



**CITY COUNCIL WORKSHOP AGENDA  
THURSDAY, MARCH 5, 2020 – 4:00 PM**

1. **CALL TO ORDER**
2. **ATTENDANCE**
3. **PUBLIC COMMENT (Agenda Items Limit 3 minutes)**
4. **DISCUSSION ITEMS**
  - A. Edgewater Resources re: Professional Services Proposal for Riverfront High Water
  - B. West Side Deer Population re: Request Permit for Hunting
  - C. City Policy re: Parade Routes
  - D. Special Event Application re: Waterfront Art Fair
  - E. City Policy re: Boards and Commission Selection
  - F. Professional Services re: Third Party Facilitator Services
  - G. 3-11-2020 City Council Agenda Item Review
5. **OTHER ITEMS OF DISCUSSION**
6. **PUBLIC COMMENT (Limit 3 minutes)**
7. **COUNCIL COMMENT**
8. **ADJOURN**



## City Council Workshop Discussion Item

To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: Edgewater Resources Professional Services Proposal

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Edgewater Resources was contacted to provide a professional services proposal to the City of Saugatuck to develop a series of strategies to help the City of Saugatuck address flooding concerns. Mr. Greg Weykamp will be present at the workshop meeting to discuss the proposal in more detail and answer questions the City Council may have.

February 25, 2020

Kirk Harrier  
City Manager, City of Saugatuck  
102 Butler Street  
PO Box 86  
Saugatuck, MI 49453

**Re: Professional Services for the Downtown Riverfront High Water**

Dear Kirk,

We appreciate the opportunity to submit this proposal to recommend a series of strategies to help the City of Saugatuck address the flooding concerns in the Downtown Riverfront Business District. There appear to be four to six areas of concern along Water St from Lucy St to Butler St and Butler St from Water St to the southerly road end.

We understand that the City of Saugatuck is looking for a series of affordable, practical solutions to address short term flooding issues related to the current high water levels, rather than major civil infrastructure projects that will likely be unnecessary once water levels recede to normal levels.

**Scope of Work**

*Task One – Field Inspection and Site Report*

We will inspect the project site with representatives from City of Saugatuck DPW and review current conditions, any existing site as-builts or topographic surveys, and photographs of past flooding, and identify possible solutions for the flooding issues. We will prepare a report summarizing our site observations and present several options for your review and consideration.

*Task Two – City Council Presentation*

Upon completion of the Site Report, we will prepare and present the Site Report to City Council as well as answer questions and concerns. If desired, a supplemental presentation on long term water levels and projections will be made.

**Fees**

We propose to complete the services outlined above on an hourly basis and will not exceed \$9,200 without prior written authorization, excluding reimbursable expenses for travel and printing.



**Additional Services**

The scope of work for additional services would be determined on an as needed basis and would be performed on a time and materials basis.

We are excited about the opportunity to work with you. If you have any questions or need additional information, please give me a call.

Cost is based upon the outlined scope of work. Changes in the scope of work may affect costs and or schedules. You will be invoiced on a monthly basis. The payment terms are net 30 days from the invoice date.

If this proposal is acceptable to you, please sign and date where indicated below and return a signed copy of this proposal. We will begin the project upon receipt of the signed proposal. We are anticipating the work to be completed within three weeks.

If you have any comments or questions about this proposal, please feel free to contact us.

Very truly yours,

**Edgewater Resources, LLC**

Daryl J. Veldman, P.E.

Project Manager

Cc: Greg Weykamp

***Proposal Accepted By:***

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***Signature***

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***Date***

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***Printed Name and Title***

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## City Council Workshop Discussion Item

To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: West Side Deer Population Permit for Hunting Request

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The City has recently been contacted by property owners in the City of Saugatuck regarding the over population of deer within the City and the damage occurring to private property, specifically the west section of the City. Deer overpopulation and damage they cause is an issue many other communities around the country are experiencing. Attached is an article from CityLab.com. The City of Saugatuck Currently has a City Ordinance, Section 135.02 (A), that prohibits the discharge of a firearm or bow and arrow within the limits of the city without first obtaining a permit from City Council. Staff could not find any history of permits being issued within the last 14 years. However City Council does have the authority per ordinance to issue a permit with or without stipulations.

The Oval Beach Preservation Society (OBPS) is requesting a permit be issued to organize and operate a bow hunting event during Michigan's bow hunting season for the years 2020 and 2021 to help reduce the deer population. The OBPS has outlined below some of the criteria they are proposing to be included with the proposed permit if issued;

- Only experienced bow hunters with both a current state deer hunting license and written permission from the Saugatuck Natural Habitat Protection Association may participate in the hunt.
- No hunting will be permitted in any yard, within 100 feet of any building, or on the beach unless at the specific written request of the owner.
- All hunting will be conducted with prudence and care in accordance with the laws of the State of Michigan.
- To use prudence and care in transporting, storing, handling, and discharging arrows to avoid injury or damages to persons or property.
- To prevent all waste or damage including injury to drives, paths, trees and bushes, except minor trimming to create shooting lanes from temporary tree stands or blinds.
- Not to erect or permit to be erected any structure or building, except temporary deer stands or blinds, or to incur any expense to the owner of the property for such purposes.

- Not to erect or permit to be erected any advertising or other signs.
- All hunters will hunt subject to the hazards of hunting assuming all risk of accidents to themselves in hunting.
- Hunters remove all of every deer killed the day of the kill (no field dressing).
- This permit may be amended or revoked only by written instrument executed by the City and the Saugatuck Natural Habitat Protection Association and no discussions or other verbal understandings shall be effective to amend this Permit unless in writing executed by the City and the Saugatuck Natural Habitat Protection Association.

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A group of deer pass through a yard in New Hope, Pennsylvania. // Mel Evans/AP

## **The Deer in Your Yard Are Here to Stay**

**AMANDA KOLSON HURLEY AUGUST 7, 2017**

**The deer population of the eastern U.S. has exploded and cities are trying to keep it in check. But the options available to them are limited, and fraught.**

A decade ago, deer were a rare sight on Staten Island. White-tailed deer are thought to have abandoned the island in the late 19<sup>th</sup> century, pushed by human development to open land in nearby New Jersey. In 2008, the estimated deer population of the 60-square-mile borough of New York City was only 24.

Then the deer came back, swimming across the Arthur Kill and Raritan Bay from New Jersey in search of new habitat. And they reproduced—boy, did they reproduce. An aerial survey of the deer population in 2014 put it at 793. By 2017, the new estimate was between 1,918 and 2,188, an increase of 9,000 percent in just nine years.

### Deer swims from New Jersey to Staten Island



To various degrees, towns and cities across the Northeast have been seeing an ongoing resurgence of deer populations in recent decades, as suburbanization patterns deepened and hunting practices faded. If you live anywhere outside of an urban downtown, you've probably noticed this trend yourself.

