

For Office Use Only: (Date Received: \_\_\_\_\_)

( ) ATSB ( ) CB ( ) HDC ( ) PC OTHER  
( ) BoR ( ) CBA/FPBA ( ) HDSC ( ) RARA  
( ) BRA ( ) EDC ( ) LDFA ( ) SOCRRRA  
( ) BA ( ) EC ( ) OPC ( ) TC  
( ) ZBA

RECEIVED

APR 28 2006

CANDIDATE QUESTIONNAIRE

Rochester Hills  
City Council

NAME Clark C. Barrett COUNCIL DISTRICT District 3

ADDRESS 1696 Dancer Drive ZIP 48307

PHONE (home) 248-650-8292 PHONE (business) \_\_\_\_\_

ROCHESTER HILLS RESIDENT FOR 4 YEARS

OCCUPATION Senior Logistics Engineer/Team Leader, General Dynamics Land Systems

BOARDS/COMMISSIONS ON WHICH YOU WANT TO SERVE I'd like to contribute to any or all of these committees as necessary. In order of priority: Planning Commission, Economic Development, Community Development and Viability, Sister City Committee - Rochester, Rochester Avon Recreation Authority, Leisure Activities Committee

INTERESTS/REASONS/QUALIFICATIONS An overall interest in planning the future for the communities of Greater Rochester, executing those plans and ensuring the growth and development of Rochester Hills. I've been a skilled planner in my civilian career and served as the primary staff officer in charge of Training, Plans and Operations (equivalent to a COO) within an 800+ person Michigan Army National Guard battalion in Michigan and the Middle East

BOARDS/COMMISSIONS ON WHICH YOU HAVE SERVED (LIST MUNICIPALITIES AND DATES) N/A. I have served as the Co-Director and primary instructor for the Rochester Regional Chamber of Commerce / Rochester College sponsored "Leadership Greater Rochester" Leadership Development Program (2005-2006)

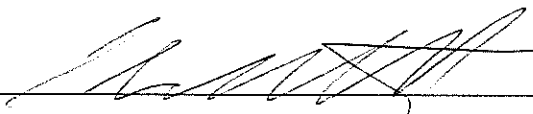
ELECTIVE OFFICES THAT YOU HAVE HELD N/A

OTHER ORGANIZATIONS Major/Executive Officer of 1-126 Armor Battalion (Wyoming, MI), Michigan Army National Guard; Leadership Greater Rochester; International Leadership Association; National Guard Association of Michigan; Association of the United States Army

EDUCATION Ph.D. in Leadership, Andrews University, Berrien Springs, MI (est. completion Dec 2006); M.S. in Technical Management, Embry-Riddle Aeronautical University, Daytona Beach, FL (2003); B.S. in Mechanical Engineering, United States Military Academy, West Point, NY (1993)

HOBBIES/INTERESTS Artwork, Reading, Travel, Scuba Diving, and spending time with wife Shara and newborn Hannah

ADDITIONAL INFORMATION Applying for the District 3 City Council position

Signature  Date 28 APRIL 2006

Please send completed form to: City of Rochester Hills, Clerk's Office, 1000 Rochester Hills Drive, Rochester Hills, MI 48309 or FAX (248) 656-4744  
THIS INFORMATION WILL BE KEPT ON FILE IN THE CLERK'S OFFICE AND IS NOT CONFIDENTIAL. THE MAYOR, CITY COUNCIL AND OTHER APPROPRIATE PERSONNEL REVIEW QUESTIONNAIRES AS VACANCIES OR OPENINGS OCCUR ON THE VARIOUS BOARDS AND COMMISSIONS.

