

# Aaron R. Thelenwood, MPA

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Ryan Cotton  
Interim City Manager Search  
630 Dundee Rd #130  
Northbrook, IL 60062

**I DO NOT REQUIRE CONFIDENTIALITY OF MY APPLICATION AS ALLOWED UNDER MICHIGAN STATUTE.**

Dear Mr. Cotton,

Please consider me for the role of Interim City Manager currently available with the City of Charlotte. I have an extensive background in public administration, including experience with development, plan review, zoning, code compliance, and general community services. I have extensive experience in developing and implementing policies, processes, and adaptive systems; budget development and administration; contract administration; as well as community engagement and outreach. In my dual appointment as the Operations Manager for the West Michigan Regional Airport Authority and as the City of Holland's Solid Waste/Recycling & Sustainability Coordinator, I supervise staff, teams, and contractors related to each role. I routinely oversee and engage in project development and management; organizational operations; process improvement; strategic planning; property development; and implementation of organizational sustainability efforts. I have learned to work intra- and inter-organizationally to move forward the initiatives and priorities of each of the organizations I currently serve. The split nature of my role requires a dynamic and adaptive leadership style as well as the ability to listen effectively, engage with a broad spectrum of community members and constituents, and actively build relationships. Given my history serving in a expansive set of Public Service roles, I feel I bring the array of experience, expertise, and boots on the ground knowledge you're seeking in filling this interim position.

The West Michigan Regional Airport Authority is comprised of the City of Holland, City of Zeeland, and Park Township. As the Operations Manager to the Airport Authority, I supervise the Airport Authority's Communications Coordinator and Office Administrator as well as the Airport's Fixed Base Operator, FlyBy Air Center. I organize and direct the overall operations of the Airport Authority, maximize efficient and effective use of the Authority's resources, and ensure the implementation of the Authority Board's policies and directives. In addition, I manage financial services for the airport authority, including a Capital Improvement Budget of \$360k and an Operations Budget of \$700k. I work closely with the Airport Authority Manager, and our Operations & Building/Development Committees, to develop long-term land management and development plans for airport-owned properties. I work alongside the Airport Authority Manager to develop short- and long-term strategies that meet the needs of the Authority, airport users, and the Authority's constituent communities. I oversee the implementation of the Airport's recently adopted Communications & Outreach strategy, which will serve as a game plan for engagement over the coming year. I also administer the Airport's asset management plan for fixed assets on airport property such as equipment, facilities, and airport infrastructure, which also includes the upcoming runway rehabilitation project scheduled for spring 2021. I direct the work and project plans for our Airport Consultant (Mead & Hunt) as well as contractors working on airport property. I ensure completion of Site Plan Reviews of construction projects located within the Airport Layout Plan and engage with contractors looking to build in the airport impact zone. I currently oversee efforts, in conjunction with the City of Holland, to rezone airport-owned properties from agricultural to the newly-created Airport Zone District.

As the City of Holland's Solid Waste/Recycling & Sustainability Coordinator, I directly manage the City's recycling/refuse and yard waste collection program, which impacts over 11,000 households (and has an

operational budget of \$2M as well as an enterprise fund of \$1.7M), in addition to advancing the sustainability priorities of the City. I view sustainability work through a triple bottom line (people, planet, profit) lens with racial equity and justice as a foundational element. I've completed substantial training in building diversity in teams and advancing racial justice in standard operations through implementing process improvements like Targeted Universalism, Flow Management, and use of the Racial Equity Toolkit (produced by the Government Alliance for Race and Equity). I currently supervise the work of the City's Sustainability Outreach & Education Coordinator as well as the performance of the City's designated waste hauler. I've helped to advance Materials Management Planning along the lakeshore by engaging and educating residents and community groups and through formation of the City's first Materials Management Taskforce. I supervised the work of City staff in completion of the City's first application for Michigan Green Communities Certification, which resulted in the City being awarded a Gold Certification; the highest level. I also coordinated the outreach and rebranding efforts of the City's Recycling Program and execution of the program's education and outreach campaign, focused on recycling best practice in changing markets. I have personally managed efforts benchmarking the City's recycling program and steering the work of the City's Materials Management Taskforce, resulting in the City beginning the process of implementing a curbside carted recycling program. Recently, I successfully applied for and received Recycling Partnership grant funding in the amount of \$151,000 to support the City's purchase of recycling carts and community education. I also submitted the City's grant application to EGLE to support the purchase of additional recycling carts and have received confirmation that EGLE is recommending our project for funding.

In reviewing the prior City Manager job description, along with the duties and responsibilities of this role defined in the city Charter, it appears that much of my experience working for the City of Holland and the West Michigan Regional Airport Authority parallels the community engagement, fiscal, and operational skillsets you seek. I would appreciate the opportunity to serve the City of Charlotte, it's residents, business owners, and community organizations in filling this role as Interim City Manager. Thank you in advance for your time and consideration. I look forward to your response.

Sincerely,

Aaron R. Thelenwood, MPA