Deer are cute. We've all cried watching *Bambi*. So what's the problem?



Well, there are a few. Hungry deer will eat (or trample) almost anything in a garden, becoming a pest for urban and suburban homeowners. Over-browsing by deer depletes the undergrowth of woodland, threatening birds' habitat and the regeneration of trees. And when deer wander into the road, the results are not so cute. There are about 1.25 million collisions between cars and deer, elk, and moose annually in the United States, according to the insurer State Farm, and these cause around 150 human fatalities, and countless animal deaths, each year.



They also harbor the insects that carry Lyme Disease, which is on the rise: Reported cases have tripled since the early 1990s, and the true incidence may be 10 times higher, according to the Centers for Disease Control and Prevention. The black-legged tick that carries Lyme is commonly called the deer tick, and deer are the main reproductive hosts for adult ticks, but ticks do not become infected with Lyme from the deer—that happens earlier in the tick's life cycle, usually from feeding on white-footed mice. (Scientific opinions on the exact relationship between deer density and Lyme prevalence vary considerably.)

The explosion of deer across the eastern U.S. has prompted some cities and towns to cull them. Ann Arbor, Michigan, recently carried out a combined sharpshooting cull and sterilization of does (who give birth to one to three fawns a year during a life span of up to 10 years, which explains how their numbers increase so fast). Mount Lebanon, Pennsylvania, a Pittsburgh suburb, has tried archery culls and sharpshooting hunts, but as of last October, the town was still experiencing a spike in deer-vehicle collisions.

Other municipalities hope local hunters can help. Charlottesville, Virginia, is finalizing a new ordinance that will allow bow-hunting of deer on private land on lots of half an acre and up. Mike Murphy, an assistant city manager, says deer have been a regular topic of discussion among residents for the past several years.

“I think part of that is certainly about ornamental damage—people who are concerned about their yard or garden,” Murphy says. “Part of it is folks concerned about ticks and public health, and whether there’s a relationship to having deer in their yard. And of course there is some documentation that we were having increased collisions with deer, a traffic safety issue.”



A deer runs across the road in Pittsburg, New Hampshire. ([Jim Cole/AP](#))

Despite all the local efforts to bring deer numbers down, residents of deer-thronged neighborhoods shouldn't expect things to change much any time soon. First, one reason the North American deer population is growing is the near-elimination of their main predators, wolves and cougars. Second, as suburban-style development continues to spread haphazardly across the land, deer aren't crashing our party — we're effectively inviting them over for hors d'oeuvres.

“Deer are what we consider an edge species,” says David Drake, a wildlife specialist at the University of Wisconsin–Madison. “Any place where you have two or more vegetation types come together — a wooded area and a residential neighborhood or field — that's a vegetation edge. If you think about suburban areas, or any area developed for humans, there's a lot of habitat fragmentation going on.”

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**“You have this big conveyer belt of food in suburban areas,” Drake says.**

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Deer aren't happy in the deep forest—most food in forests is too high for them to reach. They prefer “edge habitat” —the forest fringes, where trees give way to grasslands. Or, say, where a subdivision abuts the woods. The typical American suburb, with its mix of ornamental shrubs, lawns, and small patches of trees, makes a pretty ideal deer factory.

And grazing in suburban yards has another benefit for deer, Drake points out: Unlike in the real woods, homeowners typically replant the vegetation they eat, so they can return and eat it again. “You have this big conveyer belt of food in suburban areas,” Drake says.

As recreational hunting has declined sharply, overpopulation has become a serious issue for many towns, and none of the current non-lethal methods for managing deer come without significant drawbacks. Sterilization is judged to be cost-prohibitive by many municipalities that consider it (it can cost upwards of \$2,500 per head). Birth-control vaccines require a second-year booster shot, so the teams administering them have to track the deer down again a year later. The vaccines are also less effective than sterilization, and not a whole lot cheaper.

Tony DeNicola knows the methods firsthand. DeNicola is the president of White Buffalo, a Connecticut nonprofit that many cities have contracted with to carry out deer culls and sterilization or birth-control programs. White Buffalo did the sharpshoot and sterilization in Ann Arbor and the archery cull and sharpshoot in Mount Lebanon. It just performed vasectomies on 720 bucks in Staten Island in an effort to curtail the deer boom there.

“The evolution of options had been brutally slow,” says DeNicola, a Ph.D.-holding wildlife biologist who founded White Buffalo in 1995. “It’s just because it’s wildlife. There’s not a lot of resources available for R&D.” But a better vaccine would not necessarily be a silver bullet, he says.

“You start with the politics. First, you have to get over the problem of someone having the wherewithal to kill or impact deer. Then you go from that hurdle to, ‘Oh jeez, it’s really expensive.’ Then you hope you don’t get a lawsuit from a faction that creates further delays or obstacles for politicians, who don’t like friction.”

When culls are arranged, protests from animal rights advocates often follow. In January, two dozen protesters marched across the University of Michigan campus in Ann Arbor with “Stop the Shoot” signs. (The university had offered to help fund the cull and allowed sharpshooters on its property.) Other protests have erupted in Shaker Heights, Ohio (a Cleveland suburb), Canton, Massachusetts, near Boston, Washington, D.C., and elsewhere.



In Canton, Massachusetts, demonstrators protest a planned deer hunt in the Blue Hills Reservation in 2015. (Steven Senne/AP)

DeNicola says he’s been sued eight times and received death threats for his work. Animal-rights advocates aren’t the only ones who line up against deer culls: Sport hunters will sometimes object to the practice if they believe it will dramatically reduce the local deer population, he says.

Lethal culls in highly populated areas are tricky. Discharging firearms is dangerous in dense neighborhoods and illegal in many jurisdictions, like New York City. That leaves archery, which poses a very low risk to human bystanders. (“It’s literally been decades since there’s been a fatality from an archery incident” in Virginia, Charlottesville’s Murphy notes.) But bow hunting is difficult, and DeNicola is skeptical that about its effectiveness. “People think they can just have a bunch of bow hunters show up and manage deer. It’s a falsehood.” He also says that archery can end up being less humane than firearm hunts, since deer wounded with arrows may not die right away.

The Humane Society of the United States opposes lethal deer control as both inhumane and ineffective. Among its tips to prevent human-deer conflict are for gardeners to switch to deer-resistant plants and use repellents, and for cities and states to put up fences that stop deer from crossing roads. In Hastings-on-Hudson, New York, the society is piloting the birth control vaccine PZP-22 in a deer herd. A similar trial on Fire Island reduced deer numbers. Hastings officials don’t expect to see a measurable reduction in the herd’s size for five to 10 years. In the meantime, the treated deer will still be carrying ticks, gnawing shrubs, and wandering onto busy roads.