# CLARK C. BARRETT

1696 Dancer Drive • Rochester Hills, MI 48307 • (248) 650-8292 • clark.barrett@us.army.mil

---

## EDUCATION

Ph.D. in Leadership, (A.B.D., est. completion Dec 2006)  
Andrews University, Berrien Springs, MI

M.S. in Technical Management, 2003  
Embry-Riddle University, Daytona Beach, FL

B.S. in Mechanical Engineering (Automotive Systems), 1993  
United States Military Academy, West Point, NY

**Professional Activities:** Co-Director & Primary Instructor, Leadership Greater Rochester; Association of the United States Army; National Guard Association of Michigan

**Undergraduate Activities:** 2<sup>nd</sup> place in US Armor Association Future Tank Design Contest - Armor Magazine, Jul/Aug 1993; Co-Captain Fencing Team - MG Sands Award for "Most Outstanding Fencer 92/93"; Co-Captain SAE Baja Vehicle Team 92/93; General Dynamics Land Systems/TACOM Internship (M1A2 tank test platoon evaluation) 1992.

## EXPERIENCE

### 9/05 - Present: Battalion Executive Officer, Armor, Michigan Army National Guard Wyoming, MI

Responsible for oversight, planning, resourcing and coordination of all staff actions for a 670 soldier armor battalion. Second in command.

- Managed a 20 person staff in order to resource and support operations and facilitate the 2006-2007 transition of the unit from Armor to Cavalry.
- Advised the commander on daily operations and assisted in the development of operations, training and logistics plans

### 8/04 - Present: Senior Logistics Engineer/ Team Leader, General Dynamics Land Systems Sterling Heights, MI

Responsible for design and development of training and embedded computer based training in support of current and future military combat vehicle programs.

- Planned, executed and managed the GDLS training task analysis portion of the Army's FCS program. This program consists of a challenging 88,000-man hour and \$5M subcontract program spread over nine years.
- Led the widely dispersed 11-person task analysis team to complete all projects on time and on budget, earning favorable customer reviews and 4 of 4 fee awards offered at rates of up to \$145,000.

### 10/03 - 9/05: Battalion Operations Officer, Infantry, Michigan Army National Guard Flint, MI

Responsible for planning and executing all operations and training for an 800 soldier mechanized infantry battalion.

- Developed, resourced, and executed the training and operations plan to mobilize and train 425 National Guard soldiers for deployment to the Middle East in 65 days. Managed all operations and training while forward deployed in Egypt.
- Disserted on the effects of the Sinai, Egypt peacekeeping operation upon the parent unit, while on the deployment.
- Planned and executed a training support mission for 250 Michigan soldiers. This mission included moving all soldiers and equipment to Fort Irwin, CA in order to assist in training soldiers for deployment to Operation Iraqi Freedom.

### 11/01 - 8/04: Logistics Engineering Specialist, General Dynamics Land Systems Sterling Heights, MI

Responsible for logistics and technical manual support of current and future military combat vehicle programs.

- Spokesman and logistics coordinator for program selected as ComputerWorld's "Best Practices in Wireless & Mobile System Implementation", 29 September 2003.
- Awarded cash award from department for Wireless program presentation work at the Association of the United States Army National Conference in October 2002.
- Single-handedly managed the concept logistics, supportability and maintainability portion of the \$2B Future Combat System development through Concept and Technical Development phase (a period of 8 months).

### 8/00 - 11/01: Product Design Engineer, Ford Motor Company, Powertrain Operations Dearborn, MI

Responsible for design and release of cooling system components on production and future 4.6 liter, 4 valve V-8 engines.

- Maintained cooling system programs supporting 1999-2001 production Ford Cobra Mustang and Lincoln Continental.
- Designed future cooling systems for production in 2003 Mach 1 Mustang, 2004 Town Car and 2005 engine upgrade.

# CLARK C. BARRETT

1696 Dancer Drive • Rochester Hills, MI 48307 • (248) 650-8292 • clark.barrett@us.army.mil

---

(continuation)

**7/98 – 5/01: Co-Owner/Creative Director, Ideas Unlimited Advertising Agency Harker Heights, TX**

Responsible for creative design and preparation of all advertising materials. Assisted in daily management of the agency.

- Designed print, web, and television ads for 30 small businesses, 4 large corporations, and 5 municipal organizations.
- Earned 2 regional ADDY awards in February 2000 and 4 additional awards in February 2001.

