



**CITY COUNCIL WORKSHOP AGENDA
AUGUST 10, 2020 – 4:00 P.M.**

NOTICE:

This public meeting will be held using Zoom video/audio conference technology due to the COVID-19 restrictions currently in place.

Join online by visiting:

<https://us02web.zoom.us/j/2698572603>

Join by phone by dialing:

**(312) 626-6799 -or-
(646) 518-9805**

Then enter “Meeting ID”:

2698572603

Please send questions or comments regarding meeting agenda items prior to meeting to:

kirk@saugatuckcity.com

1. CALL TO ORDER
2. ATTENDANCE (*ROLL CALL*)
3. AGENDA CHANGES (ADDITIONS/DELETIONS)
4. PUBLIC COMMENT AGENDA ITEMS ONLY (*Limit 3 minutes*) Select “unmute” mic in the Zoom interface and speak your name to be recognized or press *6 if you are calling in by phone to unmute your phone to speak.
5. DISCUSSION ITEMS
 - A. **Park Street North Paving Project**
 - B. **Interim City Manager**
 - C. **City Manager Executive Search Firms**
 - D. **Council Member Peterson City Attorney Request**
 - E. **Council Member Verplank City Attorney Request**
 - F. **Pop-Up Patios**
 - G. **Lake Michigan Beach Frontage Obstacle Attorney Letter**
 - H. **Holiday Lighting Schedule**
6. PUBLIC COMMENT (*Limit 3 minutes*) Select “unmute” mic in the Zoom interface and speak your name to be recognized or press *6 if you are calling in by phone to unmute your phone to speak.
7. COUNCIL COMMENTS
8. ADJOURN (*ROLL CALL*)



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Park Street North Paving Project

Recommendation to change the Park Street North paving project start date from fall 2020 to spring 2021. Jon Moxey from Fleis and Vandenbrink will be present to discuss the project with Council.



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Interim City Manager

Attached are two potential candidates for Council consideration to act as interim city manager. Also attached is a draft interim manager contract drafted by the City Attorney.

Karen Doyle Homan
616-520-5131
karendoylehoman@gmail.com

Karen Doyle Homan has twenty-eight years' public service experience. Before retiring in 2017, Karen served for 12 years as Assistant City Manager & Finance Director for the City of Zeeland. Her role included assisting the City Manager with all activities involved in managing the city, and advising the City Council regarding budget, financial affairs, and debt management. She exercised direct oversight of the Finance Department, Clean Water Plant, Facilities, IT, and Risk Management, as well as service to several Boards and Authorities of the City. Karen also served as Interim City Manager during an extended absence of the City Manager. Prior to joining the City of Zeeland, Karen was City Manager for the City of White Cloud, and she served both Plainfield Charter Township and the City of Wayland as Finance Director.

Karen Doyle Homan received her Bachelor of Science (Community Development/Public Administration) from Central Michigan University. She earned her Certified Public Manager Designation from Saginaw Valley State University and also holds an Associate in Business (Accounting) from Grand Rapids Community College.

Karen Doyle Homan brings years of management experience and the ability to collaboratively keep matters of the City of Saugatuck moving forward in a positive direction until a permanent leader is selected. She has worked her entire career to provide optimum customer service internally to the Councils/Boards and employees she serves as well as externally to citizens, community and colleagues.

Karen Doyle Homan served on the Board of Directors for the Michigan Municipal Executives, President of the West Michigan Municipal Executives, President-Elect for the Association of Government Accountants, and founder and President of the Allegan County Treasurers' Association. She also served on the Allegan County United Way Board, team-taught a graduate class in public administration at Western Michigan University, and was a speaker at the International City Managers Association annual conference held in Quebec, Canada.

Karen is married to Robert (Bob) Homan. Together they have four grown children who have blessed them with nine grandchildren. They enjoy biking, hiking, kayaking, road trips, travel and entertaining friends old and new. Karen also enjoys cooking, reading the news, and relaxes with a good novel.

While remodeling their home in the spring of 2017, Karen and Bob rented an apartment and enjoyed an extended stay in the City of Saugatuck. They enjoy the diversity of the people, the variety of shops and restaurants, and walking the waterfront. They also ride their bicycles at least once each summer to Saugatuck (from Holland) and back.

KAREN DOYLE HOMAN

5836 Woodbriar Dr NE

Belmont MI 49306

616-520-5131 (Cell)

karendoylehoman@gmail.com

SUMMARY OF QUALIFICATIONS

- Demonstrated strengths include leading people and projects
- Excellent communicator with collaborative style
- Over twenty-five years' service in local government
- Areas of expertise include budget and finance, risk management, IT, HR and pension administration, capital financing
- Certified Public Manager (AACPM)

Assistant City Manager & Finance Director

City of Zeeland
Ottawa County
Michigan

January 2005 –
January 2017

Full-service City

\$54 million budget
(\$8.5 million General
Fund budget)

65 full-time, 50+
(varies seasonally)
part-time employees

Responsibilities:

- Oversight of the Clean Water Plant, operations and collection systems.
- Oversight of facilities maintenance.
- Oversight of the finance department.
- Oversight of Information Technology and telecommunications.
- Oversight of Property & Liability, Workers' Compensation, and Fiduciary Liability Insurances. Chair of Risk Management Committee.
- Administrator/Trustee of single-employer DB & DC Pension plans. Chair of pension committees.
- Served on the Local Development Finance Authority, Brownfield Redevelopment Authority, and the Hospital Finance Authority. Financial advisor to the Shopping Area Redevelopment Board.
- Prepared the annual city budgets, monitored budget performance, evaluated revenue and expenditure trends, recommended rate structures, reviewed performance against budget with department heads, and kept the City Council informed of the financial condition of the city. Participated in capital improvement planning.
- Participated in City Council visioning & goal-setting and implemented strategies to achieve stated goals.
- Managed \$45 million investment portfolio, capital borrowing and debt financing.
- Represented the City on various regional committees.

Accomplishments:

- Analyzed operations and wrote recommendation for successful merger of the Fire and EMS departments.
- Oversaw construction of Street Maintenance Facility, upgrade and expansion of Clean Water Plant, interior renovation of Fire Station, exterior renovation of Library and Community Center, and exterior renovation of City Hall.
- Facilitated negotiations with Zeeland and Blendon Townships resulting in 150% increase in financial support for the City Library.
- Analyzed and recommended restructure of Retiree Health Benefit reducing OPEB liability, and presented results as speaker at ICMA conference (Quebec, Montreal Canada, 2009).
- Served as City Manager during three month absence of the City Manager.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada every year.
- S & P bond rating upgraded twice during tenure (2017 AA-).

City Manager

City of White Cloud
County Seat
Newaygo County
Michigan

February 2003 –
June 2004

\$1.8 million budget
8 full-time, 6 part-
time employees

Responsibilities:

- Oversight of all departments and activities, including public safety, public works, water utility, airport, planning and economic development, parks and recreation, finance and HR.
- Served on Board of White Cloud City/Sherman Township Sewer Authority.
- Served on Board of Downtown Development Authority.
- Served on Board of Newaygo County Economic Development Office.
- Coordinated city operations with those of other governmental agencies.
- Developed and administered annual budget and capital budgets.
- Developed, recommended and implemented policies and procedures.
- Facilitated the flow and understanding of ideas and information between officials, employees and citizens.
- Negotiated contracts, agreements and represented city's position internally and externally.

Accomplishments:

- Completed construction of Industrial Park.
- Completed rehabilitation of airport runway and lighting.
- Developed campground master plan.
- Completed five-year review of city master plan.
- Negotiated partnerships to stretch city's dollars and services including a successful joint project with Newaygo County and the DDA to reconstruct city street with each entity contributing one-third cost; persuaded MDOT to replace water mains under state highway at MDOT's expense; partnered with Newaygo County and DDA to develop downtown Veterans' Memorial Park, and with Everett Township, White River Watershed Partnership and Muskegon Conservation District to develop River Walk Master Plan and funding proposals.
- Obtained public and private grants including MDOT TEA-21, MEDC, United Way and Fremont Foundation.
- Renegotiated street sweeping, cell tower, and campground concessionaire contracts resulting in increased revenues.
- Wrote RFPs and competitively bid health and liability insurances, audit and IT services resulting in decreased cost to the city.
- Combined two full-time positions to one and reduced one full-time position to part-time.
- Reviewed all city fees and charges, recommended and implemented targeted increases.
- Participated in and graduate of nine-month Leadership in Newaygo County program.

Accounting Manager

Plainfield Charter
Township
Kent County
Michigan

February 1999 -
January 2003

\$14 million budget

Responsibilities:

- Responsible for all accounting and financial records of the Township and supervision of the accounting department staff.
- Preparation of the annual township budgets, monitored budget performance, evaluated revenue and expenditure trends, reviewed performance against budget with department heads, recommended and prepared budget amendments.
- Developed the Comprehensive Annual Financial Report (CAFR).
- Performed rate studies ensuring solvency of the water and sewer funds to meet ongoing operations and maintenance and to fund the Capital Improvement Plans of these funds.
- Coordinated issuance of bonds with Bond Counsel and Financial Advisor. Prepared statistics for the Official Statements. Participated in interviews with Bond Rating Agencies.
- Prepared Requests for Proposals for financial software systems, analyzed proposals, interviewed prospective vendors, and recommended purchase of new accounting and utility billing software systems. Trained personnel in the new hardware and software and was responsible for ongoing maintenance and upgrades.
- Prepared Requests for Proposals for new auditing firms, analyzed proposals, arranged and participated in interviews to secure new independent auditing services for the Township.

58 full-time, 100+
part-time and
seasonal employees

Accomplishments:

- Upgraded the annual audit report to the full Comprehensive Annual Financial Report (CAFR) and was awarded the Certificate of Achievement for Excellence in Financial Reporting for the years ended December 31, 2001 (first submission) and subsequent years from the Government Finance Officers Association of the United States and Canada.
- S & P bond rating upgraded twice during my tenure to A+.
- Converted system data to completely new financial and utility billing software before the Y2K deadline.
- Converted to paperless records for over 10,000 utility customers.
- Implemented auto/touchless water meter reading system.

Finance Director/Treasurer • City of Wayland • Michigan • May 1989 - January 1999

\$5 million budget; 19 full-time employees. Principal financial advisor to the City Manager and City Council. Responsible for all financial, HR, insurance, accounting, reporting and treasury divisions of the city. Bureau Chief for Civil Infraction Ordinance violations. Served as director/treasurer of the Downtown Development Authority, and president of the Allegan County Treasurers' Association. Served on Board of Directors for Allegan County United Way. Participated in the Allegan County Leadership League.

PROFESSIONAL ASSOCIATIONS:

- International City/County Management Association
- Michigan Municipal Executives (MME); Board of Directors 2015, 2016, 2017
- West Michigan MME; Past President
- Assoc. of Government Accountants; Pres. Elect
- American Academy of Certified Public Managers
- American Society for Public Administration
- Government Finance Officers Association
- Michigan Government Finance Officers Association

EDUCATION:

- Saginaw Valley State University. Certified Public Manager. July, 2011.
- Central Michigan University. Bachelor of Science. Community Development/Public Administration. May, 2007.
- Grand Rapids Community College. Associate Degree in Business. May, 1986.

Public Administration

Larry began his public service career, after graduating from Michigan State University with a dual degree. In all, Larry has more than 32 years in public administration. He has served in township, village, and city administration, most recently as Manager in the Village of Paw Paw. Along the way, he has been recognized for Excellence in Local Government by Michigan Local Government Management Association (MLGMA, now known as the Michigan Municipal Executives, MME), twice named as Manager of the Year by the Michigan Rural Water Association (MRWA), received an award for Grassroots Leadership by the Michigan Township Association/National Association of Towns and Townships, and recognized as the Conservationist of the Year from Van Buren County Conservation District.

