

JOYCE A. PARKER

CAREER SUMMARY

An experienced administrator for full-service communities, and an ICMA-credentialed City Manager with the International City/County Management Association. Developed and managed budgets up to \$250 million and organizations up to 800 employees. My diverse experience includes the management of suburban communities, urban cities and charter townships with rapid growth and development.

EXPERIENCE

**July 2019 to Present Deputy State Treasurer, State and Local Finance
State of Michigan, Department of Treasury**

Responsible for the Bureau of Local Government and School Services; Bureau of State and Authority Finance, and the Michigan Infrastructure Council. The three bureaus are responsible for administration and monitoring compliance related to cities, counties, townships and school districts; providing support services and resources to distressed communities and school districts, State Tax Compliance, compliance with State law related to OPEB and Retirement Benefit plans, recommending legislation related to governmental units and school districts, and coordination and resource development related to infrastructure throughout the State of Michigan.

**December 2002- Present PRESIDENT and Chief Executive Officer
The Municipal Group**

and general administration for The Municipal Group, which provides consulting services As President and Chief Executive Officer, I am responsible for marketing, promotion,, organization assessments, recruitment, training, community and economic development, management, personnel and interim staff services to cities, townships, counties and state government. Recent clients include the city of Flint and Inkster Michigan, the Michigan Township Association, Monroe County Road Commission, the State of Michigan and the Michigan Municipal League.

Major highlights:

- Provided city management services for the cities of Ecorse and Allen Park, Michigan from years 2009-2014 under a contract with the State of Michigan.
- Provided public management services for the Highland Park School District in 2013. A charter school system for the school district was also established.
- Conducted training at conferences in budgeting, labor negotiations and strategic planning for the Michigan Municipal League and Michigan Township Association.

- Developed and implemented financial operating plans for distressed cities.
- Reorganized and streamlined operations for various departments for the city of Flint.
- Provide executive staff recruitment on a consulting basis for the Michigan Municipal League.
- Conducted financial assessments and personnel support services for the city of Ypsilanti, Michigan.

September 2004- CITY MANAGER
October 2008 City of Inkster, Mich. (population 32,000)

As City Manager, I was responsible for a staff of 230 employees and oversaw a \$50 million budget in a full-service city including water, waste-water treatment, public safety and senior services.

Major highlights:

- Was directly responsible for the planning and construction of a \$3 million city hall and an \$8 million justice center.
- Oversaw the construction of 34 miles of local and major street construction with \$50 million from dedicated millage funds, special legislative allocations and annual state and federal funds.
- Established an Administrative Hearings Bureau and Demolition Construction Division to address code enforcement and blight issues.
- Was responsible for project compliance and construction projects to address combined sewer overflow issues in the city. Was responsible for projects totaling \$40 million.

November 2002- COMMUNITY DEVELOPMENT DIRECTOR
August 2004 City of Flint, Michigan (population 120,000)

As Community Development Director, I was responsible and led community and economic development, planning and zoning, real estate disposition and acquisition, building inspection and code enforcement. I was also responsible for federal, state and local grant and loan programs.

Major highlights:

- Wrote several grant applications for foundation and federal funds. Received foundation grants totaling \$2.8 million, and received community development block grants from the federal government totaling \$8 million annually.
- Worked with two major housing developers to build subdivisions in revitalization areas. The two developments added more than 300 new single-family homes in the city. Also, received a grant from a local foundation to address infrastructure for the development.
- Secured several Section 8 loans to address multifamily and business development opportunities in the City. Eight Section 108 loans were approved by the Department of Housing and Urban Development.

- Reorganized and combined the Major Grant and Building Inspection departments to reach higher efficiency and staffing standards.
- Resolved more than 25 federal findings related to the City's Community Development Block Grant Program. The findings were outstanding for more than 5 years prior to my employment with the City.

November 1997- CITY MANAGER
February 2002 City of Elgin, Ill. (population 95,000)

As City Manager, I headed up a full-service city with 600 employees, five labor unions and 22 city departments including police, fire, public works, library, DDA and TIFA. The total budget was \$250 million, including a Riverboat Fund related to gaming activities.