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**“With ninety-five percent of them, once they realize the politics and the cost, it’s: ‘I guess I’ll just keep living with the deer.’”**

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Weighing the complicated pros and cons of each measure, and the political blowback, causes most officials who contact him to reconsider, DeNicola says. “With ninety-five percent of them, once they realize the politics and the cost, it’s: ‘I guess I’ll just keep living with the deer.’”

Not everyone will be unhappy about that. For every Staten Island homeowner who gets annoyed when a deer crashes through his yard and takes down a tree, there's another who feeds them out of his hand. How many deer are too many is largely in the eye of the beholder. Whatever their feelings about their hooved neighbors, Americans in deer-rich places will be coexisting with them for the foreseeable future. If you plant tulips (a deer favorite) in your garden, expect to have company.

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## City Council Workshop Discussion Item

To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: City Policy Parade Routes

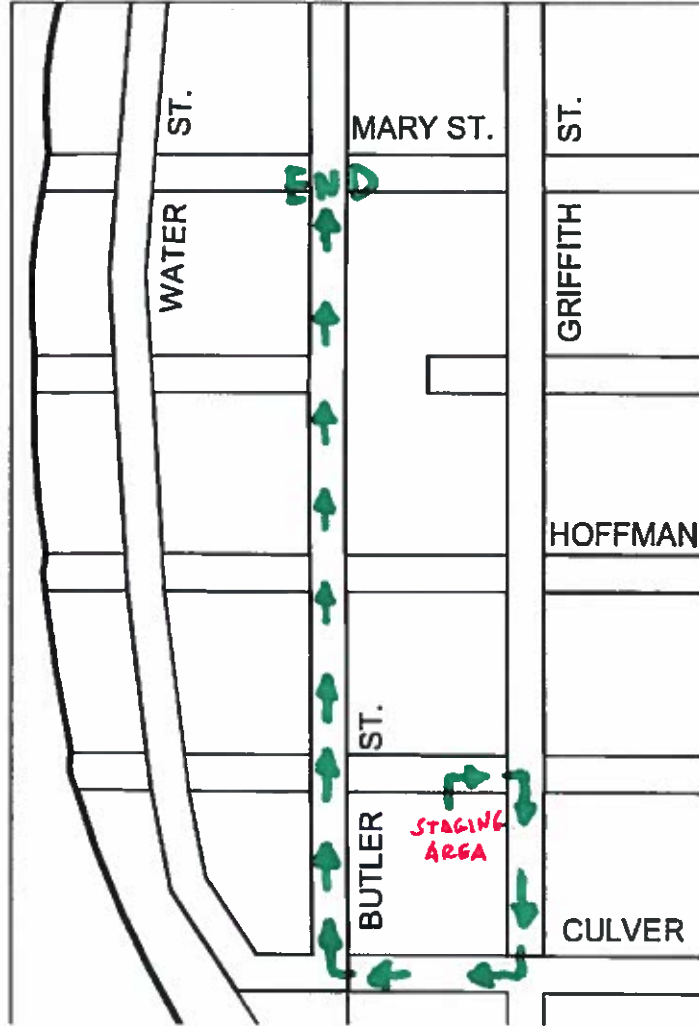
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For many years the City of Saugatuck authorized Butler Street from City Hall heading north to the Village Square Park for parades. Over the last couple of years there have been special event applications requesting parade routes that encompass Butler Street and Water Street, i.e. a dual route. Staff has determined there have been some challenges using a dual parade route. The identified issues of concerns are as follows:

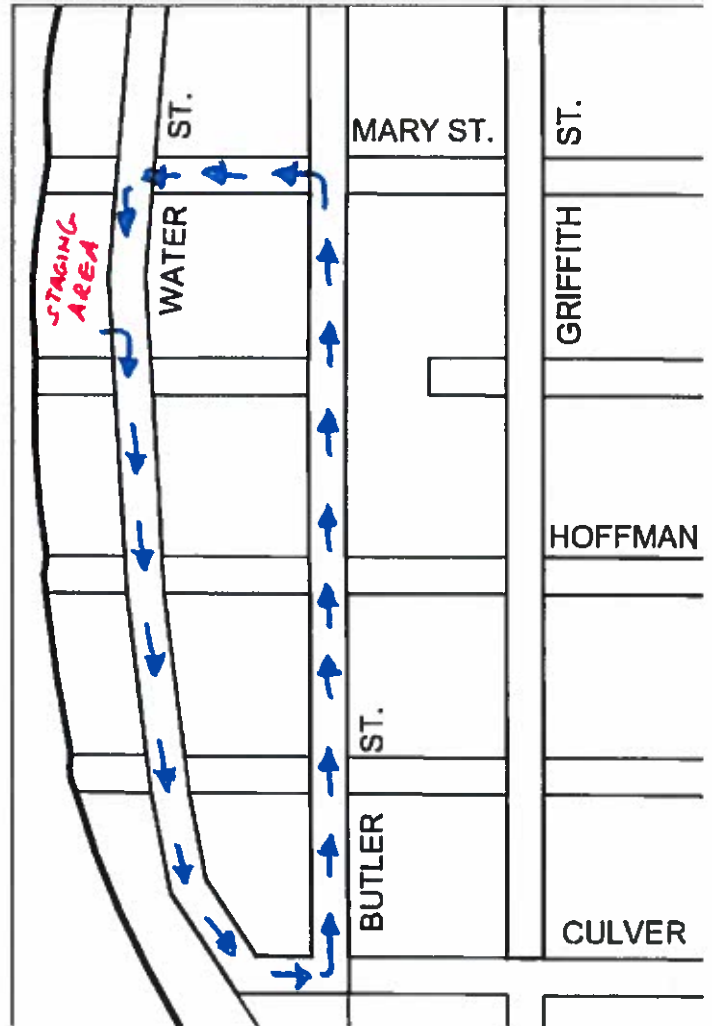
- Adequate staging area space
- Use of no parking signs for staging area that impact business owners
- Blocking vehicular access on multiple streets to prevent injury
- Availability of safety personnel and costs associated with supplying enough trained personnel to block multiple street and access points.