Larry currently is retired from full-time municipal management. However, his service has continued. He is a Senior Advisor for the International City/Cunty Management Association (ICMA).

Larry served as Interim Manager for the City of Wayland. He also led their successful search for a permanent City Manager. Larry has conducted searches for Manager in Three Oaks, Michigan

Over his career Larry has served on the MML Board of Director, the Liability and Property Pool Board, and most recently completed tenure on the Workers Compensation Fund Board.

In his personal life, Larry remains involved in theatre as an actor, director and playwright. He and Mary Rose have two grown children and three grandchildren.

PROFESSIONAL EXPERIENCE

Search Facilitator, City of Buchanan **June – August 27, 2020**
Successfully facilitated the City's search for their next City Manager

Search Facilitator, Village of Three Oaks **January – March 2019**
Successfully facilitated the Village's search for their Manager.

Interim Manager, City of Wayland **October, 2017 – February 2018**
General responsibility as Manager.
Successfully facilitated their search for a permanent Manager

Village of Paw Paw **August 20, 2007 - 2017**
Village Manager
General responsibility for all Village operations and personnel in a community of 3,534 with approximately \$10 million budget (all funds).

City of Bangor **Feb. 2000 – August 2008**
City Manager
General responsibility for all City operations and personnel in a community of 1,933 with approximately \$2.5 million budget (all funds).

Village of Berrien Springs**Fall 1993 – Jan. 2000**

Village Coordinator/Village Manager

General responsibilities commensurate with a Michigan General Law Village including operations in streets, parks, campground, sanitary sewer, water and administration but not police or fire services as those were governed by a joint

Cornerstone Alliance**Fall 1991 – Summer 1993**

Existing Business Program

General responsibilities to work with existing businesses and attempts to respond to their variety of issues.

Benton Charter Township**1984 – 1991**

Supervisor/Administrator

General responsibilities commensurate with those of the position in a Charter Township overseeing all operations including sewer, water, trash, parks, police and fire in a community of 18,000.

- Initiated the Township's award winning economic development that resulted in the township's selection as the State's top economic development program by the Michigan Township Association and as a runner-up by the National Association of Towns and Townships. First Township recognized by Governor James Blanchard as a community of economic excellence.

INVOLVEMENTS/HOBBIES:

- Past: Michigan Municipal League Board of Director, the Liability and Property Pool Board, Workers Compensation Fund Board.
- Honorary Life Member, Michigan Municipal League
- Twin City Players, Inc., Community Theatre Association of Michigan.

AWARDS/HONORS:

- 2017 - Honorary Lifetime Member Award from the Michigan Municipal League.
- 2017 – Outstanding Service Award from the Paw Paw Area Chamber of Commerce
- 2014 - Award of Special Merit by the Michigan Municipal League.
- 2014 - "Excellence in Leadership Award" by the Michigan Local Government Management Association, now the Michigan Municipal Executives.
- Twice honored as the Manager of the Year by the Michigan Rural Water Association (Bangor and Paw Paw). The only Manager in MRWA history to be recognized twice.
- Van Buren County Conservation District as their 'Conservationist of the Year.'
- Michigan Township Association (honoree) and the National Association of Towns and Townships (1st Runner-up) Grass Roots Leadership Award.
- March 2010 - Michigan Rural Water Association - Paw Paw's winning of the state "Exemplary Efforts in Environmental Protection"
- Sept. 2010 winning the National Rural Water Association's award for "Exemplary Efforts in Environmental Protection".
- 2017 State AACT Fest – outstanding Playwright for his play, “Make it Home”

EMPLOYMENT AGREEMENT

This Employment Agreement is made as of September __, 2020, between the _____, a Michigan municipal corporation, whose business address is _____ Michigan _____, as the employer (“Municipality”), and _____, whose address _____, Michigan _____, as the employee (“Mr. X”).

1. Employment.

(a) On _____, 2020, the Municipality Council selected Mr. X to serve as the Municipality’s Interim Municipality Manager, which employment is at the pleasure of the Municipality Council.

(b) From time to time, the Municipality Council may appoint Mr. X to serve or as a result of his employment as Interim Municipality Manager Mr. X may serve in other offices or on other boards, commissions and other bodies as permitted by law and as directed by the Municipality Council. Mr. X agrees that his terms of such offices or on such bodies will be coterminous with his employment as Interim Municipality Manager, so that his resignation from or the Municipality Council’s termination of his employment as Interim Municipality Manager shall serve as his resignation from such other offices and bodies without further action of the parties.

(c) Mr. X shall begin his employment pursuant to this Agreement beginning on _____, 2020 (“Starting Date”).

(d) After the Starting Date, Mr. X is anticipated to work three full days and attend Municipality Council and Planning Commission meetings, but is limited to no more than 30 hours of work per week. It is not anticipated that Mr. X would work a full-time schedule in this position.

2. Duties. Mr. X shall fulfill the duties of Interim Municipality Manager of the Municipality as directed, required and permitted by state law, the _____ Municipality Charter, the Code of Ordinances of the Municipality of _____ and actions of the Municipality Council. He shall perform such duties in an efficient and conscientious manner, exercising his discretion, judgment and authority in the best interests of the Municipality and in compliance with all applicable laws, rules, regulations, orders and directives of any officer or agency of competent jurisdiction.

3. Compensation. The Municipality shall pay Mr. X an hourly rate of \$60.00 for his services to the Municipality of _____ and he shall receive no other compensation or benefits of any kind except as expressly set forth herein. He shall be paid on the same schedule as Municipality department heads are paid.

4. Insurance Benefits. The Municipality shall provide and pay for all state-mandated workers’ compensation coverages for Mr. X’s employment. No other benefits will be provided to Mr. X under this Agreement.

5. Withholding. At Mr. X’s request, and to the extent and in the manner otherwise authorized by law, the Municipality shall make payroll withholdings. Mr. X shall be solely liable for any tax liability or tax consequences relative to his receipt income as provided for hereunder.

6. Liability and Insurance. The Municipality shall hold Mr. X harmless from, indemnify him for and defend him against any threatened, pending or completed claim, demand, suit, settlement, judgment, award or civil, criminal, administrative or investigative proceeding or action which results from his performance of his duties under this Agreement. However, the Municipality shall have no such obligation if he did not act in good faith or knowingly violated applicable laws, rules, regulations, guidelines, orders, directives or policies. With respect to any criminal proceeding, the Municipality shall have no obligation under this provision unless Mr. X had no reasonable cause to believe his conduct was unlawful. The Municipality shall obtain and maintain liability insurance which provides coverage for Mr. X for his good faith acts in the performance of his duties under this Agreement. The limits of the Municipality's obligations under this section are to provide coverage or indemnification for liability of up to \$2,000,000. The Municipality may provide additional coverage or indemnification, but it is not obligated to do so.

7. Additional Benefits. The Municipality shall reimburse Mr. X for legitimate business expenses he reasonably incurs in performing his duties under this Agreement, to the extent such expenses and the reimbursement requests comply with any Municipality policies and procedures. Except as expressly provided for in this Agreement, Mr. X shall not be entitled to receive any coverages or benefits otherwise offered to the Municipality's employees.

8. Term and Termination. The term of this Agreement and Mr. X's employment under it shall begin on the Starting Date and, unless extended in writing on terms that are agreeable to both the Municipality and Mr. X, it shall terminate at the close of business on October 26, 2020. In addition, this Agreement and Mr. X's employment pursuant to it may be terminated as follows:

- (a) By the Municipality, in its sole discretion, upon thirty (30) days prior written notice to Mr. X.
- (b) By Mr. X, in his sole discretion, upon thirty (30) days prior written notice to the Municipality.
- (c) By action of the Municipality Council, to take effect immediately, for any of the following reasons:
 - (i) Conviction or a plea of no contest to a felony;
 - (ii) Misconduct, whether during or outside the course of employment, which substantially impairs Mr. X's ability to function effectively as Interim Municipality Manager or which brings disrepute to the office of Municipality Manager;
 - (iii) Gross negligence in the performance of duties;
 - (iv) Fraud or embezzlement;
 - (v) Dishonesty, intentional falsification of records or documents, financial improprieties, misuse of position for personal gain, or deliberate misrepresentation of material facts to the Municipality Council;
 - (vi) Willful neglect or abandonment of Mr. X's duties;
 - (vii) Drug test confirming the use of illegal substances, or intoxication while working;

- (viii) Violations of federal or state laws, the Municipality Charter and the Code of Ordinances of the Municipality which would expose the Municipality to civil liability and/or affect the validity and enforceability of Municipality actions; or
- (ix) Material breach of this Agreement.

9. Miscellaneous.

- (a) This is the entire agreement between the parties and it supersedes and replaces all prior agreements between the parties regarding its subject matter. It may not be modified except in writing, signed by both parties. It shall not be affected by any course of dealing. The captions are for reference only and shall not affect its interpretation.
- (b) Neither party may assign its rights, duties or interests in this Agreement without the prior written consent of the other party.
- (c) Any notices shall be made in writing to the above addresses or such other addresses as requested by notice and shall be made by personal delivery or by postage prepaid United States first-class mail and shall be deemed completed when actually received or, if by first-class mail, five business days after mailing.

The parties have signed this Agreement as of the date first written above.

MUNICIPALITY OF _____

MR. X

By: _____

By: _____



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: City Manager Executive Search Firms

Attached for Council consideration are three firms that can perform an executive search for a new Saugatuck City Manager.



EXECUTIVE SEARCH

Service Overview







michigan municipal league

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and service to Michigan communities since 1899. We provide our members with the tools and knowledge they need to effectively manage and develop their communities. With the League's intimate knowledge of communities' needs and challenges, we are in a unique position to provide a comprehensive executive search service.

The executive search service is a resource offered to strengthen the quality of municipal government and administration through successful placement of public leaders. The League is invested in the community before, during, and after the search and is dedicated to a long-term partnership. A typical League search takes at least 120 days and is customized to the specific needs of the community.



We love what's coming.