**5/97 - 8/00: Captain, Armor, US Army Fort Hood, TX**

**Tank Company Commander:** Responsible for accountability and readiness of 14 M1A2 SEP tanks and supporting equipment valued at over \$100 M. Responsible for training and welfare of 65 soldiers and their families.

- Led the company to earn “High Tank Company” honors in the Brigade gunnery competition.
- Prepared company’s 15 tanks for turn-in, the first of six companies in the Brigade to meet the meticulous turn-in requirements.
- Demonstrated caring leadership by exceeding Army retention missions (200%) for two fiscal quarters.

**Brigade Assistant Logistics Officer:** Responsible for planning, coordinating, and executing all supply, service, and transportation actions for a 2,600 soldier unit equipped with 750 combat vehicles.

- Coordinated rail, air, and road movement of 60 roadvan containers and 200 vehicles to Fort Irwin, CA.
- Managed maintenance/repair status and logistics requirements of the entire Brigade during a 30-day combat exercise.

**Brigade Assistant Training Officer:** Responsible for planning for an advanced helicopter fielding/training organization.

- Forecasted and coordinated concurrent training of up to 3 battalions for yearlong exercises through fiscal year 2006.
- Distinguished Graduate, Armor Officer Advanced Course, Fort Knox, KY, 1997.

**4/94 - 5/97: Lieutenant, Armor/Infantry, US Army Hessen, Germany.**

**Company Executive/Maintenance Officer:** Responsible for accountability and readiness of 14 M1A1 tanks and supporting equipment valued at over \$30 M. Responsible for training and welfare of 20 soldiers.

- Planned and executed a flawless redeployment of all personnel and equipment from Bosnia to Germany.
- Authored "Posavina Thunder", an article about the Bosnia mission, published in *Armor Magazine*, May/June 1997.
- Planned and supported the reception of 15 trains (~ 600 vehicles and 1300 personnel) from Hungary to Germany.
- Maintained fleet of vehicles at an average 97% readiness rate, the highest level within the battalion.

**Mortar Platoon Leader:** Responsible for accountability and readiness of 11 vehicles. Responsible for training 40 soldiers.

- Executed a flawless deployment of troops into Bosnia during initial 1996 occupation of US/NATO troops.
- Conducted 8 months of US/NATO missions in the harsh and unforgiving Bosnian environment.
- Awarded Army Commendation Medal for exemplary service in Bosnia.

**Battalion Logistics Officer:** Responsible for planning, coordinating, and executing all supply, services, and transportation actions for an 800-soldier unit equipped with 250 vehicles. Managed the supply of 400 different types of equipment and budget of \$1.5 M.

- Deployed, sustained, and redeployed 500 soldiers to Macedonia. Coordinated, airloaded, and tracked over 800 tons of material.
- Deployed, sustained, and redeployed 180 soldiers to the first peacekeeping training mission in the Czech Republic.
- Selected above 10 peers to serve as the Logistics Officer, a position reserved for officers two levels higher in grade.

**Rifle Platoon Leader:** Responsible for accountability and maintenance of 4 M2A2 infantry fighting vehicles and equipment valued at over \$900,000. Responsible for training and welfare of 30 soldiers.

- Acted as commander, a position ordinarily filled by an officer two levels higher in grade, for a total of 6 weeks.
- Earned an award for expert proficiency in Infantry soldier skills. Trained and led 5 soldiers to earn their award as well.

# CLARK C. BARRETT

1696 Dancer Drive • Rochester Hills, MI 48307 • (248) 650-8292 • clark.barrett@us.army.mil

## **1) Why do you want to serve as a City Council Member in the City of Rochester Hills? What would be your purpose in serving on the City Council? What do you want to achieve?**

At my West Point alma mater the mission is "to educate, and train Cadets so that each graduate is a leader of character committed to the values of Duty, Honor, Country and... to inspire each to a lifetime of service to the Nation." Duty, Honor and Country are noble words, but even more significant is the notion of "a lifetime of service."