ORIGINAL PARADE ROUTE



DUAL STREET PARADE ROUTE





## City Council Workshop Discussion Item

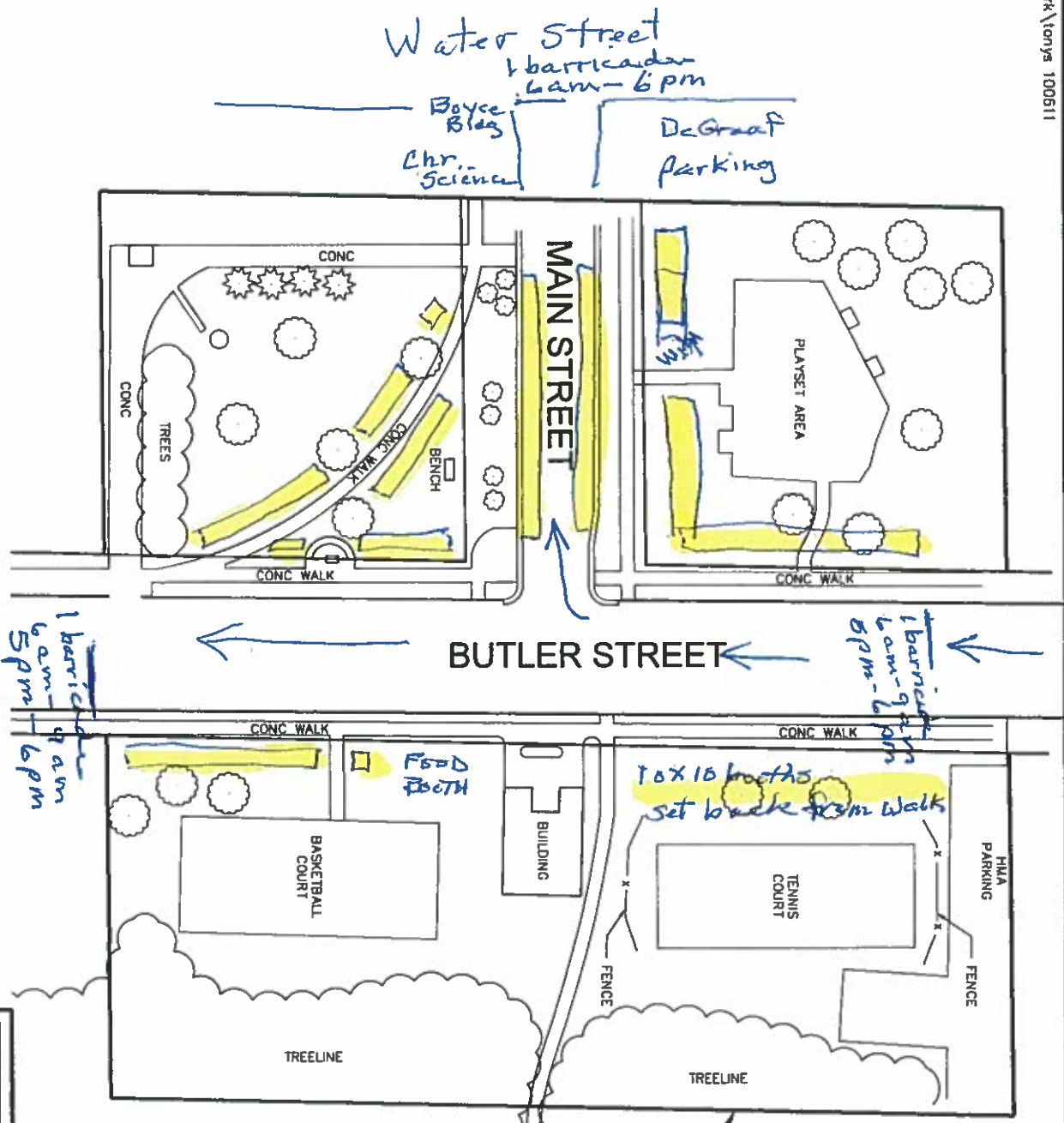
To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: Special Event Application Review Waterfront Art Fair

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The Saugatuck Douglas Art Club has conducted an art fair event on July 4 in the City of Saugatuck for a number of years. The Waterfront Invitational Fine Art and Craft Fair event has been held in Cook Park in past years. However the event organizers are concerned about the soft ground in Cook Park due to rising water levels and would like to hold the July 4 event in Village Square Park instead of Cook Park. City Council instructed staff to place this item on the workshop agenda for discussion as July 4 activities does cause significant congestion in the immediate downtown area and the proposed art fair event would require some streets to be blocked off.

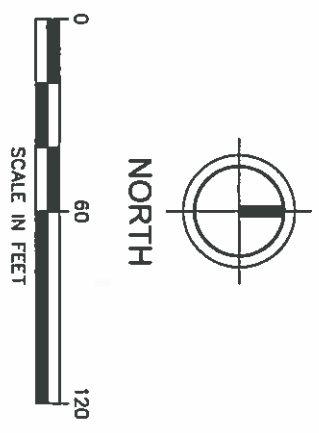
WATER FRONT FAIR

July 4, 2020



APPLICANT TO SKETCH LOCATION OF PROPOSED TEMPORARY STRUCTURES, TENTS, STAGES, EQUIPMENT, TRAILERS, PORTA POTTY'S, ETC...

FLEIS & VANDENBRINK ENGINEERING, INC.



CITY OF SAUGATUCK  
ALLEGAN COUNTY, MICHIGAN

VILLAGE SQUARE PARK  
PARK USE PERMIT APPLICATION

2011 3187



## City Council Workshop Discussion Item

To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: Boards and Commission Selection Policy

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Attached is the revised Boards and Commission Selection Policy that was amended by the City Attorney, Jeff Sluggett, after discussions and Council member input during the February 20, 2020 City Council Workshop Meeting. Also attached is a document prepared by the City Attorney outlining the appointment jurisdiction for all City of Saugatuck boards and commissions.

CITY COUNCIL  
CITY OF SAUGATUCK  
ALLEGAN COUNTY, MICHIGAN

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION TO APPROVE THE CITY OF SAUGATUCK  
BOARDS AND COMMISSIONS SELECTION POLICY

Council Member \_\_\_\_\_, offered the following resolution and moved for its adoption, seconded by Council Member \_\_\_\_\_:

- A. The City of Saugatuck Charter vests the City Council with all powers granted by law including, when not otherwise delegated, responsibility for City operations and functions.
- B. The City Charter further provides that the City Council is responsible to determine matters of policy on behalf of the City.
- C. Based on its review, the City Council concludes that adoption of a policy regarding membership on boards, commissions and similar appointive bodies is in the best interest of the City.

**NOW, THEREFORE, IT IS RESOLVED THAT:**

1. The Boards and Commission Selection Policy is hereby adopted to provide as follows:

~~Purpose:~~ This Policy ~~shall be faecilitating is intended to set forth~~ a uniform process for filling vacancies for City of Saugatuck boards, commissions, committees and similar appointive bodies (~~e.g., including, without limitation, the~~ Planning Commission, Historic District Commission, Zoning Board of Appeals, Fire District Administrative Board, Fire District Board of Appeals, ~~Tree Board,~~ Construction Board of Appeals, Library Board, Interurban Board, Water Resource TIFA Board, Property Maintenance Board of Appeals, Board of Review, Tri-Community Planning Committee, and Tri-Community Recreation Advisory Board). The City Council can suspend ~~these rules this Policy~~ by a majority vote.