Executive Search Overview

Typical Service includes:

- Up to FOUR personal visits with the search facilitator
- Engagement of elected officials, department heads, and staff in the profiling process to facilitate consensus building around the necessary skills, knowledge, attributes, and team leadership expectations
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted emails, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

Package Price: \$17,000 for members and \$21,000 for nonmembers

Enhanced Service includes:

All Typical Services:

- Up to FIVE personal visits with the search facilitator
- Community roundtables during the profile processes
- Open house during interview process

Package Price: \$19,000 for members and \$23,000 for nonmembers



For a less complex search, the Basic Service includes:

Up to THREE personal visits with the search facilitator, which includes one day dedicated to interviews

- A community profile and recruitment brochure
- Standard marketing and advertising
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Background check

Package Price: \$14,000 for members and \$17,000 for nonmembers

Optional Services (Priced per service in addition to package cost):

- Community outreach meetings and public forums
- Recruitment video
- Social event or non-traditional setting for candidate screening
- Background checks at point of interview
- Media packet with press releases provided for the local media at key points



Services at a Glance

SEARCH TASKS	Search Levels		
	Basic	Typical	Enhanced
PROFILING PROCESS			
Engagement of Elected Officials	●	●	●
Engagement of Department Heads and Staff		●	●
Engagement of Community Members			●
Review Compensation Package	●	●	●
Standard Candidate Profile and Brochure	●	n/a	n/a
Extensive Candidate Profile and Brochure		●	●
ADVERTISING & MARKETING	Basic	Typical	Enhanced
Placement in League Classifieds Website	●	●	●
Standard Advertising (up to 3 job boards)	●	n/a	n/a
Advanced Advertising		●	●
Social Media Announcements	●	●	●
Direct Recruitment of Passive Candidates		●	●



SEARCH TASKS	Search Levels		
	Basic	Typical	Enhanced
CANDIDATE SCREENING & SELECTION			
Pre-Screening Activities/Application Analysis	●	●	●
Develop Standard Interview Format and Questions	●	n/a	n/a
Develop Robust Interview Format and Questions		●	●
Attendance During Interview Process	●	●	●
Assist and Attend Open House Function			●
Extend Conditional Offer w/ Sample Contract	●	●	●
Initiate Contract Negotiations		●	●
Conduct Full 3 rd -party Background Check	●	●	●
OUR GUARANTEE	Basic	Typical	Enhanced
Our One-Year Guarantee		●	n/a
Our Two-Year Guarantee			●



We love what's coming.



michigan municipal league

Prepared by the Michigan Municipal League

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CITY OF SAUGATUCK

RFP - CITY MANAGER SEARCH 2020



“Frank’s service was unparalleled. He led our city manager search with passion and high energy.” **Mayor Karen F. Dunigan, Former Mayor, City of Jackson, MI**



Walsh Municipal Services, LLC

Frank L. Walsh

2637 Elderberry Drive, Okemos, MI
48864

Cell: 269-920-0134

Email: walshmuni@gmail.com

Web: walshmuni.com

Dear Mayor Trester and City Council,

I want to thank you for the opportunity to submit my firm's qualifications and experience regarding your upcoming search for Saugatuck's next city manager. It would be an honor to serve your prestigious and welcoming community.

By way of introduction, the most important component of my firm is diversity. Walsh Municipal Services strives to bring a diverse group of candidates to each community. In fact, just last year Walsh Municipal Services led the Alpena City Manager Search. The Alpena community proudly hired its first female city manager. There is no question Michigan needs more women in local government.

In 1997, during my 17-year career as St. Joseph City Manager, I began helping Michigan communities recruit top management. I have an unbridled passion for helping elected officials find the "right fit" and tailor each search to each community. The first step in the process is getting to know the community inside and out. If you are going to effectively recruit the "right fit," you need to know exactly what the City Council and Saugatuck's residents and stakeholders are looking for. I will use my first-hand knowledge to help fit the pieces of the puzzle together.

Our firm is well experienced in conducting community stakeholder meetings, meeting with staff and elected officials, and drafting community profiles. Recruitment is more than placing ads in print and social media. In today's competitive recruitment world, the firm you select will need to pro-actively reach out to the potential leaders and engage them on a discussion regarding Saugatuck. My firm will not take it for granted that everyone knows about Oval Beach, Mt. Baldhead Park, the Mildred A. Peterson Preserve, or the impressive Saugatuck Harbor Natural Area.

I hope that you will reach out to our former clients and ask the tough questions. Our firm has served communities of 660 up to 41,000 residents. In last 24 months, we are proud to have conducted highly successful searches for the City of the Village of Douglas, the City of Alpena, the City of Saline, Ada Township, Marquette Township, the Village of Suttons Bay, Hartland Township, and Saginaw Township. Walsh Municipal Services is proud to serve communities throughout all of Michigan.

Our attention doesn't end when the new manager signs the contract and begins their work in Saugatuck. Our firm takes pride in remaining in contact with both the manager and the City Council to ensure success. I will personally handle all aspects of the search from start to finish. Attached, please find our credentials to be your firm of choice. Regardless how you move forward, I wish you much success in your new venture.



FIRM INTRODUCTION

"Frank's recruitment process is unmatched. We considered all the firms in Michigan. For the second time, we unanimously chose Walsh Municipal Services." - **Matt Waligora, Mayor of Alpena, Michigan.**

Thank you for the opportunity to submit our credentials to serve Saugatuck. Our firm is eager to help recruit your City Manager.

Walsh Municipal Services was founded in 1997 in St. Joseph, Michigan. The firm is based out of Okemos, Michigan and serves communities throughout the Great Lakes State. Since 1997, our firm has created a reputation of reasonable fees, unparalleled services, and a 100% success rate.

We do not operate a large firm. Our staff consists of President Frank L. Walsh and Marketing Director Brooke O'Meara. However, WMS has seven statewide partners that assist the firm in recruiting and evaluating Michigan candidates.

If selected, Frank L. Walsh will conduct the Saugatuck City Manager Search. Mr. Walsh's contact information is:

Frank L. Walsh, President
Walsh Municipal Services, LLC
walshmuni@gmail.com
517-920-0134





SCOPE OF SERVICES

The Selection

Walsh Municipal Services (WMS) is prepared to initiate the Saugatuck City Manager search process immediately following City Council Selection.

1. The Community Profile

WMS will carefully prepare the Saugatuck Community Profile. WMS does not use a cookie-cutter approach. We will prepare a Community Profile that embodies the history of Saugatuck. Saugatuck is a premier Michigan community with award-winning beaches and parks. We expect Saugatuck to draw an extremely deep talent pool.

2. Strategy and Schedule

WMS will help develop a strategy and schedule for the search process. Our strategy will identify the channels, both print and internet based, in which the position will be advertised.

3. Candidate Qualifications

WMS will review resumes for background qualifications and conduct preliminary telephone interviews with the best 6-8 candidates. The phone interviews, or in-person interviews, will delve into each applicant's experience and credentials to serve Saugatuck.

4. Thorough Reference Reviews

WMS will evaluate each candidate for serious consideration by conducting in-depth reference checks with individuals who are in, or have been in, a position to carefully and professionally critique their past performance. A short list of candidates will be presented to the City Council for their consideration.

5. Reference Review Mitigation

As with every search conducted by WMS, if politically sensitive or potentially embarrassing issues arise, WMS is skilled to take the necessary time to study and provide City Council a clear picture of the issue. If you reach out to our clients, you will note WMS handles this type of findings with tact and diplomacy.

6. Personalized Candidate Interview Process

WMS will provide City Council with a recommended process for coordinating interviews. WMS accepts full responsibility for scheduling interviews, preparing interview booklets, and attending interviews.

7. Final Candidate Review

WMS will debrief City officials following interviews and identify additional candidates if necessary. However, WMS has a 100% placement record and our firm takes pride in getting it "right" the first time.

SCOPE OF SERVICES CONT'D

8. Detailed Candidate Background Checks

WMS will verify selected candidates educational and employment background, financial/credit, newspaper research, social media and coordinating criminal and civil litigation checks. Our firm uses retired East Lansing Internal Affairs Director Ken Ouelette to perform a thorough background check. The cost of the background check (\$750) is covered by the community. However, the community reserves the right to select their own investigator.

9. Notify Candidates Not Selected

WMS prides itself in its communication skills. This not only includes the City Council, but also candidates who were not selected to serve the Saugatuck. WMS handles these communications with tact and respect.

10. Structuring Candidate Offer

WMS has been involved in each search it has completed in recommending and developing offers of employment and compensation packages. We will work to structure any offer to be consistent with the goals of the City Council.

11. Communication and Updates

No business is successful without constant communication with its clients. WMS will provide the City with regular written status reports and keep candidates engaged and apprised of their status. WMS will work hard to retain all candidates during the recruitment process.

12. Five City Meetings

WMS will conduct up to five (5) meetings with City officials to include developing community profile and recruitment brochure, review candidates, and public interviews.

13. Recruitment Brochure

WMS is uniquely qualified to draft an enticing recruitment brochure. We have attached copies of our recent brochures for the City of Alpena, City of the Village of Douglas, and Ada Township.

14. WMS "Promise"

WMS provides a guaranteed level of service. While it is important to note our firm has a 100% placement record, there is always the possibility of the relationship not working out. WMS will redo Saugatuck's recruitment, at no cost, if your selected candidate fails to be employed by your community for a one year period.



CLIENT TESTIMONIALS

" Walsh Municipal Services is a great firm. Douglas was very pleased with how smooth the process went." – **Linda Anderson, Former Mayor, Douglas, Michigan**

"We could not have hired a better individual to assist us in our Ada Township Manager search. Excellent expertise. I would highly recommend Walsh Municipal Services. A 10!!"
Bob Proos, Township Trustee, Ada Township, Michigan

"Thank you, Frank! You brought us the best of the best and we are grateful." **Shirley Wazny, Clerk, Saginaw Charter Township, Michigan**

"Three Oaks has great respect for Frank Walsh. A highly ethical recruiter who brought our village outstanding candidates." **David Grosse, Village President, Three Oaks, Michigan**

"Frank's style is friendly and causal in a way that helps those around him feel comfortable. I also appreciated Frank charged a lump sum for everything." **Colleen Christensen, President Pro-tem, Village of Suttons Bay**



THE SAUGATUCK PROCESS

In summary, WMS provides a thorough recruitment process and offers the following detailed schedule (subject to change upon City Council request):

SEPTEMBER 14, 2020 - FIRM SELECTION BY CITY COUNCIL

***SEPTEMBER 15-30, 2020 - COMMUNITY STAKEHOLDER MEETINGS;
INTERVIEWS WITH CITY COUNCIL***

OCTOBER 1, 2020 - CITY COUNCIL APPROVES CANDIDATE PROFILE

OCTOBER 9, 2020 - JOB ANNOUNCEMENT POSTED ON MULTIPLE SITES

OCTOBER 9 - NOVEMBER 6, 2020 - RECRUITMENT PERIOD

NOVEMBER 6, 2020 - DEADLINE TO APPLY

***NOVEMBER 15, 2020- CITY COUNCIL MEETS IN SPECIAL MEETING CLOSED
SESSION TO REVIEW CANDIDATES***

NOVEMBER 16, 2020 - CITY COUNCIL ANNOUNCES 5 FINALISTS

NOVEMBER 30, 2020 - PUBLIC INTERVIEWS

DECEMBER 1-10, 2020 - FINAL BACKGROUND CHECK

DECEMBER 14, 2020 - CITY COUNCIL APPROVES NEW MANAGER/CONTRACT



PROFESSIONAL REFERENCES

1. Matt Waligora
Mayor, City of Alpena, MI
mattwa@alpena.mi.us
989.354.1700



2. Bob Proos
Trustee, Ada Township, MI
rproos@adatownshipmi.com
(616) 676-9191

3. Colleen Christensen
President Pro-Tem, Village of Suttons Bay, MI
colleen@traversechildrenshouse.org.
231-620-9367



4. Shirley M. Wazny
Township Clerk, Saginaw Charter Township, MI
swazny@saginawtownship.net
989-791-9830

5. Joe Greene
Mayor, City of Caro, Michigan
jgreene@carocity.net
989-673-2226

6. David Grosse
President, Village of Three Oaks, Michigan
dave144@att.net
269-449-2536

7. Ms. Pat Arter,
Former Village President, Village of Stevensville, Michigan
arterstevensville@gmail.com
269-921-8517



RECRUITMENT RESUME

Mr. Walsh is available at any time throughout the recruitment and will communicate to the designated City contact on a weekly basis, or much more often if desired. Communication is the hallmark of WMS.