Over 13 years, I have worked hard in the Army, and the National Guard to fulfill that purpose. I have brought that mindset and sense of purpose to my occupation with General Dynamics. I have further developed myself through studies in Technical Management and Doctoral studies in Leadership. I've used this three-pronged approach to build military leadership experience, civilian business acumen, and academic wisdom and understanding so that I can render the very best service back to the Nation.

Upon the recent birth of my daughter, I find myself at a crossroad in my life. I know that Rochester Hills is a wonderful place to live. I want to ensure that it remains that way and improves for the benefit of my family and the community. The maxim "Think globally, act locally" is appropriate. My purpose as a City Council Member is to provide my knowledge, ideas, service and leadership to "act locally" and improve our city.

Emerson said "To leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition. To know that even one life has breathed easier because you have lived, this is to have succeeded." A safe place for my 'healthy child' to grow and learn, 'a garden patch' in the form of welcoming parks and trails, and 'a redeemed social condition' with arts and recreation...this is what I hope to achieve as a successful Councilman.

## **2) Aside from residency and age requirements, what qualifications do you bring to the position, and in particular what special or unique qualities do you believe you bring to the City Council and how will those qualities benefit the City and our residents?**

Many believe "leaders are born, not made" but my view is closer to H. A. Simon's concept that "a [leader] is born when someone with some natural endowment (intelligence, vigor, and some capacity for interacting with his fellow men) by dint of practice, learning, and experience, develops that endowment into a mature skill." I've spent my life in the military, business and academic worlds striving to 'practice, learn and experience' leadership. In the academic world, as a Ph.D. candidate, I've learned leadership theory. As a soldier and a businessman, I've learned through demanding experiences the practice of leadership. As a result, I'm passionate about shared leadership

and motivating others, by providing a sense of meaningfulness, choice, progress and competence about our work.

I've grown adept at building a vision for an organization and branding organizations with an identity, which often takes on a life of its own. People aspire to a place in a cohesive team, where their contributions are respected. One of my greatest strengths is recognizing the expertise in others and deferring to their judgment and experience when required.

With shared vision and leadership, difficult tasks become simple to plan and execute. I've managed people and plans of all sizes and scopes. From leading 10 instructors in the completion of a \$12 M government contract, to training and deploying 425 soldiers for a 9 month mission halfway around the world, I've been able to capitalize on the strengths of those around me and succeed.

I've learned that being a leader requires being a teacher, and being a teacher requires communication mastery. All of these skills provide me with the means to build visions, establish plans, communicate intentions, and complete the tasks required to improve the city of Rochester Hills.

**3) Describe your view of the present state of the City of Rochester Hills and describe your vision of the City for the future. What needs to be accomplished to achieve your vision?**

According to Mayor Barnett, the city is in a state of financial crisis. This is largely due to the unpopularity of additional millages; for example road and police millages. This comes as no surprise; taxpayers in any city will rarely vote to pay more taxes unless the advantages far outweigh their additional tax burden. Even then many of the citizens will be disgruntled.

Instead, the answer is an increased business tax base. We must attract additional upscale service businesses. With few exceptions, our city's businesses don't draw that sort of clientele. Rochester Road is populated by every kind of store and restaurant one might want, but they are, by and large, the kind of establishments appropriate to a sleepy commuter town. Corporate restaurants, big box stores and auto dealerships are welcome but they have become a reflection of the mundane or the suburban status quo. In contrast, downtown Rochester is a big draw with exciting 'Main Street' nightlife, boutiques, galleries and refined restaurants.

Rochester Hills needs a similar draw, a brand of their own. The city needs something that will satisfy business needs and community desires. The students of the Chamber of Commerce-sponsored "Leadership Greater Rochester" class of 2006 are proposing that we build a cultural performing arts center to supplant or augment the Paint Creek Center for the Arts in Rochester. I suggest that this cultural service would serve as a crown jewel for Rochester Hills and a hub for additional businesses. An arts center will draw unique galleries, shops and restaurants and provide another tax base while supplying a much-needed, desirable service to our constituents, young and old. Those students are developing a business case for this center; I will support their plan. We need this kind of thinking to alleviate crisis and earn a win-win with our citizens.