Major highlights:

- Developed and administered a balanced budget and 5-year financial plan on an annual basis.
- Was responsible for several capital improvement projects, including a \$34 million Family Recreation Center, two Aquatic Centers totaling \$35 million and a 27-hole golf course totaling \$13 million.
- Was responsible for the coordination and implementation of a Downtown Development and Riverfront Development Plan.
- Provided staff recommendations and implementation regarding a 635-acre, upscale subdivision built on property annexed by the City.
- Negotiated development agreements for several housing and industrial developments in the City.
- Was successful in substantially reducing the crime rate.

February 1992- CITY MANAGER/ASSISTANT CITY MANAGER
November 1997 City of Saginaw, Mich. (population 69,700)

As City Manager, I was in charge of a full-service city with 800 employees and a budget of \$100 million. I also served as the Assistant City Manager for Employee Services and the Assistant City Manager for Special Services during my employment with the city.

Major highlights:

- Was responsible for the development and implementation of a Downtown Development Plan. The project included a target area downtown for retail, commercial and housing development.
- Was charged with fixing serious financial problems in the City. As City Manager, I was responsible for creating a Financial Advisory Committee that included the public and staff to address the financial condition of the City. As a result of this effort, a \$5 million

deficit was eliminated within two years. The City had a \$1.8 million fund balance at the end of the 2-year period.

- Was also responsible for developing and implementing a reorganization plan for the City, which resulted in savings and organizational efficiencies, including reclassifying, combining and eliminating positions. The reorganization was also based on a reassessment of services provided by the city.
- As the Assistant City Manager for Employee Services, I served as chief negotiator of all labor contracts, developed and implemented employee benefits and training programs.
- As the Assistant City Manager for Special Services, I was responsible for neighborhood services, grants, the civic center, economic development, and Saginaw Transportation System.

February 1989- TOWNSHIP MANAGER/PERSONNEL MANAGER
February 1992 Buena Vista Township, Mich. (population 12,728)

I ran a full-service charter township with a total budget of \$15 million and 65 employees. Services provided included police, fire, water, waste-water treatment, community development, zoning, code enforcement, parks and recreation, budget and accounting, information management, personnel and labor relations.

Major highlights:

- Had oversight responsibility for the renovation of the township hall. Renovation occurred while township services were taking place in the building.
- Made a transition with the township pension plan by closing out the township operated plan and transferring assets to a plan administered by the Michigan Employees Retirement System.

February 1979- ASSISTANT CITY MANAGER
February 1989 City of Jackson, Michigan (population 39,200)

Assisted with preparation and monitoring of the city budget totaling \$25 million. I also supervised purchasing and information-management departments and was appointed Acting City Manager in the absence of the City Manager. I provided staff services to the City Commission and served as Director for the Human Relations Commission. During the initial seven years with the City, I worked in the Department of Community Development as a Financial Analyst and later as an Administrative Analyst for the City. Duties included direct responsibility for federal- and state-funded programs and economic development projects.

Major highlights:

- Worked with the City Manager and a diverse group of residents and businesses to compete for an All-America City Award.

- Worked with the City of Jackson and the United Way of Jackson County to develop a needs assessment that was used to identify the allocation of federal, state and local grants to non-profit organizations.
- Conducted a Cost Allocation and User Fee Study that was used to establish rates for Enterprise Funds and to determine the full cost of providing city services.

EDUCATION

1991-1993	Master of Public Administration University of Michigan	Flint/Ann Arbor, Mich.
1971-1974	BBA in Marketing Kent State University	Kent, Ohio

CLUBS, ORGANIZATIONS and AWARDS

- Business and Professional Women’s Club
- Michigan Local Government Management Association
- Rotary International
- International City/County Management Association
- Past President of the Elnora V. Moorman Community Help Center
- 1996 recipient of the “Spirit of Saginaw Award” from the Saginaw County Chamber of Commerce
- 2012 recipient of Crain’s Detroit “News Maker of the Year Award”
- 2012 recipient of Bond Buyer Magazine’s “Deal of the Year Award”
- 2013 Michigan Municipal League “Jim Sinclair Exceptional Service Award”
- 2013 Recipient of the “Great Expectation Award”
- 2014 Michigan Chronicle “Women of Excellence Award”