~~1A.~~ When a vacancy occurs on a City appointive body, the City Clerk will notify the ~~Mayor-City Council~~ and prepare a notice which provides the necessary information needed for residents-citizens to apply. The notice shall be included on the ~~nearest~~ next regular Saugatuck City Council agenda under "Communications."

~~2B.~~ The notice shall be posted at the City Hall and may be advertised via electronic and/or print media.

~~3C.~~ Applications will be available at City Hall and on the City's ~~Web-web~~ site.

~~4D.~~ The Mayor or his/her designee, a representative from the body which has the vacancy (typically the chair or vice chair based on availability) and a City staff member shall review applications, interview applicants and recommend a candidate to the Mayor.

~~5. Except where otherwise provided by law in which case the Mayor shall make a recommendation, the Mayor shall make a formal appointment to fill the vacancy at a regular meeting of the City Council, which appointment shall be subject to approval by the City Council.~~ The Mayor shall forward a recommendation for the appointment to the City Council, which recommendation shall be treated as a recommendation, appointment or otherwise as provided by the applicable statute or ordinance. The City Council must approve any appointment before the same may take effect. The City Council will be provided with a list of all applicants that applied with supporting material for the position-vacancy to be filled. In making ~~the an~~ appointment the Mayor-Council will use the following criteria as a general guide for evaluating applicants:

- **Eligibility for Appointment**—The applicant is a resident of the City to the extent required by law, registered voter, does not have any outstanding debt owed to the City including, but not limited to, tax delinquency and/or pending litigation with the City and has submitted to a background check.
- **Time Commitment**—The applicant has an understanding of the time involved in serving, and expects to be available to attend meetings throughout the year.
- **Experience/Background in Relevant Fields**—The applicant has demonstrated professional or personal qualifications and backgrounds in relevant areas.
- **Contributive Potential**—The applicant has demonstrated the ability to effectively communicate, express ideas, concepts, and has a strong desire to perform public service.

~~• Encouraging Civic Engagement—The foregoing criteria are not exclusive, and the City Council need not assign ratings or rank applications. Engaging community members without prior service on City of Saugatuck boards and commissions strengthens the community's civic participation and involvement of citizens in their local government. Applicants on a non-partisan basis with an emphasis, where practical, of including applicants who do not currently or have not previously served on a City of Saugatuck board or commission may be given preference is a stated goal of this Policy.~~

~~The foregoing criteria are not exclusive, and the Mayor need not assign ratings to or rank applications.~~

Where state statute, the City Charter or City ordinance establish a process or criteria different that that set forth in this Policy, that statute, charter or ordinance

provision shall be deemed to control to the extent of any conflict.

**BE IT FURTHER RESOLVED THAT:**

2. All resolutions and parts of resolutions in conflict herewith are, to the extent of such conflict, repealed.

YEAS: Council Members: \_\_\_\_\_

NAYS: Council Members: \_\_\_\_\_

ABSTAIN: Council Members: \_\_\_\_\_

ABSENT: Council Members: \_\_\_\_\_

RESOLUTION NO. \_\_\_\_\_ DECLARED ADOPTED.

Dated: \_\_\_\_\_, 2020

Signed: \_\_\_\_\_  
Ken Trester, Mayor

\_\_\_\_\_  
Monica Nagel, City Clerk

**CERTIFICATION**

I, \_\_\_\_\_, the acting clerk (for the purpose of signatures) of the City of Saugatuck do hereby certify the foregoing is a true and complete copy of a resolution adopted by the Saugatuck City Council at a regular meeting held \_\_\_\_\_, 2020, in compliance with the Open Meetings Act, Act No. 267 of the Public Acts of Michigan, 1976, as amended, the minutes of the meeting were kept and will be or have been made available as required by said Act.

Attest:  
\_\_\_\_\_  
City Clerk



## City Council Workshop Discussion Item

To: Saugatuck City Council  
From: Kirk Harrier—City Manager  
Meeting Date: March 5, 2020  
Re: Facilitator Services Proposals

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The Saugatuck City Council is currently in the process of evaluating and prioritizing city projects. The Council recently received the updated Capital Improvement Plan from the City's engineering firm which identified \$8.5 million in projects. Staff has also produced revenue and expenditure projections for the next 5 years that was presented to Council. The City will need to be very strategic in allocating fiscal and human resources to maximize overall project effectiveness. Staff suggested Council may want to consider bringing in a third party facilitator to assist with this process. Council instructed staff to seek a reasonable number of proposals and present to Council for review. Attached to this report are three (3) proposals for Council's consideration.



# PROPOSAL 1

Rick Popp



## **Rick Popp**

**Management Consultant, HR Executive, Community Leader**

After nearly 30 years in a variety of roles and executive positions in Human Resources at Ford Motor Company, multiple board appointments, and several community service projects, Rick Popp operates his own management consulting company serving others through his passion for people, organizations, teams, and individual performance. His expertise and focus is in unleashing the potential of organizations, teams, and individuals through dynamic facilitation of strategic planning and deployment, innovative organization design, cultivating winning teams & cultures, people policies & programs (e.g. compensation, benefits, 360, etc.), and leadership coaching. For more on Rick's services go to [www.rickpopp.com](http://www.rickpopp.com).

### **Professional Journey**

In October 2018, Rick retired from Ford Motor Company as the **Executive Director of Human Resources** for Ford North America. In that role, Rick was a member of the senior leadership for Ford North America and the global HR leadership teams. He was responsible for HR Business Operations, which included individual, organization, and team coaching & capability development; driving culture; organization design; performance management; succession planning; compensation planning; targeted executive recruiting; and related responsibilities. Prior to his final position at Ford, Rick was responsible for oversight of the in-market Human Resources functions in Asia Pacific, Europe/ME&A, South America, and North America markets, as well as HR for Lincoln, Autonomous Vehicles, Team Edison (Electrification) and global Marketing, Sales, & Service.

For six years, Rick was **Global Director of Employee Benefits for Ford** where he was a member of Ford's Global Human Resources leadership team, reporting to Ford's Group Vice President of Human Resources and Corporate Services, and was responsible for benefits planning, strategy, and governance, administration, contact-center operations, and negotiations with labor unions.

Rick also served for four years as **Director of Human Resources, Ford of Mexico**, where he helped Ford achieve the honor of being named "Best Place to Work" in Mexico for the first time. Prior to his assignment in Mexico City, Rick held various HR leadership positions with responsibilities in labor relations and contract negotiations, joint ventures, corporate compensation, organization and personnel planning, organization development, and multiple HR assignments in Ford's manufacturing facilities.