His resume includes the following:

- 23 years of municipal recruitment
- 28 years of service to Rotary Club, Past President, Paul Harris Fellow, Rotary Hero Award
- 19 years as a Junior Achievement Volunteer
- Master's Degree in Public Administration
- Awarded the Outstanding Leader Award by the Michigan Municipal League
- Awarded the Outstanding Service Award Michigan Municipal Executives
- 36 years of municipal management experience
- Volunteer youth coach (baseball-tennis-football-volleyball)
- Conference speaker at MTA, MML, MCMA, MME, AND ICMA
- Founder of Catossa, Oklahoma Tornado Relief Fund
- Founder of the Lucy and Hugh Mizelle College Scholarship Fund
- 100% Placement Record leading WMS
- Volunteer Big Brothers/Big Sisters

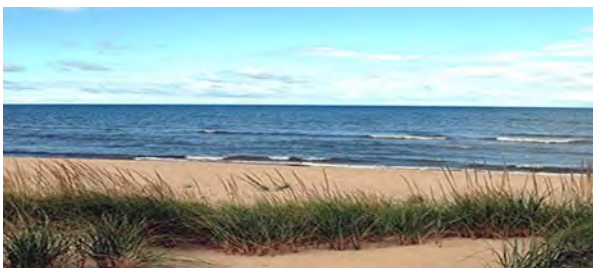


RECRUITING AND IDENTIFYING CANDIDATES

With passion and energy, Saugatuck will be an “easy sell” to potential candidates.

The recruitment process goes well beyond on-site interviews, drafting a community profile, developing a candidate questionnaire, and preliminary phone interviews. WMS adopts the community as our own. We become your biggest cheerleader.

Beyond the normal recruiting process, you can expect WMS to make personal contact with hundred of potential candidates throughout the state and country.



To be successful in recruitment, you must know your client. WMS knows Saugatuck well and we would focus on the following community events and attributes to help recruit talent.

1. Oval Beach
2. Saugatuck Center for the Arts
3. Lake Michigan Shoreline
4. Kalamazoo River
5. Harbor Duck Boat Tour
6. The Butler
6. The Star of Saugatuck
7. America’s Best Beachfront
8. Saugatuck Dunes State Park
9. Coughlin Park
10. Village Square
11. Mt. Baldhead Park
12. Mildred A. Peterson Nature Preserve and Trail
13. Saugatuck Harbor Natural Area

BENEFITS OF WALSH MUNICIPAL SERVICES

WMS sets the bar high. We are not the large firm you may desire, but we do offer Saugatuck the following benefits:

- Unparalleled Commitment beginning September 14, 2020
- 100% guaranteed satisfaction
- 23 years of recruitment experience
- Knowledge and appreciation of Saugatuck and Allegan County
- Timely and consistent communication....the City Council will be kept informed
- Competitive fees
- No hidden costs....no surprises
- Responsive customer service.....7 days a week
- References that will speak to our success rate
- We will present you with a strong field of finalists
- A new City Manager appointed by December 14, 2020



COMMUNITY PROFILE

The strength of your Community Profile is a key component of your search. We have provided recent profiles for the City of the Village of Douglas , Ada Township, and City of Alpena. By incorporating our recruitment tools, we were able to bring a bevy of candidates to all three communities. Most importantly, Douglas, Ada, and Alpena are thrilled with their new leaders.

Frank Walsh is proud to have conducted the prior searches for both Douglas (2010) and Alpena (2012).

Please see the attached Douglas, Ada, and Alpena Community Profiles



COST PROPOSAL

WMS will provide, with a one-year guarantee, the following services for a flat-fee of \$12,800. WMS has always operated under a flat-fee arrangement to the appreciation of our clients. There are no surprises.

1. Up to five on-site visits with stakeholders.
2. Develop community profile that is a culmination of interviews with stakeholders, elected officials, and staff.
3. Draft and post job announcements through multiple print and internet-based sources. The City is responsible for publication costs estimated to be around \$900.
4. Recruit a diverse and talented field of candidates.
5. In addition to resumes, provide a candidate questionnaire, which will be made available to the City Council at the time the governing body reviews candidates.
6. Conduct lengthy, preliminary phone interviews with top candidates.
7. Complete responsible in-depth reference checks for top candidates.
8. Prepare candidates and City Council for public interviews.
9. Meet with City Council to review top candidates.
10. Prepare interview questions that encompass the Saugatuck community and qualifications sought by the City Council.
11. Handle necessary travel plans.
12. Assist City Attorney in contract negotiations.
13. Service beyond the selection.



SUMMARY

We want to thank you for the opportunity to submit our credentials as you begin the process to choose your next City Manager. As you know, in many ways, this is one of the most important decisions you will make as an elected official. WMS will work with great passion, ethics, and determination to help you find the “right fit.” Our firm hopes that after talking to our Michigan client base, you will select WMS for Saugatuck.

Our firm is based on simple principles. Work hard, follow through and commit to excellence. There are many great firms in Michigan to choose from. We desire to be your firm of choice. Best wishes as you move forward.

Please contact us directly if you have any questions.

Frank L. Walsh, President
Walsh Municipal Services
2637 Elderberry Drive



ADA TOWNSHIP



TOWNSHIP MANAGER SEARCH COMMUNITY PROFILE

“On behalf of Ada Township, we welcome your interest in serving our thriving community.” George Haga, Supervisor



Walsh Municipal Services, LLC
CONNECTING LEADERS TO COMMUNITIES SINCE 1997

Township Manager

Ada Township



Ada Township, population 14,391, is a world-class community located just 12 miles to the east of Grand Rapids. Ada residents are very proud of their unparalleled amenities. From Legacy Park to the 1867 Covered Bridge, Ada is the type of community that attracts all walks of life. With quaint neighborhoods, award-winning schools, a regional trail system and easy access to the big city, Ada is one of Michigan's premier communities.

Because of its location in Kent County, Ada provides a connection to top-notch educational opportunities including Aquinas College, Davenport University, Cornerstone University, Calvin College, and Grand Valley State University. Nearby Grand Rapids is the epicenter of some of the best health care services and entertainment in Michigan. Ada is also proud to be recognized on a global stage as the home of the Amway Corporation.

Ada has an abundance of natural features which contribute to its scenic beauty. In every corner of the township you'll find rolling hills, spacious meadows, active and fallow farmland, the Grand and Thornapple Rivers and unending trails. The preservation of this attractive natural character remains a prominent goal for the Township's future.

We expect many talented Michigan municipal managers will seek to be our first Township Manager. Our community has a unique blend of global businesses, eclectic stores, successful farms and an unparalleled park system. We are not a one size fits all type of community. If you are passionate about serving a community that offers the perfect small town feel, Ada is your place. We have a special community and we welcome your strong interest in joining Team Ada.

OUR HISTORY... OUR FUTURE

Ada Township traces its history to 1821, when Rix Robinson, a native of New York, purchased a former French-Canadian trading post at the junction of the Grand and Thornapple rivers from Madeline La Framboise, on behalf of John Jacob Astor's American Fur Company. The land north of the Grand River was not available for purchase by European-American settlers until after the United States signed the 1836 Treaty of Washington with regional tribes. Mr. Robinson went on to serve as the township's first Supervisor and a State Senator from the 1830's to the 1850's.

Today, the site of Rix Robinson's trading post is located along the south bank of the Grand River, west of the Amway Corporation.



By 1862 Ada had a number of businesses which included: general stores, a flour mill, a saw mill, hotels, a blacksmith, a carriage maker, two churches, a doctor and a basket factory.

As the westward movement gained momentum, Ada gained a place on the map. In 1856 a covered bridge was built and the railroad was introduced in 1858. Many people rode the train from the Ada Depot to Grand Rapids. For many years the Old Settlers Picnic was held in Ada every summer and the community attended the picnic.



ENVISIONING ADA

In 2006, the Ada community produced a resident- guided vision for the future of the Ada Village. Then, in 2013, Ada township officials, business owners, residents and visitors joined together in a series of more than 100 meetings and community forums to further clarify that vision. Now, the vision is coming to life.

Construction in the village began on July 15, 2015, seeking to expand retail, residential and restaurant offerings while showcasing the community’s natural resources and creating a more walkable community. The first phase, a realigned Headley Avenue, has been completed. New construction has followed and the redeveloped village is beginning to take shape. The Ada DDA plays an active role in the community.

“The new Village development will enrich the lives of those that live here, work here and do business here. We want more reasons for people to come and visit the area, while maintaining the charm and character that has made Ada what it is today”.

With the future completion of Legacy Park and the Amy Van Andel Library and Community Center, the Village of Ada will be a major source of community pride for generations.



GET TO KNOW ADA TOWNSHIP

Education Levels

Ada is home to nationally-acclaimed educational opportunities and our residents have a long history of supporting our schools. Over 98% of our residents have a high school degree, 66.4% a bachelor's degree and 29.1% hold graduate degrees. Our community is blessed to be served by exemplary public and private schools.

Income

Ada Township has a relatively affluent population when its median household income is compared to that of other Kent County communities. The Township ranks highest in household income per 2018 estimates. Ada's median household income of \$121,439 is 129 percent greater than Kent County's median level of \$53,063.

Employment

Nearly 90% of all occupational characteristics of Ada Township residents are mostly managerial, professional specialty, technical, administration and sales. The percentage of employed persons in production, transportation, material moving, construction and maintenance is approximately 10%. The industry groups that are more heavily represented in Ada Township residents' employment compared to Kent County overall include professional, scientific, management, finance, insurance, real estate and administrative professions.



THE RIGHT FIT

The Township Board is interested in meeting candidates who “show them that they care, before they show them what they know.” Education credentials are important but fostering a cohesive and team-oriented work environment is critical. We seek a manager who can communicate across all lines of the community.

The ideal candidate will adhere to the following principles and objectives:

- Be able to say no with respect and tact
- Forward thinking, new ways to do things
- Be visible throughout Ada.
- Confidence, not arrogance
- Be able to delegate, rely on the team
- Be able to present clear and concise information regarding issues
- Unparalleled communicational skills
- Build unity, a real team player
- Foster great community relations
- A passionate leader who excels in customer service
- Create goodwill and a service-oriented government
- Be a visible leader in Kent County
- Lead by example with high ethical standards



COMMUNITY PRIDE



- Beers on the Bridge
- Ada Farmers Market
- Tinsel, Treats and Trolleys
- Forest Hills Expo
- Music on the Lawn
- August in Ada
- Brats and Bonfires
- Grand Rapids Triathlon
- Christmas Parade
- July 4th Celebration



OPPORTUNITIES AND CHALLENGES

- Complete Envision Ada
- Assist in a smooth transition with newly-elected Supervisor
- Understand the necessity of the November 2020 Public Safety Millage
- Complete the Amy Van Andel Library and Community Center
- Assess the need, cost, location and timing regarding a new Township Hall
- Update Policy and Procedures
- Provide strong financial oversight amongst COVID-19
- Implement Township Space Study
- Expand Ada's Regional Trail System
- Enhance Sustainability of Land Preservation Program



THE ADA TOWNSHIP PROCESS

DEADLINE TO APPLY: Friday, June 26, 2020

Please submit cover letter, resume, and five professional references to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at walshmuni@gmail.com. Please indicate in your cover letter whether you desire confidentiality as allowed under the Michigan Open Meetings Act. Ada Township is an Equal Opportunity Employer.



CITY OF ALPENA



CITY MANAGER SEARCH COMMUNITY PROFILE

**“I welcome your interest in leading Alpena, Michigan,
Sanctuary of the Great Lakes.” –Matt Waligora, Mayor**



Walsh Municipal Services, LLC
CONNECTING LEADERS TO COMMUNITIES SINCE 1997

City Manager

Alpena, Michigan



Glass Bottom Boats. Shipwreck Tours. Wildlife & Marine Sanctuary. Live Theater. Lake Huron. Thunder Bay River. Located on the gorgeous shores of Lake Huron, Alpena is a vibrant, friendly community, and serves as the regional hub of Northeast Michigan. With 10,483 residents, as of the 2010 Census, our community is home to beautiful waterfront sunrises, eclectic and bustling downtown, and panoramic views of Lake Huron and beyond.

