

Darcy D. Long. MPA, CPM

Profile Summary

Knowledgeable and dedicated professional with 18 years of experience in the role of public manager in public organizations. Exceptionally skilled in negotiating contracts and leading change management. Can lead teams and guide policymakers through complicated decision-making processes. Experienced manager working with unique municipal and organizational issues other public managers may never deal with in their careers.

Areas of Expertise

- Budgeting and Financial Management
 - Public Works, Utilities, Public Electric/Gas
 - Human Resources Management
 - Information Technology
 - Project Management
 - Long-Range Capital Planning
 - Community and Intergovernmental Relations
 - Rural Community Values
 - Economic Development
 - Police, Fire, and EMS Experience
 - Organizational Change and Leadership
 - Experienced with Airports
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Selected Achievements

Gladstone, MI: Introduced a new budget process along with the long-range capital plan that produced a comprehensive budget for the first time in the organization's history.

Amery, WI: Instrumental in the development of new Amery, city logo/brand, updating logo developed in the 1950s.

Markle, IN: Employed new radio read water meter system to improve the management of utility and to improve revenues.

Brown City, MI: Brought new tier-one auto supplier to the community adding 30 new manufacturing jobs.

Professional Experience

City of Gladstone, MI

July 31, 2017-August 1, 2019

City Manager

Managed a full-service City with a budget of \$14 Million in 2019 and approximately 50 employees. There were five different bargaining unit contracts I was responsible for managing. Worked with multiple lawsuits filed by former City Commissioner the City was engaged in, working closely with the legal team.

- Community with public electric utility: worked with substation projects, line upgrades, rates, and policy development as it applies to electric customers. Worked with energy efficiency projects with local businesses.
 - Worked on a \$4.7 million bonding infrastructure project, the largest project in recent history for the community. Worked closely with engineers, financial advisors, bond counsel, appointed and elected officials.
 - Implemented paperless board packet process and policy utilizing the iPad.
 - Union environment with five contracts. Experience with mediation, grievances, and negotiations.
 - Drafted with the City Commission Michigan PA 202 Corrective Action Plan for OPEB and Pension Liability reforming OPEB to meet state mandate and GASB guidelines for pension liability within five years being funding more than 60%.
 - Implemented long-range capital plan developed with elected, appointed officials, and public input. Prior to my appointment, no such policy existed.
 - Auction off surplus property via online auction sites resulting in over \$30,000 in revenue in my first year as City Manager. Additional assets auctioned off yielded even more revenue.
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City of Amery, WI

June 15, 2008-March 1, 2017

City Administrator/Zoning Administrator

Turned around City's financial troubles from a deficit situation in 2008 to a positive fund balance in 2017 along with an A+ bond rating for a community that never had a bond rating before. Community Leader involved in many unique and innovative projects that improved the organization and the community. Key role in a variety of

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economic development projects over my tenure. Administered complex human resources issues that required a great deal of skill and leadership. Started City's Facebook and YouTube social media presence.

- Responsible for the debt issuance process and management. Managed City of Amery refinancing of \$3.8 Million in debt with a cost savings of \$225,000 over the next ten years.
- Pivotal role in the development of a \$3.5 Million Memory Care Facility in downtown Amery. Negotiated complex developer's agreement and created 30 new jobs, involved in two \$1.5 million local food restaurant food hub and local food institute projects. All projects were in the downtown district.
- Created a management analyst position to work on special projects with initial position funded through an agreement with Amery Regional Medical to work on projects that were of interest to both organizations.
- Produced budget document designed to show the City's plan and goals for the community in financial terms.
- Collaborated with the Council to create a community that was inviting to developers, to foster economic development projects. Flexibility was the key and proper utilization of TIF incentives.
- Worked with Fire Department, Community Stake Holders, and City and Town Officials to fund and purchase a rescue airboat for the fire department.
- Principle in \$200k Trailhead Pavilion Project, park walkway along Apple River, and many more park improvements. Mayor Karuschak and I raised \$100K in three months for the trailhead project using traditional fundraising practices.
- Implemented digital board packets utilizing iPads, saving not only paper but staff time in putting packets together for meetings.
- Successful in negotiated police contract with WPPA right before leaving Amery that officers would pay all their portion WRS within five years in a phased-in approach.
- Managed complex human resources issues with staff at all levels. Examples include police chief being arrested for drunk driving, firing of poor performing clerk-treasurer, and hiring an assistant police chief.
- Experience working with the administration of Airport operations, management of million-dollar upgrades and airport zoning development. Work with State and Federal Officials in the admin of airport facilities.

Town of Markle, IN

August 2005-June 2007

Town Manager

Managed day-to-day operations of the community. Wrote a new employee personnel policy manual. Negotiated Cell Tower leases with carriers. Started City Wide-Garage Sale event in cooperation with the chamber of commerce.

- Managed the downtown streetscape project and organized a ribbon-cutting the Lt. Governor attended.
- Instrumental in acquiring the donation of a newer fire truck from City of Ft. Wayne, IN, to replace Town's 1970's truck.
- Drafted new animal control ordinance.
- Active in economic development project expansion of local trailer manufacturer.
- Attended Basic Economic Development Course while in Indiana.

City of Brown City, MI

July 1, 2003-July 12, 2004

City Manager

Managed day-to-day operations, including the zoning compliance and administration process. Improved budget process. Worked to lower operation cost to improve the City's overall operation costs.

- Implemented EPA Arsenic Removal Project worked with State, Federal, and Local Officials on this project.
- Prepared City Tree Policy to improve the management of the community's urban forests.
- Code Enforcement of blight, junk vehicles, and other code violations.
- Served on the Park Board and managed City's Park System.

Prior Work Experience

Village of Cass City, MI Interim Village Manager-February 1, 2005-April 16, 2005

City of Booker, TX, City Manager-September 2000-May 2003

Montcalm County, MI, Interim Personnel Officers June 2000-August 2000

Affiliations

International City/County Management Association (ICMA), Michigan Municipal Executives, Former Member of the Wisconsin City/County Management Association, Past Vice-President of the Indiana Municipal Management Association (IMMA)

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Community Involvement

Former Gladstone Lions Club Member (Chair of Annual Beer Tent Fundraiser)
Delta County Economic Development Alliance Board Member
Former Treasurer and President Amery Rotary Club (Started Annual Beer Tent Fundraiser)
Former Board Member- President, and Former Director of Worn Again (Amery Nonprofit Thrift Store)
Chaired Amery Community Club Tourism Committee
Served on Amery EDC Board Member
Served as Member Amery Board of Review
Represented City on Amery Hospital Condo Board
Served on Brown City Park Board
Served on Markle Indiana Wildcat Festival Committee

Other Leadership

- * Organized Spring 2019 Upper Peninsula City Manager's Meeting
 - * Presented 2015 at the Wisconsin Municipal League Conference a session on the City of Amery's Website.
 - * Presented to the North Region Wisconsin Clerks Association Meeting on Paperless Council Packets
 - * Developed and presented a daylong seminar to the Indiana City/Towns Association on "City/Town Manager-Is It Right for Your Community?"
 - * While Rotary President chaired and organized Global Study Exchange Program hosting in Amery, WI group from India. While I was in Amery did this two times.
 - * Started Amery Fall Festival Pie Baking Contest.
 - * Was a youth mentor for Amery Strive Program in three different school districts.
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Education

Texas Tech University, Lubbock, TX, Certified Public Manager Certification
Northern Michigan University, Marquette, MI, Masters of Public Administration
Lake Superior State University, Sault Ste. Marie, MI, Bachelors of Science - Political Science