable manner.

Significant accomplishments have occurred during the past thirteen years. These include the following:

- A bond issue was approved by voters, leading to the building of the West Side Fire Station;
- The appearance and image of Fitch H. Beach Airport were improved through the recruitment of a new fixed base operator and investments in facilities, including the construction of new T-hangars;
- A requirement by the Department of Environmental Quality to build a water treatment facility was successfully challenged, saving citizens an estimated \$20 million;
- A multi-year plan for financing street reconstruction and rehabilitation was approved and implemented;
- Information provided to citizens has grown through the development of a citizen-focused website, the use of social media, posting Council and Planning Commission videos on line, and the publication of a newsletter on the back of utility bills;
- Millions of dollars in damages were recovered from Owens-Brockway following the plant's closure and returned to local taxing jurisdictions, with the City Attorney and I assisting Charlotte Public Schools in retaining a portion of their share from state capture;
- Financial management systems and procedures were overhauled, with new software providing administrators immediate access to information critical to operations;
- Public investments were made in the central business district including the reconstruction of three parking lots and the development of Timepiece Park;

- City services were maintained throughout the COVID-19 pandemic with minimal impacts on service delivery and some enhancements in convenience;
- Council agenda processes were revised to encourage a better educated and more involved citizenry including publishing the entire agenda packet to the City website, creating citizen comment forms, and altering meeting procedures to increase the time to receive resident input;
- Efficiency has been improved through information technology enhancements that included re-cabling City Hall, converting to a VOIP phone system, and migrating email from in-house servers to Google's G-suite application;
- The quality and reliability of water and wastewater systems have been improved through replacement of underground infrastructure, upgrades to well systems, investments in new chemical feed systems and ultraviolet treatment, and implementation of revised procedures related to industrial pre-treatment;
- Camp Frances was converted from a private non-profit to a municipal non-profit, spurring an increase in fund-raising and investments in the facility;
- A dangerous buildings ordinance was adopted to address those properties with serious structural deficiencies, some warranting demolition, while still preserving owners' property rights;

These accomplishments are not mine alone. Credit belongs to the Councils for which I have worked for their actions enabling these endeavors to be pursued. I was assisted by a very capable staff of administrators and employees who were dedicated to the City's mission to protect the public health, safety and welfare. The management team I led worked hard to improve the delivery of day-to-day services so important to people's lives while looking for ways to move the organization and the community forward.

Together, we have provided stability and professionalism in the conduct of the City's affairs. In doing so, we have engendered confidence in the capacity of city government to pursue new opportunities and address important challenges during uncertain times. Our commitment of staff and financial resources has been more than matched by private investments in homes and businesses. Similarly, we have been recognized as an important partner by other community organizations and worked with them to improve overall quality of life for our residents.

There is now an opportunity for new leadership to build upon this foundation. I wish the City Council and staff well in this effort.

Best regards,

Gregg Guetschow