Alpena is your home for exploring the sunrise side of Northeast Michigan. Our special place on Lake Huron is centrally located to several Dark Sky Preserve Parks, seven lighthouses, 300,000 acres of open water, and more than 100 miles of groomed trails. The Alpena community is the place where history and heritage collide with relaxed outdoor adventure. Load up your kayak, telescope, fishing gear, snorkel fins, bird book, hiking boots and bikes, and point yourself toward the Sanctuary of the Great Lakes.

Alpena offers our next leader with stable finances, and a unified City Council. The manager will oversee a talented and seasoned management team that has the ship headed in the right direction. The City offers outstanding city services and deeply embraces the responsibility to serve the public. The current manager is retiring with 21 years of service to the City, with the last six years as city manager. The City Council seeks a leader who is open to change, considers diversity a strength, is an open communicator, understands best practices, can develop a short and long-term City vision and one who fosters regional cooperation. The starting salary is in the range of \$105,000-\$112,000.

Thousands of visitors marvel at Alpena's bustling downtown, historic centerpiece, and a chance to see "Little Red." Alpena's Little Red is the only lighthouse within the City of Alpena and is viewable from Alpena's boat harbor and break wall. Built in 1914, it replaced earlier wooden structures which guided ships to port going all the way back to the 1800's. The locals will tell you, "there is something special about our place on the lake."

OUR HISTORY... OUR FUTURE

Founded in 1871, the historic port city of Alpena sits nestled between a vast emerald forest and a clear blue sky.

Alpena began as an early commercial fishing port and soon grew to be one of the nation's most profitable lumber harvesting locations. During the lumber revolution, between 1,500 and 2,000 ships annually passed through Thunder Bay. Following the lumbering wealth, Alpena earned the nickname "The Town That Wouldn't Die." With a tenacious spirit and trailblazing ambition, Alpena moved to manufacturing and mining.

The City is home to one of the world's largest shale quarries where shale and limestone are extracted from the earth. Alpena is also home to the world headquarters of the Besser Manufacturing Co. The Besser Company began in the early 1900's and continues to supply the world with advanced concrete block making machinery.



Today, Alpena is a unique community with a tempting mix of live theater, thriving manufacturing and industry. We are a short drive from Michigan's only elk viewing carriage rides, dinner, and wine tasting. A must see is the Make a Splash Fish Mural, the unending shoreline of Lake Huron and a place, according to USA Today, "One of the Top 10 Sleigh Ride locations in North America." Truly, we have it all in Alpena!



THE RIGHT FIT

The City Council is most interested in interviewing candidates who “show them that they care, before you show them what you know.” Education and credentials are important, but fostering a cohesive and team oriented work environment is critical. We seek a candidate who will serve as our "leader" rather than a "manager."

The ideal candidate will adhere to the following principles and objectives:

- Firm, but fair
- Be a calm voice of reason
- Creates a short and long-term vision for Alpena
- De-escalate, not escalate
- See inclusion and diversity as a strength
- Think "regional"
- Continue to strengthen relationships with community partners
- Be visible throughout Alpena
- Thinks "destination," Alpena does not seek to be a pit stop along the way
- Excellent communicator with high energy
- Take risks, does not adhere to a cookie-cutter approach
- Preserve our Sanctuary, small-town



OPPORTUNITIES AND CHALLENGES

CHALLENGES

- Resolve regional water rate dispute
- Current and future OPEB liabilities
- Underutilized municipal marina
- Fostering strong regional relationships
- Possible implementation of medical marihuana facilities
- Determine process to improve City's aging infrastructure

OPPORTUNITIES

- Assist in redeveloping former Fletcher Paper Mill
- Assist in redeveloping Alpena Power Company riverfront property
- Lead Northeast Michigan's Regional Hub Community
- Assist with the growth and expansion of downtown Alpena
- Enjoy a community where the Great Lakes, outstanding night life, a family-friendly experience, and an abundance of wildlife converge on the Thunder Bay River
- Improve Mich-e-ke-wis Park



THE ALPENA PROCESS

DEADLINE TO APPLY: August 16, 2019

Please submit cover letter, resume, and five professional references with confidence to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at walshmuni@gmail.com. Please indicate on your cover letter whether you desire confidentiality as allowed under the Michigan Open Meetings Act. Alpena is an Equal Opportunity Employer.



CITY OF THE VILLAGE OF DOUGLAS



CITY MANAGER SEARCH COMMUNITY PROFILE

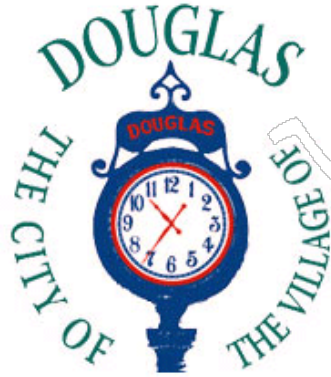
"On behalf of the Douglas City Council, we welcome your interest in our community. We love it here, and think you will too." – Linda Anderson, Mayor



Walsh Municipal Services, LLC
CONNECTING LEADERS TO COMMUNITIES SINCE 1997

City Manager

Douglas, Michigan



Sun. Sand. And Water, as far as the eye can see. Located on the gorgeous shores of Lake Michigan, Douglas is a vibrant, friendly city in Allegan County. With 1,232 citizens, as of the 2010 census, our community is home to some of Michigan's most panoramic waterfront views.

Although Douglas is a small town, our community is located less than 40 miles from the night life of Grand Rapids. If you prefer the big city life you can be in Chicago in just over two hours. Educational opportunities are abound with the award winning Saugatuck Community Schools. University life is at your doorstep within 45 minutes of Hope College, Grand Valley State University, Western Michigan University, Aquinas College, and Davenport University.

Douglas offers our next leader stable finances, and a unified city council. The manager will oversee an excellent staff providing many traditional municipal services. Our current manager is retiring after nearly a decade of service. The city council seeks a leader who is focused on responding to citizen requests, fostering excellent professional relationships with state officials, and is committed to excellence. The starting salary is in the range of \$75,000-\$80,000.

From outdoor adventures to romantic getaways, art galleries to fine dining, and sunny days to cozy nights, it's easy to see why Douglas has a special place in so many hearts. Explore Douglas, and the entire region, and discover why so many people say "There is something special about this place on the lake. It's downright magical."

OUR HISTORY... OUR FUTURE

Douglas, originally known as Dudleyville, was first settled by European-Americans in 1851 as a lumber town. In 1861, residents changed the name to Douglas. Reportedly, the name was chosen to honor the American statesman Stephen A. Douglas, but other reports indicate that a relative of the original owner of the land suggested the name because he came from Douglas, the capital of the Isle of Man. Douglas was incorporated as a Village in 1870.



Today, Douglas is a year-around community with a major influx of tourists throughout the summer and fall. The population of Douglas expands from 1,200 to over 20,000 during the tourist season.

Douglas is known for its miles of beachfront property including Oval Beach, which led to the region being named “One of the World’s Best Beach Towns.” The Douglas/Saugatuck region shines all year long, but especially as one of the premier summertime destinations in the country.

Historians admire the 1866 Old Schoolhouse. The beloved landmark is the oldest multi-classroom school building in Michigan. The house was built as the Douglas Union School and is one of the finest examples of 19th century school architecture in America.



THE RIGHT FIT

The City Council is most interested in interviewing candidates who “show them that they care, before you show them what you know.” Education and credentials are important, but fostering a cohesive and team oriented work environment is critical. We seek a manager that looks through the windshield, rather than the rear-view mirror.

The ideal candidate will adhere to the following principles and objectives:

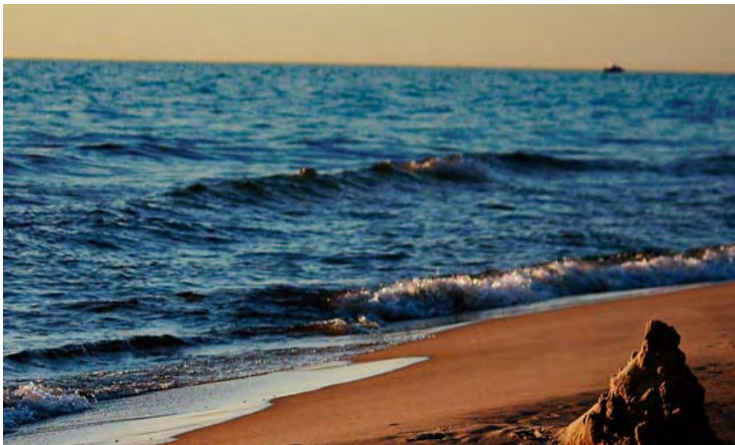
- Follow through on project deadlines
- Be visionary
- De-escalate, not escalate
- Be transparent, at all times
- Strong communicator
- Procuring grant funding for key projects
- Be adept at social media
- Strong budget and financial skills
- Be able to say no with respect and tact
- Return phone calls in a timely manner
- Be visible in the community
- Network in the community and region



OPPORTUNITIES AND CHALLENGES

CHALLENGES

- Building stronger relationships with our regional partners
- Fostering a cohesive relationship between residents and city hall
- Be responsive and listen to public input
- With oversight from the City Council, develop long and short term goals
- Heal, don't divide



OPPORTUNITIES

- To lead a vibrant Lake Michigan community that respects the council-manager form of government
- Proximity to Grand Rapids and Chicago
- Redevelopment of the Haworth property
- Development of Point Pleasant Marina
- Development of 1st phase of Wades Bayou
- Developing a comprehensive road funding plan
- Fostering positive relations with neighboring communities



THE DOUGLAS PROCESS

DEADLINE TO APPLY: APRIL 12, 2019

Please submit cover letter, resume, salary history, and 5 professional references to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at quaintdouglas@gmail.com. Please indicate on your cover letter whether you desire confidentiality as allowed under the Michigan Open Meetings Act. Douglas is an Equal Opportunity Employer.



Recruitment Services, City Manager

Prepared for City of Saugatuck

Presented by Amy Cell, LLC

September 8, 2020



Saugatuck City Hall
102 Butler Street
Saugatuck, MI 49453

Dear Mayor and Council,

I understand that you could be considering a city manager search in the future. Thus, I wanted to provide you with a proposal to consider. As a life-long Michigander, Saugatuck is one of my favorite vacation destinations and I would be honored to be considered for such a role.

As you look through the attached proposal, you will find that our firm's extensive experience in executive and municipal recruitment, and our passion for Michigan communities, makes us an excellent fit for this engagement.

We believe that we are the right partner for the City of Saugatuck due to the following attributes which we will detail in the attached proposal:

- *Passion for community service* - Our team has worked for government, economic development and community development organizations. We are passionate about supporting Michigan's communities!
- *Top notch candidates* - Our combination of strategic marketing and targeted outreach results in a robust pool of qualified and motivated candidates. We then winnow the pool down to a short list of candidates through a thorough vetting of the candidates background and accomplishments. All candidates have had background checks, reference checks and a cyber review before being presented.
- *Quick turnaround* - We have a highly efficient and effective talent acquisition process. We aggressively use all available tools and social media to quickly build a large pool, and use a multi-pronged assessment process to ensure we find multiple highly qualified and vetted applicants within weeks.
- *Customized approach* - Each of our executive search engagements is unique. We hone in on the key experiences, leadership style and managerial competencies desired by the group of stakeholders that we interview.
- *Our team* - We have a team of 14 highly qualified and diverse recruiters and HR experts based in Michigan.