### **Governing Boards and Community Leadership**

Rick also serves or served in several other leadership roles, including:

- Father of two wonderful sons (Sam and Isaiah) and the husband of an amazing woman (Sue)
- Former Board of Trustees for Northern Michigan University in Marquette, Michigan (appointed by Michigan Governor Rick Snyder, 2011-2018, twice elected Chair and once Vice Chair)
- Former Member of the Board of Directors for Health Alliance Plan (HAP), a non-profit health plan based in Detroit, MI, providing health care coverage to over 500,000 members
- Founding and former Member of the Board of Directors for the National Institute for Health Care Reform, a health care policy research organization established by the United Auto Workers, Ford Motor Company, General Motors, and Chrysler
- Former Board member of Dentemax, a for-profit dental PPO network subsidiary of Blue Cross Blue Shield of Michigan
- Founding and continuing Board Member of the Xavier DeGroat Autism Foundation
- Former Executive Committee Member, Conference Board Research Council on Employee Benefits

### **Education**

Rick holds a Master's degree in Public Administration, with an emphasis in personnel and labor relations, and a bachelor's degree in Computer Science, both from Northern Michigan University, where he is also a member of NMU's Sports Hall of Fame. In addition, he is a "fellow" of the 2001 inaugural Wharton Fellows Program, University of Pennsylvania, Wharton Executive Education, and a graduate of Ford Motor Company's Organization Design Institute.

## City of Saugatuck

### Project Prioritization Session

Date TBD

#### Proposed Planning Session

- **One Day:** Hold approximately 6-hour dedicated and focused session with key decision-makers
- **Session Purpose:** Decision makers coming to a consensus on allocating limited financial and human resources in order to accomplish the most beneficial projects, as identified by the decision makers
- **Desired Outcomes:**
  - Alignment among team members on project assessment approach
  - Consensus achieved on prioritized list of projects (at least for most important)
  - Improved ability to work as a team
- **Facilitation:**
  - Hire experienced professional external facilitator
  - Recommended facilitator: Rick Popp ([www.rickpopp.com](http://www.rickpopp.com))
    - Nearly 30 years of experience in Human Resources at Ford Motor Company (retired October 2018)
    - Founder and CEO of Unleash POPP, LLC, a management consulting firm with expertise in strategic planning, leadership & team development
    - Clients across several industries including for-profit Health Care, Public University, Non-Profit Start-Up, School Board & Administration, and more.
    - Fee Structure:
      - \$5000 per day (taxes included)
      - Travel expenses (limited to fuel in this case, due to family in the area)

#### Pre-Work

- Share with Rick any/all existing strategic relics and/or data (i.e. mission, vision, metrics, core values, priorities, etc.)
- Optional: Interviews by phone between Rick and each core participant prior to session
- Meeting Room set up as 'collective brain' with data/materials on walls, flip charts (large post-it charts), small post-its, markers, and 'finish line' wall initially blank

### **Agenda for the Day**

- |                  |  |
|------------------|--|
| 8:30 – 8:45am    | Welcome, Introductions, and Warm-up  |
| 8:45 – 9:00am    | Kirk Harrier opening comments & introduce Rick Popp  |
| 9:00 - 9:15am    | Warm-up  |
| 9:15 – 10:30am   | Setting the Foundation of Our Work<br><br>Agenda review and approach to agenda management<br>Meeting objectives, desired outcomes<br>Meeting ground rules<br><br>Strategy overview (setting the foundation), may include: <ul style="list-style-type: none"><li>o Mission</li><li>o Vision of Success</li><li>o Core Values</li><li>o Core customers &amp; audiences</li><li>o Indicators/metrics</li><li>o Goals/targets</li><li>o Project Listing (required)</li></ul> |
| 10:30 – 10:45am  | Break  |
| 10:45 – 12:30 pm | Approach to Project Assessments <ul style="list-style-type: none"><li>o Most Important Criteria</li><li>o “How Might We” Exercise</li></ul>  |
| 12:30 – 1:00pm   | Lunch  |
| 1:00 – 3:00pm    | Project Assessments  |
| 3:00 – 3:30pm    | Closing <ul style="list-style-type: none"><li>o Review Finish Line</li><li>o Closing Dialogue Session</li></ul>  |

# PROPOSAL 2

Marilynn J. Semonick

(The Success Studio)

# Marilynn J. Semonick, CSP

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Marilynn Semonick has a passion for individual and organizational improvement, and has invested four decades helping communities of people in their initiatives to create results-oriented change. She is an educator, international consultant, facilitator, coach, certified speaking professional, and author of *Aligning for Change: Collaborative Strategic Planning*, a strategic planning manual for municipalities, created for the Michigan Municipal League. Marilynn has a wide range of diverse experiences that include work in numerous industries in Asia, Australia, Canada, East and West Europe, Mexico, South America, the United Kingdom and the United States.

Marilynn is also the CEO (Chief Exploration Officer) of The Success Studio, a resource for people and organizations interested in exploring the principles, practices and processes of mastering performance in areas of life that matter most.

## **Programs Conducted with Municipalities**

- Aligning for Strategic Change – the process of collaborative strategic thinking and planning
- The Character(istics) of Effective Leadership – expand influence & develop the leader within
- People, Performance & Productivity: a leader's guide to human behavior & team leadership
- Critical Success Factors - creating an environment where success is the logical outcome
- TeamWorks – work with diverse styles and produce results
- Achieving Collaborative Results – building (or leading) high performance teams
- A Systems Approach to Service - strategies to create a customer-driven organization

## **MML Elected Officials Academy**

Civility & Collaborative Leadership:

*Creating a Culture Where Achieving Results is the Logical Outcome*

## **Michigan & Maryland Municipal Leagues, Michigan Township Association**

### **Municipalities**

Allen Park	East Grand Rapids	Lansing	Norton Shores
Alpena	Ecorse	Leslie	Port Huron
Benton Harbor	Grosse Pointe Farms	Mason	Rockford
Boyer City	Highland Township	Mt Pleasant	Saline
Coldwater	Imlay City	Midland	Three Rivers
Dowagiac	Kentwood	Muskegon	Traverse City

### **Chambers of Commerce**

- Flint Chamber of Commerce
- Frankenmuth Chamber of Commerce
- Howell Chamber of Commerce
- Huron Valley Chamber of Commerce
- Michigan Chamber of Commerce Ambassadors
- Michigan Chamber of Commerce Executives

March 2, 2020

Kirk Harrier, City Manager, City of Saugatuck

Dear Kirk . . .

I am pleased to respond to the City of Saugatuck's request for facilitation for your City Council work session to conduct structured dialogue critical to becoming a high-functioning leadership team and to establish priorities within your Master Project list.