As you look through the attached proposal, you will find that our firm's extensive experience in human resources, experience with municipal governments and our passion for Michigan communities, makes us an excellent fit for this engagement.

Please feel free to contact me with any questions. Thank you very much for the opportunity to share our interest in this engagement.

Best regards,

A handwritten signature in blue ink that reads "Amy Cell". The signature is written in a cursive style and is positioned above the typed name.

Amy Cell

President

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- *Why Us?*
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- Key Personnel

B. Recruitment Work Plan

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- Detailed Timeline
- Costs

C. Attachments

- Team Resumes

A. Qualifications

Type of Business

Amy Cell, LLC of 215 W. Michigan Avenue, Ypsilanti, Michigan 48197, operates as a Limited Liability Corporation in the State of Michigan. As a registered LLC in Michigan, we are licensed to operate in the State of Michigan. We provide recruiting, human resources consulting, and career coaching services.

History

Since our founding in March of 2015, Amy Cell, LLC has conducted over 700 searches, including recruitment for 100+ executive and key leadership roles, such as CEOs, City Managers, Executive Directors, Vice Presidents, and other C-Suite roles. We have led several successful public sector searches in Michigan, including searches for City Managers or the equivalent for the cities of Madison Heights, Clawson, Holland, St. Clair Shores and Redford Township. We have recruited Executive Directors for non-profits and other public sector clients including Macatawa Area Express, Growing Hope, Troy Chamber of Commerce, and Michigan Venture Capital Association. We have also provided department level recruiting, training and organizational development support to public sector clients including the cities of Grand Rapids, Ann Arbor and Novi. As such, we are very familiar with local and state municipalities and understand the Freedom of Information Act (FOIA) and Open Meetings Act (OMA) and how these statutes impact the talent acquisition process.

In addition to our strong track record of success in both the public and private sectors, Amy Cell brings significant relevant experience to municipal recruiting, having served as Senior Vice President of Talent Enhancement at the Michigan Economic Development Corporation (MEDC), and as Vice President Talent Enhancement for Ann Arbor SPARK. In these roles, Amy was responsible for programs in talent attraction, retention and development at regional and state levels, and was integral in the design and implementation of talent programs to benefit Michigan employers and citizens (e.g., job seekers, apprentices, displaced workers). Through this decade of public service, Amy Cell established a large professional network and national reputation as a thought leader in talent attraction. The firm's commitment to client satisfaction and a positive jobseeker experience has led to strong growth, and our firm is proud to have all of our employees based in Southeast Michigan.

Why Us?

Through our involvement with similar projects, and our passion for Michigan communities, we are able to offer a unique blend of expertise in executive recruitment, public sector work, and a deep understanding of human resources that is unparalleled by other firms. We have a large team that works efficiently and effectively to quickly fill positions, often executing timelines that are 25% shorter than other firms.

Recent Clients and References

Below is a sample of recent relevant engagements. Please feel free to contact any of the following individuals as references.

Client	Telephone	Project Title / Search	Contact Person
City of Holland	616-355-1316	City Manager	Jennifer Orme, HR Director
City of Madison Heights	248-217-8732	City Manager	Brian Hartwell, Mayor during the search.
City of St. Clair Shores	586-801-4732	City Manager	Chris Vitale, City Council Member
Macatawa Area Express	616-396-6521, ext. 7101	Executive Director	Mike Trethewey, Board member and Holland City Council member during the Holland City Manager search.

Key Personnel

Our Team

For this recruitment, we have selected the following team of highly qualified professionals, all of whom are well-versed and experienced in municipal and executive recruitment. The table below lists their anticipated roles as well. Resumes are included as an attachment.

Name	Title	Anticipated Roles
Amy Cell	President and Founder	Role: Lead. Oversees all search aspects included in this proposal.
Sonja Parkinson	Manager, Recruiting and HR Consulting	Role: Manages search activities; participates in meetings; completes stakeholder intake interviews; finalizes the position description. Manages consultants and fine details.
Lucy Binns	Senior Associate Consultant	Role: Assists in document production, scheduling and outreach. Assists with candidate screening, background and reference checks. Provides onsite interview support.

B. Recruitment Work Plan

To assist the City of Saugatuck in finding their new City Manager we will follow our well-honed, six step process, as described below. A full description of our approach and detailed timeline is also included.

Search Process and Activities

Key elements of our approach, and our repeated success, include a six step process to quickly and effectively find the right organizational leader.

Step One - Create a Clear Target and Plan

We will learn from you the “must have” and “ideal” experiences and behaviors for the City Manager. We interview stakeholders including the hiring committee, board, staff, and key community partners to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We also learn the key selling points of the position, organization and community, which informs the marketing strategy that we create.

From the stakeholder data, we create a rubric and align the selection group on experiences, leadership style, communication skills, educational philosophy, etc. We will research existing compensation and benefits structure as it compares to the market. During this planning meeting we will present compensation data to the hiring committee and determine the target compensation range. We will also set the interview schedule and timeline with the selection team for maximum efficiency.

Step Two - Market the Posting to the Right People

We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working and playing in Saugatuck. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms, and engage with ICMA, Michigan Municipal League (MML) and other municipal sites which results in a deep, diverse pool of qualified and interested candidates.

Step Three - Efficiently Screen Applicants

We use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly assess applicants. This results in 20-30 pages of documents and a video interview of each candidate that we present.

Step Four - Remote/Onsite Interviews

We coordinate an outstanding interview experience for candidates and stakeholders. Finalists can have remote or onsite interviews that can include a wide range of interviews and tours. We will coordinate schedules, manage candidate communications, and provide logistics support. We will facilitate meetings with the selection group.

Step Five - Negotiation

We will assist with the negotiation process with other administrative and legal parties. Our specific role will be determined during the planning phase to reflect the needs of the City.

Step Six - Transition Support

We help candidates successfully transition into their new roles by providing assistance with onboarding and relocation. If desired, we can provide a variety of support to assist with relocation and transition assistance, including housing assistance, partner job search assistance, children and elder care support, and finding local “greeters” to help welcome the new person into the community. We also offer a 360 degree feedback check-in after six months.

Detailed Timeline

The following timeline details the process (as described above) with a proposed schedule for deliverables and milestones. Our proposed timeline is further customizable depending on the needs and goals of the City of Saugatuck. It is our goal to create and implement a plan that works well to meet the City’s objectives, recognizing that a flexible approach is often needed as the plans unfold.

Activity	Time Frame
Stakeholder interviews. We interview stakeholders including the hiring committee, staff, and key community members to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We also learn about the key benefits of the position, organization and community.	Weeks 1, 2
Create Talent Matrix. Based on interview feedback and survey data we create a "talent matrix" of key criteria.	Week 3
Create marketing plan. Based on the interview feedback and research, we will create a digital and print marketing package that will be used to market the opportunity.	Week 3
Review salary data. Review existing compensation and benefits structure as it compares to market comparables. Present compensation data to the hiring committee at first meeting and determine target compensation range.	Week 3
Committee review. We will meet with the selection team to review the hiring criteria and job posting.	Week 4
Market the opportunity. We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working and playing	Weeks 4-8

<p>in the community. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms, and engage with industry associations, which results in a deep, diverse pool of qualified and interested candidates.</p>	
<p>Efficiently screen applicants. We use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly assess applicants.</p>	Weeks 4-9
<p>Present candidates. We will provide the selection team with a link to the candidate packets and videos. Selection team members will have one week to review information prior to the meeting to determine finalists.</p>	Week 10
<p>Review candidates with council and determine interview panelists.</p>	Week 10
<p>Invite interviewers and provide interview materials.</p>	Week 10
<p>Onsite/remote interviews. We coordinate an outstanding interview experience for candidates and stakeholders. Finalists can have an onsite interview that will include a wide range of interviews and tours. We will coordinate schedules, manage candidate communications and provide logistic support. A community reception with candidates can be included.</p>	Week 12
<p>Negotiation. We will assist with the negotiation process with other administrative and legal parties. Our specific role will be determined during the planning phase.</p>	Week 12
<p>Relocation and Orientation. We help candidates successfully transition into their new roles by providing assistance with onboarding and relocation. If desired, we can provide a variety of support to assist with relocation and transition assistance, including housing assistance, partner job search assistance, children and elder care support, and finding local “greeters” to help welcome the new person into the community. If desired, we can provide a transition meeting to help acclimate the new leader to direct reports and key priorities with stakeholders.</p>	TBD

Costs

Base Recruiting Fee. This covers all staff time associated with stakeholder interviews, creating the matrix, recruiting and assessing candidates, interview logistics, candidate and stakeholder communication.	\$11,000.00
Estimated Advertising Costs. This covers job posting fees, social media promotions, and marketing.	\$ 4,000.00
Other Costs. This covers background checks, Amy Cell, LLC staff travel expenses, and video interview fees.	\$ 2,000.00
Total Cost for Recruitment Services	\$17,000.00

Please Note:

- Interviewer and candidate interview meal costs, and reception food costs are not included.
- Candidate travel costs are not included.

Placement Guarantee

In the event the new employee rescinds their acceptance of the job offer, or leaves employment within one year of their start date, we will waive our base recruiting fee and conduct one additional search for the cost of direct marketing, travel and third party fees.

C. Attachments

Team Resumes

- Amy Cell
- Sonja Parkinson
- Lucille Binns

AMY CELL

734-657-0370

Amy@AmyCellTalent.com

SUMMARY

Dynamic leader passionate about talent attraction, retention and development who has used her creativity, team building skills and expertise to create and launch statewide talent programs and support Michigan communities, companies and people.

EXPERIENCE

AMY CELL, LLC, Ypsilanti, MI

President, 3/2015 - Present

Amy Cell Talent is a talent consultancy that provides a variety of talent acquisition, community development and job seeker support programs to clients. We are a team of skilled and dedicated professionals based in Ypsilanti Michigan.

- Provide efficient and effective talent acquisition services to Michigan technology companies - completed over 600 searches that span executive, administrative, and technical opportunities.
- Provide career development services to job seekers and people in career transitions.
- Supported Community Ventures, a program that provides a career pathway out of poverty.
- Launched a talent program for University technology transfer organizations.
- Frequent speaker, advisor, facilitator, panelist and judge. Engagements have included the Brookings Institution and Edward Lowe Foundation.
- Faculty member, Center for Entrepreneurship, U-Michigan College of Engineering.

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION, Lansing, MI

Senior Vice-President, Talent Enhancement, 1/2011 - 3/2015

MEDC is the state economic development organization. Joined MEDC with the Gov. Snyder administration to develop a Talent function housed within economic development.

- Led the redesign of the state labor exchange and talent marketing strategy. Website average 80K postings per month and 200K active account holders. Approximately 3 million unique users per year. Social media strategy includes newsletters, Twitter, Facebook and LinkedIn.
- Created and launched Community Ventures in 2012, which has placed 4000 structurally unemployed into living wage jobs with a \$11.20 average wage and 68% one year retention rate.
- Launched the Michigan Advanced Technician Training program, a dual education program based on the German apprenticeship model. Program is viewed as a national model and was featured by the Brookings Institute on a German study tour. Program has been adopted by Illinois, and many other states have requested additional information.
- Designed and directed programs to attract and retain highly educated talent, including LiveWorkDetroit, Dream Job, Pure Michigan Opportunity and a college ambassador program. Results included thousands of IT and Engineering student connections to employers.

- Participated on a select task force to determine strategy to propel Michigan to a top 10 state in terms of adults with a post-secondary credential or higher.
- Launched the Community College Skilled Trades Equipment Program - a \$50 million bond initiative to provide community colleges with critical training equipment.
- Launched Global Michigan, an initiative to embrace, attract and retain international talent. Built a team from one staff person to 30. Team had one of the highest employee engagement levels in the state government per a survey managed by PricewaterhouseCoopers.
- Accomplished and well-regarded speaker and presenter with approximately 50 engagements as panelist, moderator or key note presenter.

ANN ARBOR SPARK, Ann Arbor, MI

Vice-President, Talent Enhancement & Entrepreneurial Education, 8/2006 - 1/2011

Ann Arbor SPARK is a non-profit regional economic development organization driving local and statewide economic development initiatives. Key responsibilities included the creation and management of all Talent Enhancement programs, directing all Entrepreneur Education programs and overseeing the SPARK East incubator.

- Positioned SPARK to be a “talent hub” for knowledge-based workers seeking dynamic opportunities through events, job posting service and weekly newsletters. Posted approximately 1000 jobs for 400 companies annually, saving thousands of dollars per hire.
- Created programming to support SPARK East, a successful incubator in a challenged area and have had two companies graduate from the program in the first 18 months.
- Developed and launched numerous entrepreneur education programs including the one-day “Starting Your Own Business” program, Michigan Energy Forum, Entrepreneur Education 1.0 and 2.0 series, Expert Resource Board, Power Lunch and SPARK East Speaker Series.
- Co-developed Shifting Gears, a 4-month developmental program to help displaced “large company” managerial talent transition into “new economy” opportunities. Program later was expanded by the Michigan Economic Development Corporation and helped approximately 400 highly educated, accomplished, later-career people transition to new opportunities.

ROSS SCHOOL OF BUSINESS AT U-MICHIGAN, Ann Arbor, MI

Senior Associate Director, Office of Student Life, 9/2004 - 7/2006

- Created and led the Office of Student Life. Developed policies/processes to support students, including leadership programming, diversity, training, recognition, and student relations.
- Championed school-wide leadership development efforts and programs.
- Created culturally sensitive environment through programming and addressing problems.
- Resolved scores of student relations concerns and community issues.

APPLIED BIOSYSTEMS, Foster City, CA

Senior Manager, Human Resources, 11/2003 - 6/2004

- Led the restructuring and reengineering of IT department. Results included more efficient structure, employee development and redeployment of managers to better utilize talent.
- Launched development councils to coordinate succession planning and employee development.
- Provided organizational effectiveness tools such as leadership development and coaching, training, 360-degree feedback, change management and facilitated new leader assimilations.

Managing Partner, 9/2002 - 10/2003

- Founded HR Consulting Partnership that provides HR consulting, training and outsourcing services to small businesses that want innovative and strategic HR programs and processes.
- Developed extensive HR audit program to thoroughly review each element of HR, to ensure that all legal issues and best practices are considered.

SRI CONSULTING, Menlo Park, CA

HR Manager, 2001 - 2001

- Reported to CFO of SRI International and directed all HR activities for SRI Consulting that resulted in cost savings, strategic leadership change and benefit and compliance improvements.
- Developed new processes for recruiting, merit planning, orientation, mentoring, leadership development/succession planning, performance management and visa management.

FORD MOTOR COMPANY, Dearborn, MI

HR Roles Including Labor Rep, Associate and Analyst, 1995 - 2001

- Provided counsel to business units in employee relations, performance management, diversity, staffing, compensation, job leveling/ranking, succession planning and work/life issues.
- Analyzed U.S. recruiting process; recommended switching to Resumix with an ROI of 40%.
- Participated on team, which integrated Global affiliate manufacturing operations.

PLANTE & MORAN, CPA's, Ann Arbor, MI

Certified Public Accountant, 1990 - 1993

- Passed CPA exam in first sitting.
- Planned, executed, supervised and managed audit and tax engagements.

EDUCATION

THE UNIVERSITY OF MICHIGAN, Ann Arbor, MI

MBA - Ross School of Business Administration, 1993 - 1995

- with High Distinction (Top 10%)

BBA - Ross School of Business Administration, 1987 - 1991

BOARD MEMBERSHIPS

Board & Community Involvement: Michigan Center for Integrative Research in Critical Care, Career Education Advisory Committee, Desai Accelerator, Washtenaw Community College Foundation, Center for Entrepreneurship (CFE) - U-M College of Engineering, Washtenaw Community College Women's Council, Women's Exchange of Washtenaw, U-M SE Michigan Alumni Association, Washtenaw 2030 Steering Committee

SONJA PARKINSON, SHRM-CP

Canton, MI 48188 • 419-575-0371

sonja@amycelltalent.com • [linkedin.com/in/sonjaparkinson](https://www.linkedin.com/in/sonjaparkinson)

Executive Recruitment | HR Consulting | Team Development | HR Compliance & Best Practices
White Paper Development | Training | Performance Management

AMY CELL, LLC Ann Arbor, MI

Manager, Recruiting and HR Consulting, 8/2017-present

- Manage recruiting engagements for hard to fill, newly created, and specialized positions ranging from entry level personnel to executives level.
- Manage relationships with clients from the engagement inception thru project wrap-up.
- Develop and deliver employer training workshops.
- Develop white papers that advise clients on key HR processes and best practices.
- Seek out Requests for Proposals and develop proposals responses.
- Lead a team of associate consultants and senior consultants in executing recruiting and HR consulting projects.
- Manage the internal full cycle hiring and on-boarding process ensuring consistency and compliance.

Senior Consultant, 10/2016-8/2017

- Gather from clients, the key technical experiences and behavioral traits required for an incumbent to achieve strong performance outcomes.
- Recruit for hard to fill, newly created, and specialized positions ranging from entry level personnel to C-suite executives.
- Review job postings to ensure accuracy and completeness. Update job posting language as necessary, to capture the attention of target audiences.
- Design and process job specific questionnaires to understand candidate's work styles, motivation, personality, and other information that cannot be determined from a resume.
- Conduct behavioral interviews, and present leading candidates to clients.
- Review Caliper Test Results (a personality profiling assessment tool) to determine the suitability of candidates.
- Perform general research of clients' business and industry; effectively apply that knowledge to provide added value in the recruiting process.
- Foster strong client relationships from the engagement inception through job offer and wrap-up.

MELIOR HUMAN RESOURCE CONSULTING LLC Canton, MI

Human Resource Consultant, 6/2013-10/2016

- Provided a variety of services to clients focusing on basic HR compliance and best practices. These services include (but are not limited to): Recruiting, I-9 compliance, Workplace Posters and Notices, Job Analysis, Job Descriptions, Employee Handbooks, Employee file maintenance, and FLSA Analysis.
- Developed and executed company's business plan
- Marketed company services, secured clients, managed client relationships.
Client's served: Staffing, Non-profit, Marketing & Advertising

GAASHRM (VOLUNTEER) Ann Arbor, MI

Survey Committee Member, 8/2012- 8/2013

- The Survey Committee is responsible for organizing and distributing our annual Wage and Salary Survey. This survey is a comprehensive guide to salary information from our member companies.

HURLEY MEDICAL CENTER FLINT, MI

Human Resource Consultant (project), 1/2011-4/2011

- Diagnosed organizational issues surrounding FLSA compliance
- Developed methodologies to detect and prevent non-compliance
- Reviewed, analyzed, and compiled job description and salary data to determine FLSA status
- Made recommendations to management to correctly classify jobs

DELOITTE & TOUCHÉ Detroit, MI

Auditor In-Charge, 9/2004-9/2008

- Performed substantive audit procedures on employee benefit plans, including contributions, participant loans, benefit payments, claims payment, demographic details, and participation
- Trained junior staff on industry specific business and accounting matters
- Performed audits and supervised the performance of audits in accordance with GAAS
- Performed a review of work papers to assure the adequacy of our documentation, its completeness, and its ability to support the reports being rendered
- Drafted financial statements, footnotes, and applicable disclosures
- Planned and contributed to the development of relationships between clients and audit team
- Researched accounting issues to determine appropriate guidance

Major Clients Served: Gaming & Hospitality, Entertainment, HMO Insurance, Automotive

KPMG St. John's, Antigua (Eastern Caribbean)

Audit Associate, 2/2001-7/2003

- Planned and performed financial statement audits and reviews
- Compiled and reviewed monthly and yearly management accounts
- Compiled financial statements
- Delegated audit responsibilities, and reviewed work performed by junior staff

Major Clients served: Construction, Property Development, Hotel, Offshore Banking, Pharmaceutical

EDUCATION

EASTERN MICHIGAN UNIVERSITY Ypsilanti, MI

Master of Science, Human Resources and Organizational Development

BOWLING GREEN STATE UNIVERSITY Bowling Green, OH

Master of Accounting, Financial Reporting and Auditing

ANDREWS UNIVERSITY Berrien Spring, MI

Bachelor of Science, Business Education Emphasis: Business Administration

Associate of Science, Business Administration

OTHER SKILLS AND TRAINING

Passed the PHR exam; excellent oral and written communication skills; Microsoft Office (Word, Excel, PowerPoint and Outlook); Google Productivity Tools; Asana, Zip recruiter.

LUCILLE BINNS

734-330-9289 | lucy@amycelltalent.com | [linkedin.com/in/lucillebinns](https://www.linkedin.com/in/lucillebinns)

A diligent administrator with exceptional problem-solving and interpersonal skills.

AMY CELL, LLC, Ypsilanti, MI

Senior Associate Consultant, 1/2018 - Present

- Functions as an Account Manager for multiple tech-focused recruitment efforts including researching technical requirements and implementing recruitment best-practices.
- Maintains professional and responsive correspondences with clients and job-seekers.
- Handles organizational aspects of multiple client-facing databases and projects.
- Participates in networking events to improve and grow contact pool.

HABITATERY, Ann Arbor, MI

Office/Accounts Manager, 5/2017 - 10/2017

- Responsible for all financial transactions and decision making - payroll processing, accounts payable/receivable, daily reconciliation, and report creation for use by owner.
- Researched, presented and implemented new organizational/project management system for use office-wide.
- Decreased company overhead through the evaluation and negotiation of vendor partnerships.
- Functioned as “go-to” for all unexpected problems, whether they were financial, technological, human resource, or customer service related.
- Managed all major company projects, both independently and as a team leader, including the creation and implementation of a new marketing/outreach system and strategy.
- Recruited, interviewed, and trained entirely new staff within one month.
- Managed day-to-day office operations, including supply ordering, staff management, and scheduling.

RANDSTAD, Ann Arbor, MI

Recruiter, 2/2016 - 3/2017

- Knowledgeable regarding workplace requirements and applicant qualifications for multiple sites.
- Eagerly accepted new projects and routine tasks related to the management of over 100 employees.
- Scheduled appointments and managed calendars for multiple Site Managers.
- Created and posted attractive and informative job listings.
- Demonstrated comfort with multitasking in the use of phone, email, and social media to recruit candidates.
- Processed and filed onboarding and payroll documents with a high attention to detail.
- Conducted both pre-hire and exit interviews while demonstrating good judgement and tact in hiring decisions.

MICHIGAN DIGITIZATION PROJECT, Ann Arbor, MI

Document Scanner Lead 1, 11/2013 - 10/2015

- Trained and managed all new operators, while also motivating and assisting current operators in meeting weekly production goals digitizing and preserving a variety of books and pamphlets.
- Led a team ranging between 18 and 25 operators with varying experience to unprecedented quality ratings
- Presented and analyzed current production numbers with individual operators

EDUCATION

TULANE UNIVERSITY, New Orleans, LA - Studied Ecology and Evolutionary Biology, 2009 - 2013



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Council Member Peterson City Attorney Request

Attached is a request from Council member Peterson asking City Council to engage the City Attorney. See attached.