This proposal letter is prepared based on our conversation; therefore, please know that further discussion will be needed to create a specific, customized design for the day to meet your Council's needs. For your convenience, the proposal is organized in the following sections:

- Objective and Focus of the Session
- Project Approach
- Project Report
- Project Timing and Professional Fees

### **Objectives and Focus of the Session**

The Saugatuck City Council is charged with the responsibility of creating and implementing policies that have both immediate and long-range impacts to the City and the greater Saugatuck community. To effectively meet this challenge, City Council must consider issues from a well-informed perspective, based on data, which requires constructive conversation within a culture of collaboration and focused leadership. I commend the fact that you have agreed upon a list of master projects to create results beyond the provision of core services for the City. With finite resources, it's now necessary to prioritize the items, based on selected criteria that best serve the City.

It sounds like your work to date has laid a strong foundation for immediate and future success. In 2020, it is my understanding that the Council will review the list of projects, select a set of criteria to prioritize the long list, and determine immediate and near-future direction and implementation to move the City forward towards its long range vision. The planned session is intended to build upon the work and achievements to date.

The work session will focus on:

- Discussion of common attributes of high-functioning governance leadership teams
- Increased understanding of team development stages and constructive behaviors within each stage
- Discussion of critical components to achieving collaborative results
- Explore required behaviors of collaborative leadership and areas of improvement
- Identify and agree upon Standards of Excellence to lead together, effectively and productively
- Recognize near-future threats and opportunities and their implications for the City
- Agree upon criteria to prioritize a long list of current near-future master projects
- Review list of master projects and begin the prioritization process

**Project Approach**

To utilize our time, energy, and intelligence wisely, the following approach is suggested:

- A design meeting will be scheduled before the work session to determine specific content and process of the day.
- Work session from 8:00 AM – 4:00 PM will be scheduled based on agreed upon availability for all.
- If appropriate, we can use an electronic projection unit to review the Master List to prioritize, make notes and or additions during the session. We will also capture discussion items to be documented in a report. If selections or high priorities are made during the session, changes can be immediately made (in red), in real time. If this option is selected, please secure someone to electronically input the discussion points in each impact area.

Investing the time and energy to review City Council vision & goals and establish priorities for implementation, will help the City of Saugatuck enjoy a more focused and productive course into the future.

**Project Report**

Within thirty (30) days after conclusion of the work session, Marilyn Semonick will submit to the City a final project report with updates. This will include details of the agreed-upon Standards of Excellence, projects, tasks, priorities, etc., to provide specific direction to Council, staff, and the community.

**Project Timing and Professional Fees**

Professional fee to design, develop and deliver this Project are estimated at a not-to-exceed \$3,000, plus out-of-pocket expenses associated with travel (i.e. mileage, lodging, and meals) billed at actual cost.

\* \* \* \* \*

I look forward to working with the City of Saugatuck and applaud the leadership team's commitment to focus on the City's highest priorities. If you have questions concerning this proposal or desire additional discussion, please do not hesitate to contact me:  
248.342.3804.

Enthusiastically,  
Marilynn Semonick



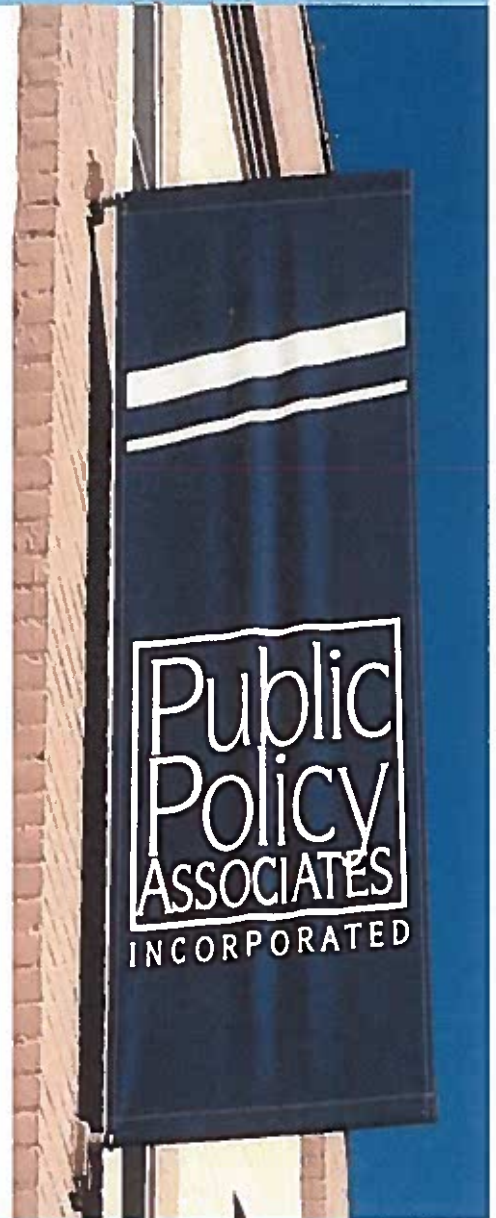
# PROPOSAL 3

Larry Merrill

(Public Policy Associates)

Proposal to  
The City of Saugatuck City Council

# Governance Greatness and Capital Improvement Project Prioritization



Submitted by  
Public Policy Associates, Incorporated

March 3, 2020



**Public Policy Associates, Incorporated is a national public policy research, development, and evaluation firm headquartered in Lansing, Michigan. We serve clients in the public, private, and nonprofit sectors at the national, state, and local levels by conducting research, analysis, and evaluation that supports informed strategic decision-making.**

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(517) 485-4477, Fax 485-4488, [www.publicpolicy.com](http://www.publicpolicy.com)**

## About Public Policy Associates, Inc.

### **Public Policy Associates, Inc.**

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Number of Full-Time Employees: 9

Number of Part-Time Employees: 4

Public Policy Associates, Inc. (PPA) is a woman-owned firm founded in 1991 specializing in policy development, research, management, and evaluation. PPA staff have decades of experience helping clients to develop and apply sound public policy in the areas of health care, philanthropy, workforce development, community and economic development, criminal justice, and education. Our mission is to provide our clients with the strategic consultation and research needed to inform timely decisions and ongoing program improvement. In addition, PPA acts from a deep commitment to diversity, inclusion, and equity throughout our work so that the voices of all that are affected by the programs we work with are heard.

## Prior Relative Experience

The Center for Local Solutions at Public Policy Associates (PPA) delivers expertise to local government leaders to address their most challenging public policy issues and redesign governance structures and processes to more effectively lead for success.

In February 2020 PPA's Center for Local Solutions delivered a one-day program to the Charter Township of Meridian (population 43,000) to guide the township in addressing current policy issues and establish a framework for a strong team approach to governance. The response:

*"Larry, you really did a nice job on Saturday. You kept us on task and allowed for plenty of input. Thanks for helping us out."* – Township Manager

*"I took away a lot of valuable information that I plan on implanting. I believe others did also."* – Township Supervisor

PPA Senior Consultant Larry Merrill has facilitated single and multi-day governance development and public policy planning workshops for many local governments and nonprofit associations. For over 40 years Mr. Merrill has applied his local government and association experience to help organizations both large and small achieve a desired future through knowledge-based decisions and building high-level governance teams.

## Project Description

The City of Saugatuck has developed an extensive list of potential capital improvement projects; however, as is true for all local governments, financial realities limit what can be accomplished in both the short and long term.

Through a vision-driven, knowledge-based dialogue, the Saugatuck City Council will devote five to six hours in a Strategic Work Session (in compliance with the Michigan Open Meetings Act) consisting of governance excellence, values and vision introspection, policy analysis, and Council dialogue to appropriately allocate scarce resources to capital improvement projects.

The Council's Work Session will consist of two parts of roughly equal 2.5- to 3-hour periods. The first part will examine the characteristics of high-functioning governing boards, a gap analysis of current and desired governance systems, and a plan to achieve a level of governance excellence worthy of the City of Saugatuck. The second part will include an affirmation of the City's desired future, establishing criteria by which competing capital improvement projects should be selected, and application of the Council's criteria to identify appropriate capital improvement projects for the next two to three years and beyond.

## Work Plan

1. PPA Senior Consultant Larry Merrill will meet with the City's leadership team, consisting of Manager Kirk Harrier and Mayor Ken Trester, prior to the Council's Strategic Work Session to gain an understanding of the City's and Council's culture, the Council's current governance processes, and social norms.
2. Council members could participate in an optional pre-session online survey to collect individual perspectives on the Council's governance competencies and interpersonal dynamics. The benefits of the pre-session survey include the opportunity for members to express perspectives, concerns, and criticism without the risks inherent in face-to-face confrontations. The facilitator can reframe the Council's responses, soften content that might provoke defensiveness, and focus the Work Session on solutions. This option can be very valuable but requires each Council member to commit approximately 30-40 minutes to complete the survey. The cost of the survey reflects development time, analysis, presentation, and interpretation.
3. Prior to the Work Session, Mr. Merrill will develop a two-part interactive presentation on (1) the elements of great governance and (2) a knowledge-based decision-making process to prioritize capital improvement projects.
4. Mr. Merrill will facilitate a 5-6-hour interactive Work Session, date and time TBD.

- a. Work Session Part 1 is focused on achieving great governance. It is not intended to create artificial unanimity, to blunt expression of independent thought, or compel support for particular public policy options. Great governance encourages expression of disparate viewpoints to ensure all constituents have a voice and to avoid “groupthink.” Great governance is built on trust and mutual respect. Specific outcomes of the great governance part are:
    - i. Clarity of the Council’s governance roles and responsibilities to achieve trust.
    - ii. A City Council engaged in activities that contribute the greatest value to Saugatuck City Government.
    - iii. Council engagement consistent with norms essential for great decisions and instilling public confidence.
  - b. The objective of Work Session Part 2 is to apply a nine-step knowledge-based decision process to prioritize a multitude of capital improvement projects competing for scarce City resources. The Council will identify decision-making criteria based on relevant factors such as community values and expectations, risk avoidance, legal mandates, cost/benefit analysis, financial and human resources, schedule and order coherence, and other information provided by the City’s staff to rank-order projects competing for scarce resources.
5. The City staff will take steps necessary to ensure that the Work Session will conform to the public notice, public participation, and record requirements of the Open Meetings Act and any applicable requirements of the City Charter.
  6. PPA can provide an optional meeting recorder to capture the Council’s work and a final report on the Work Session’s outcomes. Alternatively, the Work Session record and report can be the responsibility of the City staff.

### **Project Elements and Costs**

<b>Basic facilitation of a 5-6-hour Work Session, including pre-session consultation, content development, workbook, and materials</b>		<b>\$2,862.50</b>
Mileage Lansing to Saugatuck, 190 miles round trip, 2 trips @ .58/mile	\$110.20 each trip	\$220.40
<b>Total</b>		<b>\$3,082.90</b>
<b>Optional: Pre-session online survey developed, results analyzed, and presented</b>		<b>\$950.00</b>
<b>Optional: On-site scribe, session summarized, and write-up</b>		<b>\$1,000.00</b>

*Thank you for considering Public Policy Associates, Inc. to facilitate this important meeting for the Saugatuck City Council. Please let us know at your earliest convenience of your decision related to our proposal. If you wish to discuss the proposal further or have questions, please contact PPA Senior Consultant Larry Merrill at [lmerrill@publicpolicy.com](mailto:lmerrill@publicpolicy.com) or 517-927-9079.*

# Larry Merrill

## Senior Consultant



517-485-4477

[lmerrill@publicpolicy.com](mailto:lmerrill@publicpolicy.com)

### Education:

Bachelor's degree from Michigan State University in multidisciplinary social studies, focusing on political science and economics. Master's of public administration degree from MSU, focusing on public policy analysis and program evaluation.

Also notable: Mr. Merrill is a Certified Association Executive. He was given the Award of Excellence in Association Finances and Administration from the American Society of Association Executives, received the Strategic Leader Award from the Michigan Society of Association Executives, and was inducted into the Michigan Association Executive Hall of Fame.

Larry Merrill is recognized as one of Michigan's most knowledgeable and influential experts on local government, governance, financial oversight, and effective leadership. He is a leader of Public Policy Associates' new Center for Local Solutions, which helps clients achieve public policy goals and lead for success.

Mr. Merrill worked for the Michigan Townships Association for nearly 40 years, including 19 years as its executive director. He represented the state's 1,240

townships in Lansing and Washington, D.C., building close relationships with executive and legislative leaders on both sides of the aisle. He was involved in shaping state and federal policy and helping townships respond to it.

He also has expertise in helping local governments find regional solutions to big issues such as economic development, service sharing, and placemaking, and he has also helped many not-for-profit entities build strong leadership teams.

Mr. Merrill earned a national reputation for local government leadership and served as president of the National Center for Small Communities and president of the National Association of Towns and Townships. He also served on the American Society of Association Executives' Finance and Administration Council and Executive Management Section Council.

He has written extensively on local government. Selected examples include the "Survival Guild to Local Government" and "Political Implications for Intergovernmental Cooperation." He has taught local government management classes on budgeting, personnel administration, and leadership development to help build stronger communities with more effective services. He has also taught governance and leadership seminars for not-for-profit entities.

Previously, he worked directly for local and county governments in Clinton and Montcalm Counties as a county emergency management director, emergency medical services director, and general county administration. He also served as an elected member of the Grand Ledge Board of Education, including three years as president.