September 8, 2020

To the Saugatuck City Council,

I am asking for approval for the City Manager to contact the City Attorney regarding comments made by Councilmember Leo at a August 17 City Council meeting.

At that meeting, Council member Leo made the following statement: "I have 2 concerns I just have to put out there.....My other concern is that Erin and Jane are best best friends and Jane is also currently running for election obviously so that sort of ..there is a bit of a boundary or a professional issue for me there....just want to put that on the record."

Following those remarks, at a later meeting, Council member Leo did not apologize or provide any proof for her concerns.

I believe that the remarks insinuated that the public should be concerned that 2 women might collude to change the outcome of the election in one of their favor. I also believe that when statements like these are made by an elected public official at a public meeting, they carry more weight.

I would like to ask the City Attorney to review the statement and provide information regarding what is considered appropriate for a Council member's remarks and when they step over the line.

Chris Peterson



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Council Member Verplank City Attorney Request

Attached is a request from Council member Verplank asking City Council to engage the City Attorney. See attached.

To: City Council

From: Jane Verplank

Subject: Council Voting on Issues

I would like to request the city manager get some guidance from the city attorney as to when it is appropriate for council members to recuse themselves from voting, as this has come up several times recently.

A comment on a Council Member's Facebook page suggested those of us who know or are friends with Erin Wilkinson, should recuse ourselves from the vote to confirm her as city clerk (see below).

I would like clarification as to when council members can and should recuse themselves, since it seems this is being wielded as a campaign issue.

Sincerely,

Jane Verplank



Lauren Flanagan

They should have recused themselves from the vote if there was any question of impartiality. For a group obsessed with procedure and Roberts Rules of Order over substance, it was a major miss. Time for change. Let's get the 4 new candidates elected!



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Cindy Osman — Planning/Zoning
Meeting Date: September 9, 2020
Re: Popup Patios

A request has been made to discuss the possibility of extending the time limit for the popup patios through November.

From: Cindy Osman
To: Garnet Lewis
Sent: Monday, September 7, 2020 11:30 AM
Subject: extending pop up patios to November 30.

Hi Garnet:

This is what I uncovered regarding the MLCC extension on the Pop up Patios. This concept really should go to a council workshop for consideration. I have real concerns with snow plowing – already there are some issues with street sweeping. The last paragraph also applies to those areas that do not involve alcohol because making them enclosed constitutes an “indoor” seating condition.

From the MLCC:

Process for Converting 2020 Limited Permanent Outdoor Service Area to a Permanent Outdoor Service Area:

A 2020 Limited Permanent Outdoor Service permission is valid only through November 30, 2020 (as extended by the Commission on September 1, 2020). A regular Permanent Outdoor Service permission typically has no ending date.

A licensee that has been approved for and issued permission for a 2020 Limited Permanent Outdoor Service area may apply to convert the limited term permission to a regular Permanent Outdoor Service area that may be used up to and after November 30, 2020.

An approved 2020 Limited Permanent Outdoor Service area may only be converted to a regular Permanent Outdoor Service area if no changes have been made to the approved 2020 Limited Permanent Outdoor Service area. The approved dimensions for the 2020 Limited Permanent Outdoor Service area will be used for the regular Permanent Outdoor Service area.

If a licensee wants to convert an approved 2020 Limited Permanent Outdoor Service area to a regular Permanent Outdoor Service area, but wants to make any changes to the outdoor service area, the licensee must instead apply for a new outdoor service area using the Outdoor Service Permanent Permission Application (LCC-204).

If a 2020 Limited Permanent Outdoor Service area being converted to a regular Permanent Outdoor Service area is located on public property, like a city sidewalk, the licensee must continue to have approval from the local governmental unit authorizing the use of the municipal property. If the local governmental unit approval expires, the licensee must immediately cease the sale and service of alcoholic liquor in the outdoor service area and notify the Commission so that the outdoor service approval may be cancelled.

Before the Commission issues the permission for converted Permanent Outdoor Service area, an inspection of the outdoor service area may be conducted by the Enforcement Division to ensure that no changes to the approved 2020 Limited Permanent Outdoor Service area have been made by the licensee.

Once a 2020 Limited Permanent Outdoor Service area has been converted to a regular Permanent Outdoor Service area, any changes to the Permanent Outdoor Service area must be approved by the Commission. The licensee may apply for changes using the Outdoor Service Permanent Permission Application (LCC-204).

In addition, licensees with approved outdoor services areas are prohibited from converting their ODS to anything that resembles an indoor structure. What is currently not allowed is any area that is enclosed fully or partially on the top and fully or partially on the sides, including tents or canopies with side walls or coverings.

Cindy Osman
Zoning Administrator
City of Saugatuck
269.857.2603
Cindy@SaugatuckCity.com



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Lake Michigan Frontage/Obstacles to Beach Walkers

Attached is a communication from the city attorney's office regarding Lake Michigan frontage/obstacles to beach walkers that City Council requested.

Bloom Sluggett, PC

COUNSELORS & ATTORNEYS

Clifford H. Bloom
Direct Dial (616) 965-9342
Direct Fax (616) 965-9352
cliff@bloomsluggett.com

September 8, 2020

Mr. Kirk Harrier, City Manager
City of Saugatuck
Saugatuck City Hall
102 Butler Street
P.O. Box 86
Saugatuck MI, 49453

Re: Lake Michigan Frontage/Obstacles to Beach Walkers

Dear Mr. Harrier:

Recently, the City of Saugatuck ("Saugatuck" or "City") received complaints from members of the public who apparently cannot walk the Lake Michigan beach south of Oval Beach due to new or expanded seawalls, groins, rip rap, etc. ("Shore Items") that have been installed (or expanded) to protect the dunes and dwellings in the Dunegrass development. Consistent with the City's request, this letter is intended to address the legal issues involved.

Normally, in order for a Lake Michigan property owner to install (or expand) a Shore Item along a lakeside dune, shoreline, beach or in the waters of Lake Michigan, permits must first be obtained from both the Michigan Department of Energy, Great Lakes and Environment ("EGLE") and the United States Army Corps of Engineers ("Army Corps"). Which, the applicable laws in this regard remain in effect, in eight of the large number of dwellings that are currently threatened along the shoreline of Lake Michigan, economic considerations, and even political pressure, both EGLE and the Army Corps have been issuing permits for Shore Items at a record pace (much faster than under normal circumstances) and with minimal oversight. In fact, some Lake Michigan property owners have had Shore Items installed over the past year and a half without permits whatsoever, and EGLE and the Army Corps have done little about those violations (apart from issuing many "after-the-fact" permits). Both agencies appear to be underfunded, overwhelmed, and not ready for the extreme high-water conditions of the past two to three years.

You indicated that several of the Dunegrass development lake properties have had new Shore Items installed or expanded during 2019 or 2020. Given that there is currently little, if any, dry shoreline located between the lake waters and the dunes along the Dunegrass development, adding Shore Items (or expanding existing ones) only exacerbates the problem of beach walkers being able to walk along the shore.

We previously addressed the issue of property owners within the Dunegrass development complaining about public beach walkers from Oval Beach potentially trespassing on private property within the Dunegrass development and engaging in unlawful beach activities or private lands such as lounging, sunbathing and picnicking. (Please see our earlier opinion letter of June 12, 2020.) Now, the roles are reversed. Some members of the public are complaining to the City that certain property owners within the Dunegrass development are effectively blocking beach walking due to the new or expanded Shore Items along the shore.

Initially, the City Council should decide whether assisting the public beach walkers constitutes a “public purpose” for which City funds should be spent. Beyond this, and assuming it is deemed a public purpose, the Council might consider engaging with other governmental agencies in determining whether those agencies would agree to take the lead in addressing this issue. Obviously, both analyses should be done by the City Council before the City takes any action regarding this matter.

Some context for its actions might be helpful in light of *Glass v Goeckel*, 473 Mich 667 (2005). That case concluded that members of the public are legally entitled to walk on the dry land, beach or shore located between where the waters of Lake Michigan exist at a particular point and time and the ordinary high-water mark on land. However, the water levels of Lake Michigan currently cover all of the land up to (and beyond) the ordinary high-water mark within the Dunegrass development and likely further upland as well. Therefore, public beach walkers cannot currently lawfully walk on any dry land lakeward of the ordinary high-water mark.¹

What are the legal remedies for members of the public (or Saugatuck) if Shore Items have been installed illegally or in conformance with an EGLE or Army Corps permit but they interfere with lawful shore walking? If no permit has been issued, then either a member of the public or Saugatuck could file a violation complaint with EGLE and the Army Corps. Of course, due to budget constraints, lack of available staff time and other matters as described above, it is possible that neither governmental agency will take any action, or at least not, until later in time when matters slow down.

If a permit for a new or expanded Shore Item has been issued by EGLE or the Army Corps, an aggrieved party can file an appeal in a contested case proceeding with an EGLE administrative law judge. There remain time limits to file an appeal and whether those have expired would need to be addressed on a case-by-case basis. It is not clear whether Saugatuck would have “standing” for any such appeal (whether to appeal on its own, join an existing appeal or simply file a letter or resolution of support for the appealing parties). Standing means whether a particular party is legally qualified to file or join an appeal.

¹ It is also possible, however, that some of the Shore Items are preventing public beach walkers from walking within the shallow water adjacent to the shore. To the extent that such Shore Items so interfere, it is primarily within the jurisdiction of EGLE and the Army Corps to remedy that situation.


It appears that several members of the public have already filed an appeal with EGLE regarding the installation or expansion of Shore Items within the Dunegrass development and have requested a contested case hearing appeal. If it feels it necessary to protect the public health, welfare and safety the City could consider either joining that appeal or simply sending a letter or resolution to EGLE to support that appeal.

Alternately, either a member of the public or the City could file a lawsuit in the Allegan County Circuit Court claiming that a Shore Item is a nuisance, unreasonably interferes with the public navigability easement for walking or other legal theories. Again, it is not clear whether Saugatuck would have standing to bring such a lawsuit. In addition, that type of lawsuit could potentially be very expensive for the City to pursue in terms of attorney fees and court costs. It is likely that a lawsuit involving any cottage property within the Dunegrass development would be vigorously defended by a person who was well-funded.

Another option the City might consider would be to have it adopt a non-zoning police power or regulatory ordinance that prohibits Shore Items from interfering with beach walking below (i.e. lakeward of) the ordinary high-water mark. Such an ordinance could also provide that once Lake Michigan's water level drops low enough to expose the ordinary high-water mark on a particular piece of property, any visible or protruding Shore Item would have to be removed by the property owner involved to the extent that it exists lakeward of the ordinary high-water mark. It bears mention as to this option that it is not clear under Michigan law whether Saugatuck would have the authority to adopt and enforce such an ordinance. Either EGLE, the Army Corps or the violating landowner could assert that any local ordinance to regulate structures, uses or activities along the shore is preempted or precluded by state law. (Such an argument would require further research.)

Please do not hesitate to contact us should you or any other Saugatuck official have any questions. Thank you.

Very truly,



Clifford H. Bloom

cc: City Mayor
City Clerk



City Council Workshop Discussion Item Report

To: Saugatuck City Council
From: Kirk Harrier — City Manager
Meeting Date: September 9, 2020
Re: Holiday Lighting Schedule

The City has 2 years remaining of a 3 year holiday lighting contract with Chip's Ground Cover (contractor). The contractor would like permission to start wrapping the tree trunks per the contract starting after September 14th. The power would not be turned on to the lights until the Thanksgiving weekend.